

The Impact of High-Performance Human Resource Practices on Intrapreneurial Behaviour in the oil and gas Sector in Iraq

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Article Info

Volume 82

Page Number: 12432 - 12447

Publication Issue:

January-February 2020

Article History

Article Received: 18 May 2019

Revised: 14 July 2019

Accepted: 22 December 2019

Publication: 24 February 2020

Abstract

This paper aims to provide a clarification of the relationship between high performance, human resource practices and Intrapreneurial Behavior. This paper also attempts to illustrate the role of affective commitment as a mediator in the relationship. The sample used in this study included nine organization in Iraq's oil and gas industry. The paper argues that previous studies focus on the positive impact of human resource management practices. Contrary to previous research, this paper shows the positive relation between high performance human resource practice and intrapreneurial behavior and how affective commitments mediate the relationship. The study findings showed that human resource practices influence the attitudes and behaviour of people within organizations. Besides, the study suggests that high-performance human resource practice can operate through a path that connects affective commitments and intrapreneurial behavior.

Keywords: high performance human resource practice, intrapreneurial behavior, affective commitment, social exchange theory.

I. INTRODUCTION

Today, organizations are operating in a dynamic and complex environment with immense competition. The existing trade liberalizations, extensive Foreign direct investment, mergers and acquisitions, technological advancement, and the borderless economy is making the marketplace more competitive. The market has undergone complex changes leading to organizations to reconsider their strategic approaches and organizational philosophy to remain competitive and gain competitive advantage. Organizations have to be more intrapreneurial in their business process and dealings to cope up with the changing environment. Organizations must evolve to thrive. Therefore, people within an organization must be involved. Extra-role Behavior of employees that is, positive and voluntary Behaviors, not formally rewarded by the organization has been found to

have a positive contribution (Dyne, Cummings, & McLean Parks, 1995). Employees can exhibit extra-role Behaviors, such as voluntary intrapreneurial Behavior to stimulate organizational development and evolution (Amo & Kolvereid, 2005; Stull & Singh, 2005). Intrapreneurial Behavior (IB) are Behaviors of employees that do not have to be requested. It involves employees willingly innovating and seeking a business opportunity for the benefit of the organization (Antoncic & Hisrich, 2001). Various studies have found that IB has positive relations with organizational performance and efficacy. Besides, the studies show that it is a suitable resource that can turn into a long-term competitive advantage as it stimulates learning as a way to differentiation and growth (Antoncic & Hisricj, 2001; Covin & Miles, 1999; Des et al, 2003)

Similarly, other studies have shown that researchers and practitioners increasingly recognize the significance of effective human capital management to boost the performance of an organization (Hitt, Bierman, & Kochhar, 2001). Notably, researchers in resource management argue that organization can use performance commitment to human resource practice to boot the effectiveness of an organization (Becker & Gerhart, 1996; Wright, Dunford & Snell, 2001). Literature also shows that numerous factors are significant in nurturing an organization's entrepreneurial environment. The most effective elements are the integration and alignment of human resources (Holt, Aemenakis, Field, & Harris, 2007; Al-Shami, Muhamad, Majid, & Rashid, 2019). HPHRP practices are effective ways of improving organizational performance. It also shapes the organizational culture. Therefore, we can argue that HPHRP is necessary for facilitating corporate entrepreneurship (Ozdemirci & Behram, 2014). The role of Human Resources management in corporate entrepreneurship is an emerging research area with few comprehensive theoretical models (Montoro-Sanchez & Ribeiro Soriano, 2011)

The oil sector is the most important sectors in Iraq due to its demand and better coverage services in various regions within the country. The industry has made significant impact in the country's economy. The oil industry has played a critical role in income generation, creation of employment opportunities, and the formation of fixed capital. Several developed countries are now focusing on the oil industry as it brings forth significant financial benefits and helps in the creation of financial surplus.

This paper introduces a clear understanding of the relationship between Human Resource Practices (HRP) and Intrapreneurial Behavior (IB) with effective commitment as the mediator in Iraq's oil companies. The study also provides insight into HRP and IB in various organizations in Iraq that

can influence the performance of oil companies. The study provides a practical insight into the interrelation of IB, HRP, and affective commitment within the oil and gas industry in Iraq.

II. LITERATURE REVIEW

2.1 Performance Human Resource Practices:

Globalization, technological innovations, competition, and privatization/deregulation has forced management to make changes in their HR and management practices (Gürbüz, 2009). HRM has gained importance in the global arena, attracting attention from scholars and practitioners. Globalization is also forcing business organizations to manage world forces effectively (Christiansen, 2013).

