

# THE RELATIONSHIP BETWEEN HIGH INVOLVEMENT MANAGEMENT PRACTICES AND HIGH PERFORMANCE WORK SYSTEMS AND THEIR IMPACT ON STRATEGIC ENTREPRENEURSHIP

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## ABSTRACT

*The research aims to form a clear theoretical philosophy and perceptions about strategic Entrepreneurship through the relationship between high Involvement management practices, the basis in creating that leadership and high performance work systems as a support tool in achieving them according to the proposals (Hitt et al, 2001), in an attempt to generalize theoretical philosophy and put forward how to apply it within The Iraqi environment, and on this basis the problem of the current research was launched to bridge the knowledge gap between the previous proposals and the possibility of their application, aiming to identify the high Involvement management practices and the possibility of high performance work systems and their impact in promoting strategic Entrepreneurship.*

*The research adopted the analytical survey of (69) managers in the General Diyala Company to ensure the availability of high Involvement management practices and high performance work systems in addition to strategic Entrepreneurship in them using statistical means, and by relying on that it formed a set of results, the most important of which affects the practices of high Involvement management practices in strategic Entrepreneurship from Through high performance work systems, we recommend introducing high Involvement management practices and enhancing their programs in the Diyala State Company and making use of high performance work systems programs to reach a company that is able to discover opportunities at the right time.*

**Key words:** *high Involvement management practices, high performance WORK systems, strategic Entrepreneurship.*

**INTRODUCTION:**

Business organizations live in a world of organizational changes in which they face severe competitive pressures and rapidly changing markets, and most of these changes include new trends and technologies, among other factors, companies are looking for ways to become more flexible, adaptable and competitive, and to answer the question "What is the method Most effective to design, organize and manage work to meet current changes? Many answers are generated that can be adopted as solutions, which will differ according to the size or type of culture in which the organization operates, and in the midst of all these innovations organizations discover that workers are really more important than those solutions (Cotton, 1993), and interest stems primarily from the opinion that That high containment has a positive impact on organizational performance. So creating an organization in which members feel responsible, involved, and containing the organization's success is an attractive and effective approach to management (Lawler, 1992). Any change in any element of the organizational culture can have a major impact on employees including absenteeism, reduced workload, better decision-making, collective problem solving and the granting of independence to better workers among other things, and in line with that it has Attentions were drawn to high performance work systems as current technical terms such as intellectual capital, knowledge makers, and high performance work systems reflected a significant and clear interest in the human resource and considered it to be a source of competitive advantage at the present time rather than relying on reducing costs previously and engaging the human resource in business Regulatory has a significant role in the organization's strategic decision-making, so this development in the role of human resources comes directly with the requirements of rapidly changing markets and the corresponding decline in leadership and organizational oversight structures, as organizations have increased the need for skilled and enthusiastic human resources that provide speed, flexibility and suitability to the requirements of the new market and are considered to be The importance of the strategy in relation to human resources issues at a time when the traditional sources of competitive

advantage (quality, technology, and savings) Size, etc.) has become easier to imitate, and while markets for other sources of competitive advantage become more effective, the subtle details surrounding the development of a high-performance workforce remain a great unfulfilled opportunity for many organizations, and the capabilities it has qualifies them to work in the new economy, In organizations that work with knowledge management, and in line with the goal of creating strategic leadership for the researched organization through the relationship of high containment with its various practices and variables of high performance work systems

**HIGH-INVOLVEMENT MANAGEMENT**

Lawler believed that there is a relationship to High-Involvement practices in all organizations because they face intense competition and to ensure, and (HIM) includes a more cooperative approach between management and workers or their representatives that have evolved based on job specifications and payment systems based on Work or business structures on a unit basis, and Product Monopoly Markets (Wood & Bryson, 2008: 3) The United States was one of the first to adopt HIM, and some coaches saw HIM as a strategy to restrict union action according to Walton while Lawler said that union participation in HIM It could be beneficial to implement it (Lawler et al, 1995: 124), while Kochan& Osterman went further and envisioned that through these activities and the great mutual understanding it generates, the positive gains from HIM may be greater when unions participate in Introduction and operation (Kochan& Osterman, 1994: 44), and here (Wood & Bryson, 2008: 4) indicated that organizations that have adopted HIM will achieve superior performance compared to those that have continued in traditional methods, as containment management practices have allowed Higher departments face the increasing global competition while providing opportunities for workers to obtain rewards and greater safety as well as fundamental benefits such as contentment. The higher containment management approach enables managers to face intense and ever-increasing competition and provide many opportunities for workers that relate to job security, so it must be strengthened and develop its