Nevertheless, there are several definitions of the HRM concept (Edmund Heery and Mike Noon, Heery, & Noon, 2008; Fu, Flood, Bosak, Morris, & O'Regan, 2015; J. Messersmith, Patel, Lepak, & Gould-Williams, 2011; J Storey, 2001). Guest (1987) and John Stoeckly (1995) provide a distinction between "hard" and "soft" version of HRM. According to the researcher, the "hard" approach to HRM emphasizes rules, sanctions, rewards, and monitoring in to guide the Behaviors of employees. Besides, it views employees are objects that can be treated dispassionately and in a formally rational way (J Storey, 1995; Whitener, 2001; Worsfold, 1995). On the other hand, "soft" approach to HRM emphasizes on employee commitment, development and well-being. In this approach, employees are viewed as means rather than objects (Guest, 1999). Various scholars have identified different high-performance HR practices. According to Guest (1999), Wright (2013), and J.G Messersmith & Guthrie (2010), soft version of HRM is linked to high performance. Also, researchers refer to high-performance HR practices to as the "high performance" (Agarwala, 2003; Gould-Williams et al., 2014; Kaman, McCarthy, Gulbro, &

Tucker, 2001) or 'high involvement' (Guthrie, 2001; Mendelson, Turner, & Barling, 2011).

There is a lack of agreement on particular practices to be considered high-performance human resource practices. Despite this, training and development, job security, and recruitment and selection are the standard HR practices (Iverson & Zatzick, 2007; McClean & Collins, 2011; Price, 2011).

Training and Development

According to Iverson and Zatzick (2007), to instill current knowledge, expertise, and capabilities, it is crucial to train and develop employees comprehensively. Undertakings like these promote the flexibility of employees and boost their allegiance and devotion to the company. Besides, training offers a means of integration that enables a company to motivate employees and instill in them the essential proficiencies needed to achieve the missions of the organization (Cappelli, Singh, Singh, & Useem, 2010; Schneider, 1988). According to (S. Al-Shami, Mamun, Sidek, & Rashid, 2019), one of the causes of women entrepreneurs failure in Malaysia is the lack of business development knowledge.

Recruitment and Selection

It is crucial to select and recruit employees that align with the organization during the hiring process. These activities often lead to the creative working surrounding of very competent workers with the possibility of acting in beneficial ways to the organization (Cappelli et al., 2010; Schneider, 1988). One of the vital tools in developing and enhancing organizational culture is the selection (Schein, 2004) and can guarantee a careful screening of candidates to "merge" in the prevailing corporate culture (Nazir, 2005). Organizations can use *selective staffing* to ensure the recruitment of the right people. According to

Godard (2004), practices of selective staffing stresses on knowledge and interpersonal skills and results in a workforce of high qualifications and motivation (Guest, 1999; Alan K Paul & Anantharaman, 2003).

Job security

Herzberg (1968) defines job security as the level to which an organization offers stable jobs to its workers. Job security is the concept of the degree to which an employee will be expected to remain in employment for an extended period (Delery & Doty, 1996). Job security has been identified by researchers to be one of the most critical part in the practice of human resource (Pfeffer, 2005) which shows the commitment of the organization to its employees, in addition to proving that security of work increases the engagement of employees to the organization (Chan & Mak, 2012; Meyer & Smith, 2000). The commitment of the organization to its workforce (through job security) encourages the employees to alter their responsibilities by exhibiting compensatory loyalty to the organization.

2.2 Intrapreneurial Behaviour (IB)

An extensive definition of intrapreneurial behavior is entrepreneurship in an organization that is already in existence (Antoncic, B (Antoncic, 2007). The definition of IB is the voluntary behavior of an employee aiming at perceiving opportunities, generating ideas, developing new products, including creating new lines of business (Antoncic & Zorn, 2004; De Jong, Parker, Wennekers, & Wu, 2011). Intrapreneurial behavior involves undertaking new activities, moving away from tradition to seek opportunities (Vesper, 1990). Additionally, Antoncic and Hisrich (2001), opine that intrapreneurship is the entrepreneurship spirit of an employee in an organization that is in existence.

According to Farrukh, Ying, & Mansori (2016), intrapreneurship describes entrepreneurial activities within an organization's boundaries. Behaviors such as creativity, taking risks, and proactiveness of workers in an organization are referred to as intrapreneurial behaviors (Farrukh, Ying, & Mansori, 2016). Various terms in literature imply entrepreneurship within an existing organization, such as entrepreneurial orientation or corporate entrepreneurship, which has led to confusion in studying intrapreneurship (Mustafa, Lundmark, & Ramos, 2016; Valsania, Moriano, & Molero, 2016); it is thus necessary to state that corporate entrepreneurship and entrepreneurial orientation happens at the organizational stage and monitoring and planning takes a "top-down" course. On the other hand, the conception of intrapreneurship is at the level of an individual, and a "top-down" planning course of instinctive behavior of an employee (Valsania et al., 2016).

Intrapreneurial behavior has three critical components; innovation, taking risks, proactiveness. Innovativeness is the tendency of individuals to create new concepts; the definition of risk-taking is the tendency of individuals to take risks with the objective of helping the organization, and proactiveness is the expectation and the course of action for problems, future requirements, and changes that brings alternative opportunities (Letonja, Jeraj, & Marič, 2016; Valsania et al., 2016).

2.3 High-Performance Human Resource Practices and Intrapreneurial Behaviour

In current literature, there is a progressive interest in practices of human resource as a precursor to innovativeness, proactiveness, and taking risks (Bird, 1988; Chen, Huang, & Huang, 2009; Hayton, 2005; Katz & Gartner, 1988; Leana III & Van Buren, 1999; Morris & Jones, 1993; Özdemirci & Behram, 2014; A K Paul & Anantharaman, 2004; Schuler, 1986; Sun, Aryee, & Law, 2007; Zhang & Jia, 2010).

According to Farrukh et al. (2016), intrapreneurial behavior can be described by entrepreneurship within organizational boundaries. Particularly, innovative, risk-taking and proactive employee behaviors are referred to as IB. Scholars use different terms to refer to entrepreneurship within organization such as corporate entrepreneurship or entrepreneurial orientation leading to misconceptions when studying entrepreneurship (Mustafa et al, 2016; Valsania et al, 2016). It is, therefore, important to clarify that both corporate entrepreneurship and entrepreneurial orientation happens at the organization and is often overseen and planned by a "top-down" process. In the contrary, intrapreneurship occurs at the individual level and involves a "bottom-up" process influenced by the behavior of the employee (Valsania et al. 2016).

Hornsby, Kuratko, and Montagno (1999) identified five factors for successful intrapreneurship, they include innovation support by the manager, offering resources for innovation, considerate incentives, structures for guiding learning, and collaboration within the organization, and workers who are risk-takers. Barringer & Bluedorn (1999) indicate that offering incentives to innovative actions can effectively promote intrapreneurship. According to Laursen (2002), working in teams, payment based on performance, consolidating sectors and downsizing, and training within an organization will assist in triggering innovation. The extensive documentation of the link between practices in human resources and entrepreneurial activities has various explanations. Improving skills and the impetus to utilize those employee skills to produce an improvement in innovation is one explanation (Sun et al., 2007). It is said that whenever the organizational human resource practices are consistent, human resource practice has an incremental synergistic effect on the expected behavior of an employee (Hayton, 2005). In

addition to the requirements, IB needs highly discreet and instinctive crucial acts (Hayton, 2005; Zhang & Jia, 2010). Similarly, (Leana III & Van Buren, 1999).

Additionally, employment activities related to HPHRP promote high-quality exchange integrations making employees play the role of good ambassadors of the organization. We, therefore, anticipate HPHRP to offer impetus to employees to commit themselves to the organization by bringing creative concepts (Chen et al., 2009; Alan K Paul & Anantharaman, 2003). The proof connecting human resource activities to the creation of environments that promote discretionary entrepreneurship and risk-taking activities by workers in an organization supports our claim (Sun et al., 2007; Zhang & Jia, 2010). Additionally, contingency and configurational perceptions indicate that HRM can potently help intrapreneurship behavior.

Focusing on entrepreneurship, it is right to accept that when managers inspire and assist employees in their innovative efforts, aligning with the guidelines of SET, these efforts will lead employees who intend to positively impact the organization to initiate entrepreneurial behaviors (Alpkan, Bulut, Gunday, Ulusoy, & Kilic, 2010; Beer, Spector, Lawrence, Mills, & Walton, 1984; Hornsby, Kuratko, & Zahra, 2002). The employees will feel that they have to give back to the organization by achieving its goals, which can be understood partially as entrepreneurial behavior. Nonetheless, there is a possibility of employees increasing their entrepreneurial action in the scenario of HPHRP. Following the above discussion and aligning with SET, there is a possibility of assuming that HPHRP, for example, training and recruitment development and choosing and employment security, directly impacts significantly on intrapreneurship activities.