resources, As addressing the problem of job security has become a critical variable in its construction, especially with its interconnection with Human Capital as a strategic resource leading to the development of dynamic capabilities (Al-Hassani, 2016: 3). Gollan (2010) also confirmed that High-Involvement management contributes to sustaining human resources by having a sustainable competitive advantage.

(Vera, 2001: 16-17, quoting Cotton, 1993, in his *Employ Involvement*, pointed out five basic types of high containment:

**1.1 Formal and informal Involvement:** formal containment refers to a system of rules imposed or granted to the organization, while informal high containment refers to a consensus that is created incidentally for example, the profit sharing program will be an official form of containment and when the supervisor allows workers to make decisions about how Doing their job around profit sharing is an example of informal containment.

**1.2 Direct and indirect Involvement:** As direct containment refers to personal containment among team members and this is usually containment and participation face-to-face, and the workers can have an immediate and personal impact. As for indirect containment, it includes a specific person who is represented by the individual himself, i.e. containment Actor instead of the individual himself.

**1.3 Reaching the decision:** The level of access indicates the amount of influence that members of the organization can exert when making a decision, and researchers have used a continuous series of access, which is first: No information is provided to workers about the decision, secondly: workers are informed of progress, third: Employees can express their opinions on a decision that is made, Fourth: The views of the individual are taken into account, Fifth: Workers can provide a negative or positive reversal of the decision, and sixth: The decision is in the hands of workers.

**1.4 Involvement of the decision:** In terms of importance and complexity, although most employee engagement programs focus on issues and decision directly related to individual work, this is not always

the case. For example, profit sharing programs can focus on general improvements in productivity.

**1.5 Social scope:** The social domain dimension indicates who will be contained: Does everyone or only contain a certain level of workers in a specific location or specific departments! Or what? This dimension may also indicate whether the containment is at the individual or group level: Are employees considered as part of the group (self-managed teams or as individuals)?

In light of the foregoing, today's organizations have become more urgent and need to develop their human capital to obtain the highest levels of performance that enable them to survive and grow, and this has led many organizations to manage attention towards training and development of workers and their empowerment and their involvement in achieving goals through their application of containment management practices Higher education, which is to consistently engage employees and work in one team is a prerequisite.

## HIGH PERFORMANCE WORK SYSTEM (HPWS)

Although the concept of high-performance work systems has not been consistently and accurately defined in managerial thought, it has been used generally to describe a system of employment practices both horizontally and vertically designed to influence and motivate employees, and these recruitment models aim to achieve a comprehensive goal of attracting human resources and retaining And motivating them to achieve organizational goals by finding a balance between knowledge, skills, person capabilities, tasks, duties and responsibilities that the job requires (Patel et al, 2013: 1421), so high-performance work systems have received great attention in human resource management literature (HRM), as HPWS includes Work Quality of Life (QWL) programs, employee suggestion and engagement programs, team-based work, compensation, and other similar programs and practices, when these practices and programs are grouped together in a coherent manner, so that they are integrated and referred to as HPWS (Pichler, 2014: 693-694), in order for human resources to become a successful strategic partner and to effectively

implement the principles of a high-performance work system, human resource managers must assume this role and develop the human resources system on the basis of Q his contribution to the effective implementation of the strategy, this new perspective is the most important necessary changes in human resources capabilities (Afsar, 2013: 303).

So it turns out that the primary goal of HPWS involves attracting, maintaining, and motivating human resources with the ultimate goal of achieving organizational goals by establishing compatibility between a person's knowledge, skills, capabilities, duties, tasks, and responsibilities that the job requires, researchers believe that employers across HPWS provide an opportunity for employees to train Promotion, participation in decision-making, compensation and job security which enhances tangible direct benefits and resources.