2.4 The Mediating Role of affective commitment:

Results from recent studies indicate the utility of relating affective commitment as an agent that can reconcile the link between independent and dependent variables. J. Meyer & Allen (1991) suggest that affective commitment refers to how the employee is emotionally attached to, relates to, and participates in the organization". According to Jaros, Jermier, Koehler, and Sincich (1993), affective commitment is "the degree of psychological attachment of an individual to an organization that employs them through emotions, like pleasure, love, acceptance, devotion and so forth." Z. X. Chen & Francesco (2003) opine that employees with affective commitment maintain the connection with their organization for more extended periods because of the constructive feelings arising from such links. Iverson (1996) suggests that studying affective commitment may be undertaken from the perspective of being "a major variable of mediation in determining the outcomes of an organization." We will explain the mediating role that affective commitment plays.

Although recent studies indicate that affective commitment can be a variable that mediates the relationship between independent and dependent factors, ul Haq, Jingdong, Usman, and Khalid (2018) additionally concluded that affective commitment had a mediation between tolerance to failure and entrepreneurial tendencies. Besides, according to slam et al. (2013) determined that affective commitment intervened the linkage between the turnover objective and the support of the organization. According to a report by Hadziahmetovic and Dinc (2017), there was a mediation of affective commitment in the relationship between contention and fringe advantages and the performance of the organization, opportunities for promotion and the performance of the organization, satisfaction with the pay and the performance of the organization,

and the conditions of working and the performance of the organization. Additionally, Norris-Watts & Levy, 2004 notes that affective commitment mediates the linkage between response surrounding. These studies reveal that affective commitment influence many relationships in the workplace.

We opine that employees who seem to have high-performance practice of human resources have the probability of exhibiting elevated affective commitment to their organization basing on a type of obligatory reciprocation in their exchange of relationship (social exchange theory); the increase in affective commitment levels of employees will then have the possibility of affecting essential behavior at work because of two primary reasons; one, the altitudinal reaction to an increase in affective commitment will not singly offer a balance of the benefits that each party in the exchange relationship receives (that is, the workers and the organization). There would be a need for more contribution from the side of the employees to make the field level, basing on a significantly big organization and the more substantial benefits of employees that relates to a high-performance system of human resource. Two, employees with a commitment to the organization could more easily act in ways that show their affective bond. Past studies indicate that intrapreneurial behavior does not significantly impact on affective commitment (Farrukh, Chong, Mansori, & RavanRamzani, 2017). This study, therefore, described the mediating action of affective commitment in the linkage between HPHRP and IB.

Therefore, Affective commitment will mediate the relationship between high performance human resource practices and Intrapreneurial Behavior

III. METHODS AND MEASURE

3.1 Sample and data collection

The data were collected from nine public organizations operating in oil and gas industry at

the central and southern part of Iraq. All the middle and low-level employees of selected to generate the research information. Out of 600 questionnaires distributed, only 410 questionnaires were returned back. The effective response rate came to 68.3 per cent.

In the total sample, 86.4 per cent were males, 52.6 per cent were between 26 and 30 years of age. Majority of the respondents were Bachelor Degree (52.9 per cent) and about 58.1 per cent have 6-10 years of work experience.

3.2 Instrumentation

Our instruments were designed to capture the three concepts being investigated in this research: (1) High-Performance Human Resource Practices, (2) affective commitment, and (3) Intrapreneurial Behaviour. All of the items measuring these three concepts were responded by using five-point Likert scales (1 = strongly disagree, 5 = strongly agree).

3.2.1 High-Performance Human Resource Practices (HPHRP)

Following (Sam Jayakumar & A, 2014; Umasankar, 2015) and (Kraimer, Wayne, Liden, & Sparrowe, 2005), researches, we assessed HPHRP at Time 1 using 23 items measuring the three dimensions of Training, and development (8 items), recruitment and selection (5 items), and job security (10 items). Sample items include "Training and development have resulted in higher employee performance in our Company.", "We have strong merit criteria for employee selection," "My current organization would transfer me to another job if I were laid off from my present job".

3.2.2 Intrapreneurial Behaviour (IB)

We adopted (Farrukh, Chong, Mansori, & Ravan Ramzani, 2017) six-item scale to measure

employee Intrapreneurial Behaviour. Sample items are “I contribute to the implementation of new ideas at work” and “I boldly move ahead with a promising new approach when others might be more cautious”, and “I can spot a good opportunity long before others can.”

3.2.3 Affective commitment (AC)

We measured affective organizational commitment at Time 2 with Meyer et al.'s (1993) six-item scale. Sample items include “I would be very happy to spend the rest of my career with this organization,” and “I really feel as if this organization's problems are my own.”

3.3 Assessment of measurement model

Partial least squares structural equation modeling was used to analyse the hypothesised model showed in figure 1. For running PLS-SEM, we used SmartPLS software version 3.2.8. PLS-SEM is a powerful technique which has become popular among the social scientist since last one decade. The Partial Least Squares technique is a powerful component-based method widely used in prior studies (Farrukh et al., 2017).

In terms of analysis, PLS-SEM is a two-stage approach; in the first stage measurement model is evaluated by Internal consistency reliability (Composite reliability and Cronbach’s Alpha), Convergent validity (AVE) and Discriminant validity (Fornell Larcker criteria).

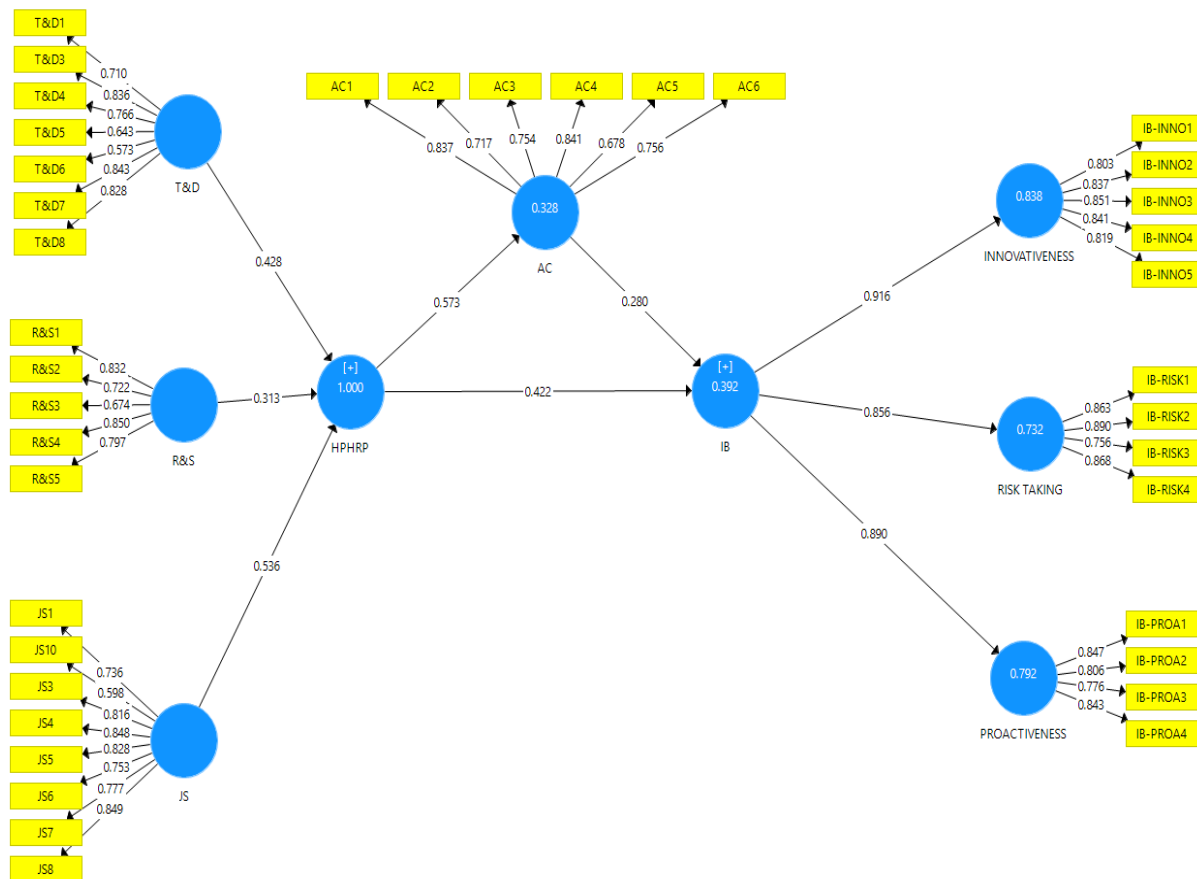


Figure 1 Assessment of measurement model (PLS Algorithm)

3.3.1 Internal Consistency

The internal consistency among items was used to determine reliability of a scale used in a research

instrument. For this purpose, Cronbach’s alpha is the most commonly used measure to determine internal consistency which determines the

reliability of a scale (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014).

The values of 0.8 or 0.9 in advance stages of a research indicate the internal consistency reliability of a measurement model, while values below 0.6 indicate low reliability. The higher composite reliability (CR) value indicates higher consistency of items. For the present study, both composite reliability (CR) and Cronbach alpha (CA) values are greater than 0.8 and 0.9 as shown in table 4.2. These values showed a good level of construct reliability and thus revealed that the items used in the present research instrument to represent constructs have high internal consistency.