### **STRATEGIC ENTREPRENEURSHIP**

An important scientific question of great practical importance in current and expected economic environments is how can companies as a final goal create value ?, Achieving this goal rests with strategic management and entrepreneurship (Hitt, 2011: 57), and the new concept can be considered a new way of thinking about Entrepreneurship in existing organizations (Hitt et al, 2002). For example, the theory of knowledge spillover according to this theory, one can think of organizations as a system that includes different types of knowledge (Luke, 2008), and so the question that arises is what Who constitutes strategic leadership? Strategy and entrepreneurship are the product of a set of decisions made on various issues and phenomena (Miller & Ireland, 2005: 40). Strategic leadership results from a combination of strategic and entrepreneurial features, here the company combines exploration-oriented and exploitative features to develop coherent streams of Creativity and staying ahead are technologically ahead of competitors and therefore strategic leadership is concerned with the actions the company intends to take to exploit

innovations that result from its efforts to continuously explore opportunities based on creativity.

The idea of strategic business leadership ((SE) emerged around two basic ideas: (1) strategy formulation and implementation includes special features such as vigilance, creativity and oversight, and entrepreneurs try to create value and capture it through access to resources and competitive position (2) search for opportunities sometimes and search for competitive advantage At other times, but in an integrated manner and at the same time, as the first relates to the core of the field of entrepreneurship and the other is considered the core of the field of strategic management. As for the operations, they must be taken into consideration jointly (Klein et al., 2012).

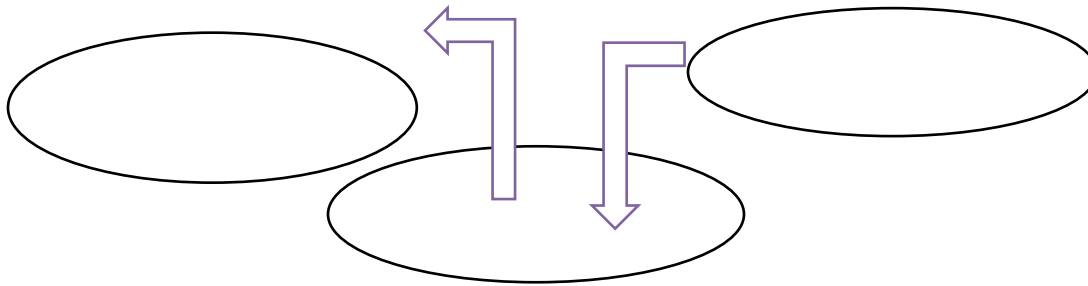
The theory of the entrepreneur focuses on heterogeneity around the value of different resources and can be described as the discovery of business opportunities for a new economic process often through the creation of new organizations, specifically naming strategic management as a promising field that is incorporated into entrepreneurial research, and positive results of such This integration in real life, as business organizations tend to engage in strategic management practices more than the more established companies which are inherently more conservative, and entrepreneurship and strategic management are characterized by growth and wealth creation.

### **RESEARCH METHODOLOGY**

The main problem arises in how to effectively understand the basic variables of research and its application in the Diyala State Company and achieve growth and creativity in its work to achieve strategic Entrepreneurship , so the fundamental problem of the research was the following question: (What is the mediating role of high-performance work systems in influencing the practices of high Involvement management and strategic Entrepreneurship?)

Hypothesis

Figure (1) shows the design of a hypothetical diagram showing the relationship between research variables and the mechanism of their work:



**Figure (1) hypothesis of the search**

### RESEARCH ASSUMES

High performance work systems mediate the relationship between high Involvement management practices and strategic Entrepreneurship with statistical significance, as this hypothesis represents only the mediating role and as previously reported in research hypotheses.

### THE PRACTICAL SIDE OF RESEARCH

#### 6.1 describing the reality of research variables

This paragraph is devoted to presenting the results of the descriptive statistics of the variables in the light of a number of statistical analysis tools at the description level, which are each of the measures of the central tendency (represented by the mean) of the sample responses for each dimension of those variables and paragraphs. Or questions expressed in the questionnaire as the main tool for collecting research data, Dispersion measures that were identified by Standard Deviation and Coefficient of Variation on the basis of which the

relative importance of each paragraph of the questionnaire or scale was determined. The search down to the studied dimensions for each of the three variables of the research, and the statistical description also included determining the level of the answer for each of these paragraphs, which was estimated by dividing it into five levels or categories by calculating the difference for each scale of Likert used in this higher search ((5 and lowest) 1) Divide the difference ((4) by the upper limit of the scale, and then add the result (0.80) divided to the minimum and successively.