Table 1: Internal Consistency Measures

Variables	Composite Reliability	Cronbach's Alpha
HPHRP	0.918	0.906
AC	0.895	0.858
IB	0.940	0.930

3.3.2 Convergent Validity

According to (F. Hair Jr et al., 2014)., convergent validity determines the extent to which a measure correlates with an alternative measure of same construct. Thus, convergent validity ensures that an item measures its projected construct. For the present study, the convergent validity was measured by the value of average value extracted (AVE) as suggested by (Waddock & Graves, 1997). An AVE value of 0.50 and above showed the acceptable convergent validity. Table 4.7 contains the values of AVE for the convergent validity of the constructs used in the present study. Since, all the values satisfied the minimum

threshold value (0.50) of AVE, thus it showed the acceptable convergent validity for measurement model of the present study.

Table 2: Average Variance Extracted

Variables	Average Variance Extracted
HPHRP	0.591
AC	0.587
IB	0.691

3.3.3 Discriminant validity

According to (Urbach & Ahlemann, 2010), discriminant validity is used to describe how constructs are different from each other. There are two methods to measure discriminant validity of the constructs, (Fornell, Larcker, & Modeling, 1981) criterion and cross-loadings of the construct items. In the first method (Fornell et al., 1981), the value is obtained when the square root of AVE of a construct is greater than its correlation with other constructs. In the second method (Cross-Loading) value indicates that the items loadings are higher of their respective construct and compared to the other constructs. These values indicate the discriminant validity of a measurement model. The values of discriminant validity were obtained through running algorithm function in Smart PLS software.

Table 3: Fornell-Larcker Criterion

	AC	HPHRP	IB
AC	0.766		
HPHRP	0.573	0.601	
IB	0.522	0.583	0.739

Table 3: Summary of Assessment model

2nd Order	1st order	Items	Loadings	AVE	CR	Cronbach α
High-Performance Human Resource Practices (HPHRP)	Training and Development (T&D)	T&D1	0.710	0.561	0.898	0.865
		T&D3	0.836			
		T&D4	0.766			
		T&D5	0.643			
		T&D6	0.573			
		T&D7	0.843			
		T&D8	0.828			
	Recruitment and Selection (R&S)	R&S1	0.832	0.606	0.884	0.834
		R&S2	0.722			
		R&S3	0.674			
		R&S4	0.850			
		R&S5	0.797			
	Job security (JS)	JS1	0.736	0.608	0.925	0.906
		JS3	0.816			
		JS4	0.848			
		JS5	0.828			
		JS6	0.753			
		JS7	0.777			
		JS8	0.849			
		JS10	0.598			
	Affective commitment (AC)	AC1	0.837	0.587	0.895	0.858
		AC2	0.717			
		AC3	0.754			
AC4		0.841				
AC5		0.678				
AC6		0.756				
Intrapreneurial Behaviour (IB)	INNOVATIVENESS (IB-INNO)	IB-INNO1	0.803	0.690	0.917	0.887
		IB-INNO2	0.837			
		IB-INNO3	0.851			
		IB-INNO4	0.841			
		IB-INNO5	0.819			
	PROACTIVENESS (IB-PROA)	IB-PROA1	0.847	0.670	0.890	0.836
		IB-PROA2	0.806			
		IB-PROA3	0.776			
		IB-PROA4	0.843			

RISK TAKING (IB-RISK)	IB-RISK1	0.863	0.715	0.909	0.866
	IB-RISK2	0.890			
	IB-RISK3	0.756			
	IB-RISK4	0.868			

3.4 Assessment of Structural Model

Evaluating PLS-SEM structural model is the step that follows next. There was an application of a bootstrap method of resampling basing on 5000 samples. Analysis of hypothesized relationships is done using SEM structural model. It is essential to

give conclusive proof that attests to the significance of the theoretical model, that the structural model indicates (Chin, 1998). Bootstrapping applied to determine the Path Coefficients (B) and importance of the relationship that is in proposition between factors.