6.1.1 Describe the reality of the variable of higher containment management practices and analyze it according to the sample responses: This independent variable included five dimensions, which are each of the self-managed work teams, empowerment, employee compensation, and sharing of information, capabilities and skills, and the following provides a detailed presentation of the results of these five dimensions:

**Table (1) level of high containment dimensions**

Coefficient of variation	standard deviation	Arithmetic mean	Sub-dimensions
0.1794	0.5634	3.140	Self-managed teams
0.125	0.32	2.56	Empowerment
0.1079	0.4056	3.756	Workers compensation
0.1623	0.5258	3.239	Share information
0.1351	0.5244	3.880	Capabilities and skills

6.1.2 Describe the reality of variable high-performance work systems and analyze it according to the sample responses

The high-performance work systems in this research are an intermediate variable within the intellectual aspects at the level of concepts and the results of the relationship with other variables at the level of experimentation, and this variable was measured through five dimensions that are after flexible work systems, after green human capital, and after performance management, After balancing the work life, and after justice and equality, the contents of which will be presented at the level of the results of the statistical description of each in a sequence:

**Table (2) dimensions of high performance work systems**

Coefficient of variation	standard deviation	Arithmetic mean	Sub-dimensions
0.1950	0.6320	3.240	Flexible work systems
0.1959	0.4702	2.400	Green human capital
0.1395	3.785	3.785	Performance Management
0.2026	0.5447	2.688	Work life balance
0.1665	0.5441	3.266	Justice and equality

6.1.3 Describe the reality of the strategic leadership variable and analyze it according to the sample responses

The strategic leadership as an approved variable has included five dimensions, namely, opportunity identification, creativity, risk-taking, entrepreneurial culture, and growth, and the following provides a detailed presentation of the results of these five dimensions:



**Table (3) dimensions of strategic leadership**

Coefficient of variation	standard deviation	Arithmetic mean	Sub-dimensions
0.1546	0.5544	3.585	Determine the opportunity
0.1688	0.5748	3.403	creativity
0.4088	0.9006	2.202	Take the risk
0.1885	0.5054	2.681	Entrepreneurial culture
0.1590	0.5762	3.623	the growth

**TEST THE MAIN HYPOTHESIS**

High performance work systems mediate the relationship between high containment management practices and strategic leadership with statistical significance, as this hypothesis represents the mediating role only and as previously mentioned in research hypotheses and is as follows:

7.1 The first sub-hypothesis: The results of the first sub-hypothesis test are shown according to what is presented in table (4), which displays the results of direct and indirect impact of the dimensions of high containment management practices as an independent variable through high performance work systems as an intermediate variable represented in the flexible work systems dimension first in the adopted variable represented By determining the opportunity, which arises from these two effects (direct and indirect) when combined with what is known as the total effect, the diagnostic mechanism is determined by the nature of the mediating role represented by the statistical significance of the test results of the mentioned effect, when both types of effect have two meanings, indicating that the median dimension mediates the relationship Between the independent and dependent variables, in part, and in the case of significant influence, it is limited to the indirect by itself, indicating that the intermediate variable mediates that relationship completely or completely.

Table (4) expresses the results of testing this hypothesis, which shows the significance of the effect of four tracks of the independent variable on the dimension of flexible work systems and was respectively the effect path for the dimension of self-managed teams.  $365, P = 0.007) = \beta$ ) and path after empowerment.  $231, P = 0.019 (= \beta)$ , the workers compensation path.  $212, P = 0.050 (= \beta)$  and a path after abilities and skills.  $191, P = 0.050 (= \beta)$ . As for the explanatory power, it reached in the light of the coefficient of interpretation ( $R^2 = .66$ ), statistically significant ( $P = 0.000$ ), and with respect to the effect after flexible labor systems in the dimension of opportunity, it was significant ( $0.01, P > 0.050) = \beta$ ).