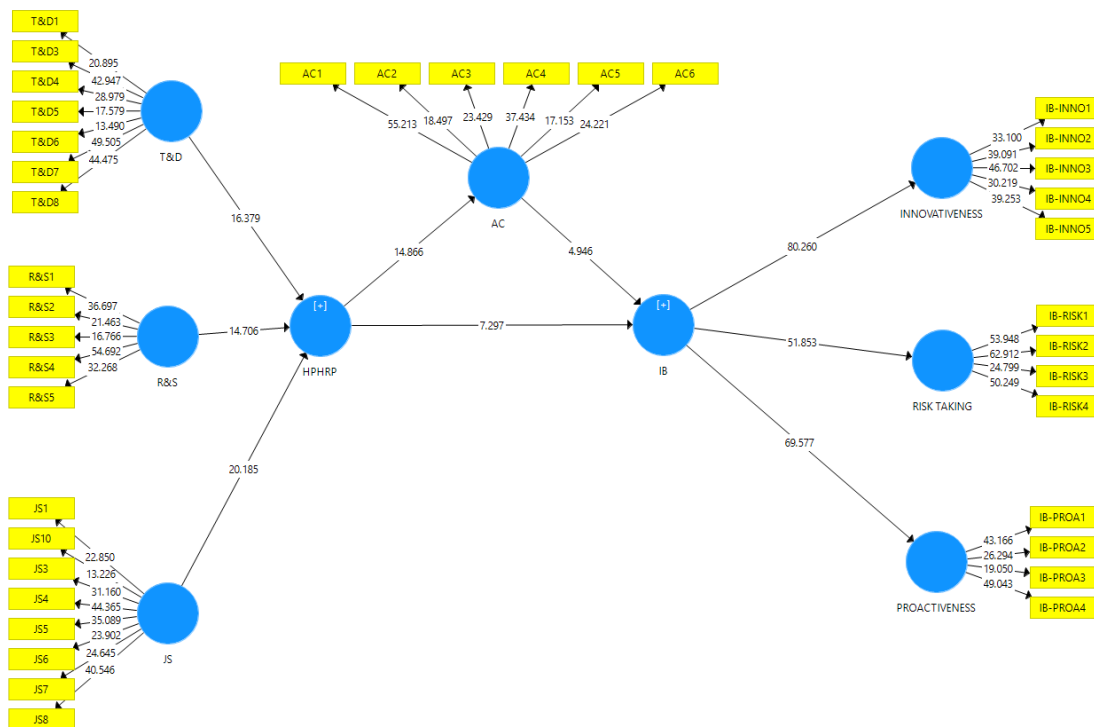


Figure 2 Assessment of Structural Model (Bootstapping)

3.4.1 Path Coefficients

The values of path coefficients are useful to indicate the strength and significance of the relationship between two latest variables. In SmartPLS, there is technique called “bootstrapping” is used to obtain values for evaluation of relationships (paths) between independent and dependent variables. Moreover,

tstatistics and p-values are assessed to verify the significance of all the paths exist between these variables. According to (Hair, Hult, & Ringle, 2014), when the empirically measured statistical t-value is greater than the critical value, the coefficient is considered significant at a specific confidence level. For the present study, t-value of 0.95 is used at a significance level of 0.05

Table 4: Path Coefficients

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
AC → IB	0.280	0.057	4.946	0.000
HPHRP → AC	0.573	0.039	14.866	0.000
HPHRP → IB	0.422	0.058	7.297	0.000

3.4.5 Mediation Analysis

Next, we tested the significance of the indirect effect and for this purpose, mediation analysis was run by using the bootstrapping function of SmartPLS as suggested by (Hair et al., 2014). Bootstrapping does not make any assumption about the sampling distribution of the statistics or the distribution shape of variables. Moreover, it can also be used for a small sample size with

confidence. Thus, bootstrapping approach for testing indirect effect is perfectly suitable for the PLS-SEM method by (Hair et al., 2014).

The indirect effect of HPHRP on IB through AC was significant (Beta= 0.161, t value=4.504). According to Hair et al (2017) if the direct and indirect effects both are significant and point in the same direction; the type of mediation would be complementary mediation, hence AC has a complementary mediating effect on HPHRP-IB linkages.

Table 5: Mediation Analysis

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
HPHRP → AC → IB	0.161	0.036	4.504	0.000

IV. Discussions

This study highlights the importance of high-performance human resource practices to nurture intrapreneurial behaviour. The purpose of this study is to investigate the underlying mechanism through which HPHRP impacts employee behaviour. Thus, we constructed a model of how HPHRP effect IB. The model instigates with HPHRP-IB linkages. Then, it unearths the association of AC and IB.