**Table (4) Results of the first test for the intermediate role**

Model Test StatisticsF	Coefficient of interpretation R <sup>2</sup>	Master's morale Sig.	Parameter Test Statisticst	Regression parameter B	Statistical indicators Paths Regression (hypotheses)
.000	.66	.007	2.782	.365	Self-Managed Teams <--- Flexible Work Systems
		.019	2.408	.231	Self-Managed Teams <--- Flexible Work Systems
		.050	1.998	.212	Workers compensation <--- Flexible work systems
		.631	-.483-	-.046	Information sharing <--- flexible work systems
		.050	1.985	.191	Capacity and skills <--- flexible work systems
	48.	.036	2.142	.343	Self-Managed Teams <--- Identify Opportunity
		.020	2.389	.280	Empowerment <--- opportunity identification
		.025	-2.299-	-.298-	Workers compensation <--- opportunity determination
		.050	1.995	.232	Share information <--- select opportunity
		.041	2.081	.243	Capabilities and Skills <--- Identify the opportunity
		.964	-0.43	0.01-	Flexible Work Systems <--- Identify opportunity
Model Test StatisticsF	Coefficient of interpretation R <sup>2</sup>	Master's morale Sig.	Parameter Test Statisticst	Regression parameter B	Statistical indicators Paths Regression (hypotheses)
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		.019	2.408	.231	Enabling <--- flexible work systems
		.050	1.998	.212	Workers compensation <--- Flexible work systems
		.631	-.483-	-.046	Information sharing <--- flexible work systems
		.050	1.985	.191	Capacity and skills <--- flexible work systems
	48.	.036	2.142	.343	Empowerment <--- opportunity identification



		.020	2.389	.280	Workers compensation <--- opportunity determination
		.025	-2.299-	-.298-	Workers compensation <--- opportunity determination
		.050	1.995	.232	Share information <--- select opportunity
		.041	2.081	.243	Capabilities and Skills <--- Identify the opportunity
		.964	-0.43	0.01-	Flexible Work Systems <--- Identify opportunity

Figure (2) expresses the direct and indirect impact pathways described in the relationships of the first sub-hypothesis for the mediating role tests of flexible work systems in the relationship between the dimensions of high containment management practices and after the opportunity has been determined, which has proven that the variable of high containment management practices has a direct impact in determining the opportunity while There was no indirect effect across flexible work systems in determining the opportunity and confirming the presence of the partial effect of the mediator, and this means that high containment systems with their practices have a stronger influence in determining the opportunity in the event that the General Diyala Company does not adopt flexible work systems.