This finding is consistent with recent research (Bowen & Ostroff, 2004; Chen et al., 2009; Hayton, 2005; Alan K Paul & Anantharaman,

2003). This finding also consistent with the assumptions of social exchange theory perspective the high performance human resource practices such as Training and Development, Recruitment and Selection and Job Security supportive work environment will create a feeling of obligation among the employees, an makes them more innovative, risk taking and proactiveness as well this feeling motivates the employees to reciprocate and act in a manner which will benefit the organization (Blau, 1964). Accordingly, it could be anticipated that there are other factors of high performance human resource practices that are worthy of consideration such as teamwork, internal mobility, clear job description, result-

oriented appraisal, incentive reward, and participation. While the current study focuses on the effects of Training and Development, Recruitment and Selection and Job Security on Intrapreneurial Behaviour (Leana III & Van Buren, 1999). Hence, the HPHRP is expected to dedicate themselves to the organization to contribute some of the innovative ideas (Chen et al., 2009; Alan K Paul & Anantharaman, 2003). Hence based on the conclusions that there is link between human resource practices and the organizational environment which motivates the risk-taking behavior and the discretionary entrepreneurial behavior by the employees.

V. Conclusion

The results indicate apparent positive impacts of high-performance human resource activities on intrapreneurial acts. All facets of high-performance human resource practices, such as recruitment, directly and indirectly, impact on intrapreneurial behavior. This is because the process of learning in companies that rely on human capital is the primary corporate entrepreneurship factor. Thus, to promote employee skills and motivation, high-performance human resource practices are crucial. The outcome also indicates participation to be a very effective tool in nurturing corporate entrepreneurship. Employee participation in making decisions increases their motivation boosts their overall innovativeness. On the contrary, if an organization is devoid of organizational assistance such as appreciating the contributions of employees, appreciate the extra efforts of employees, noticing the outlandish achievement, solving complaints, worrying about employees, and being proud of the accomplishments of employees. We found that affective commitment plays a partial mediation in the relationship between high-performance human resource actions and intrapreneurial acts, which suggest that by increasing the involvement of

employees through HR activities, can enhance their intrapreneurial behavior.

5.1 Theoretical contributions

This section highlights several theoretical contributions to the studies. First, the study offers theoretical contribution for enhancement of knowledge in the human resource practices field, affective commitment, as well as intrapreneurial behavior. With a context on the Iraqi oil and gas sector, the study examines the relationship between high-performance human resource practices and intrapreneurial behavior with the use of the social exchange theory. Secondly, there was the testing of the mediating role of affective commitment between high-performance human resource practices and intrapreneurial behavior. Lately, researchers like (Ansari, Siddiqui, & Farrukh, 2018; de Lurdes Calisto, 2015; Hayton, 2005; Kaya, 2006; Zhang & Jia, 2010) are exploring the high performance human resource practices to enhance and improve employees performance. However, this study, identified gaps that provide researchers with the opportunity to contribute to the knowledge body.

This study bases its framework on the social exchange theory. This theory concerns itself with social wellbeing as well as emotional exchanges between an organization's employees. This study applied SET in context of high-performance human resource practices. This suggests that SET's research perspective is to improve employee social exchange through human resource practices that eventually lead to employee improvement of extra role behavior. Thus, this was the study's contribution.

The previous researchers were mostly focused on the examination of the direct and indirect relationship of the human resource practices with innovativeness, proactiveness and risk taking. Thus, by adding affective commitment as

mediator between the relationship of the high performance human resource practices and intrapreneurial behaviour the current research contributes to the body of literature. Moreover, as such the previous study majored on human resource practices with corporate entrepreneurship.

However, it has been unexplored which high-performance human resource practice influences the intrapreneurial behavior. Therefore, this research contributes to the literature by exploring and investigating the Most noteworthy highperformance human resource practice that contributes to the intrapreneurial behaviour.

5.2 Practical contributions

The current research work contributes to the practice in the oil-and-gas industry, since it provides information that can improve their human resource departments as well as helps managers to adopt human resource practices that can increase the risk-taking capacity, innovativeness and proactiveness of employees. Specifically, it was suggested in the findings that job security, recruitment and selection, and training and development are the key human resource practices which managers need to implement in the oil-and-gas sector in Iraq. Based on the findings, the strongest contributor to employee's extra role behaviour is job security. Hence, it is recommended that managers in the Iraqi oil-and-gas sector should consider and provide job security for employees in order to improve their job performance as well as increase the competitive advantage of the oil-and-gas sector. Moreover, it is also necessary for the oil-and-gas administration to understand their own role in influencing the commitment of employees with respect to employee behaviour. Due to the ability to enhance the risk taking, proactiveness and innovativeness of employees, the findings

serve as a relevant tool for top management, stakeholders and decision making in the Iraqi oil-and-gas industry. By addressing these variables, organizations' risking taking, proactiveness and innovativeness can be improved through special programs and tools developed by oil-and-gas managers in partnership with human resource team and department.

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