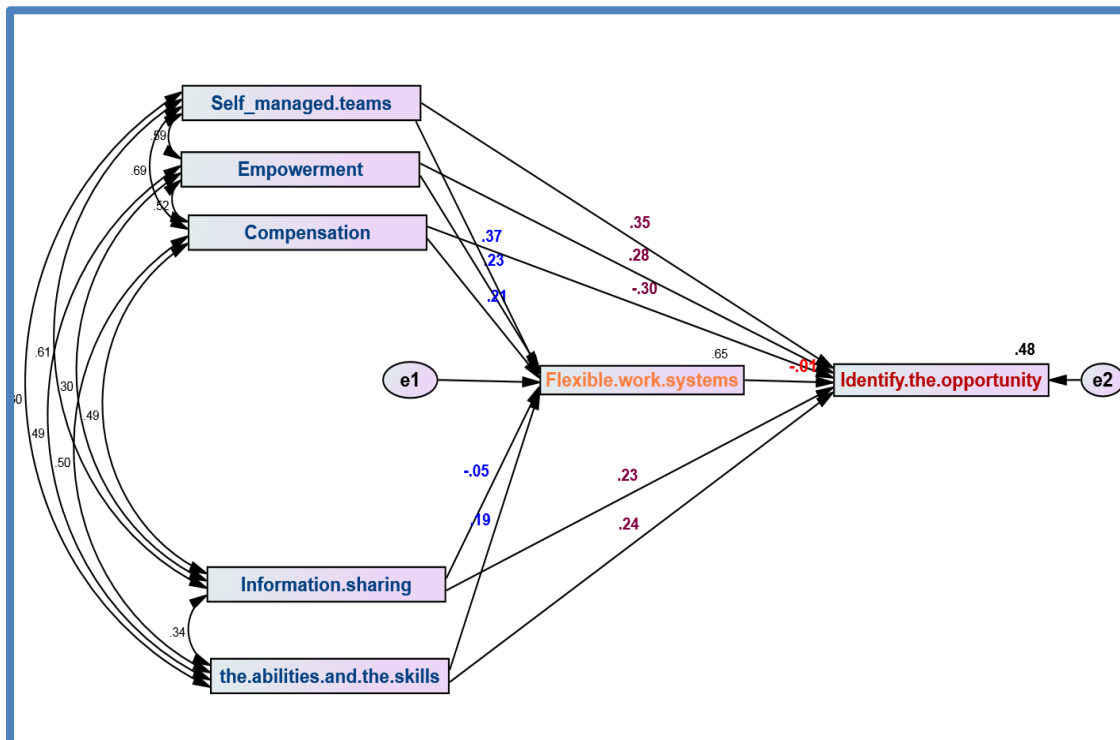


Figure (2)

paths of the intermediate role for the dimension of flexible work systems in the relationship between the dimensions of high containment management practices and the identification of opportunity.

7.2 The second sub-hypothesis: The results of testing this hypothesis according to what is presented in Table (5), which shows the results of direct and indirect impact of the dimensions of high containment management practices as an independent variable through green human capital as an intermediate dimension, showed the significance of the effect of three tracks of the independent variable in a dimension Green human capital was represented by the effect pathway for the self-managed work teams dimension (301,  $P < 0.05$ ) =  $\beta$ ) and the effect path for the empowerment dimension. 225,  $P < 0.05$  (=  $\beta$ ) and the path for a compensation dimension for two factors. 243,  $P < 0.05$  (=  $\beta$ ), and with respect to the explanatory power of the two dimensions in the interpretation of the variance of green human capital, it reached in the light of the coefficient of interpretation ( $R^2 = .58$ ), with full significance ( $P = 0.000$ ), and with regard to the effect of the green human capital dimension in determining the opportunity proved Results The significance of this path-0.011,  $P < 0.05$ ) =  $\beta$ ) confirms the indirect effect of high containment management practices in determining the opportunity. As for the direct effect of the dimensions of the independent variable in the dimension of opportunity, its details were presented and explained in the first sub-hypothesis of the hypothesis. First President Mine.

**Table (6) results of the second sub-hypothesis test for the intermediate role**

Model Test StatisticsF	Coefficient of interpretation	Master's morale	Parameter Test Statisticst	Regression parameter	Statistical indicators Paths

	R <sup>2</sup>	Sig.		B	Regression (hypotheses)
.000	.58	.041	2.083	.301	Self-managed teams <--- green human capital
		.037	2.129	.225	Empowerment <--- green human capital
		.042	2.077	.243	Workers compensation <--- green human capital
		.624	.493	.052	Share information <--- green human capital
		.329	.984	.104	Capacity and skills <--- green human capital
	49.	.000	2.644	.38	Self-Managed Teams <--- Identify Opportunity
		.044	2.367	.31	Empowerment <--- opportunity identification
		.092	2.454	-.27	Workers compensation <--- opportunity determination
		.031	2.673	.24	Share information <--- select opportunity
		.232	-1.113	.25	Capabilities and Skills <--- Identify the opportunity
		.049	2.683	0.11-	Green human capital <--- identification of opportunity

As for Figure (3), which displays direct and indirect impact pathways described within the second sub-hypothesis of the mediating role tests for the dimension of green human capital in the relationship between the dimensions of high containment management practices and after the opportunity has been determined, which has proven that the variable of high containment management practices has a direct impact in determining The opportunity and there is also an indirect effect of green human capital in determining the opportunity and confirming the partial role of the mediator, as these results also strongly indicate the direct impact of high containment in identifying opportunities better than improving the process of identifying opportunities through high containment practices and in the middle of green human capital.

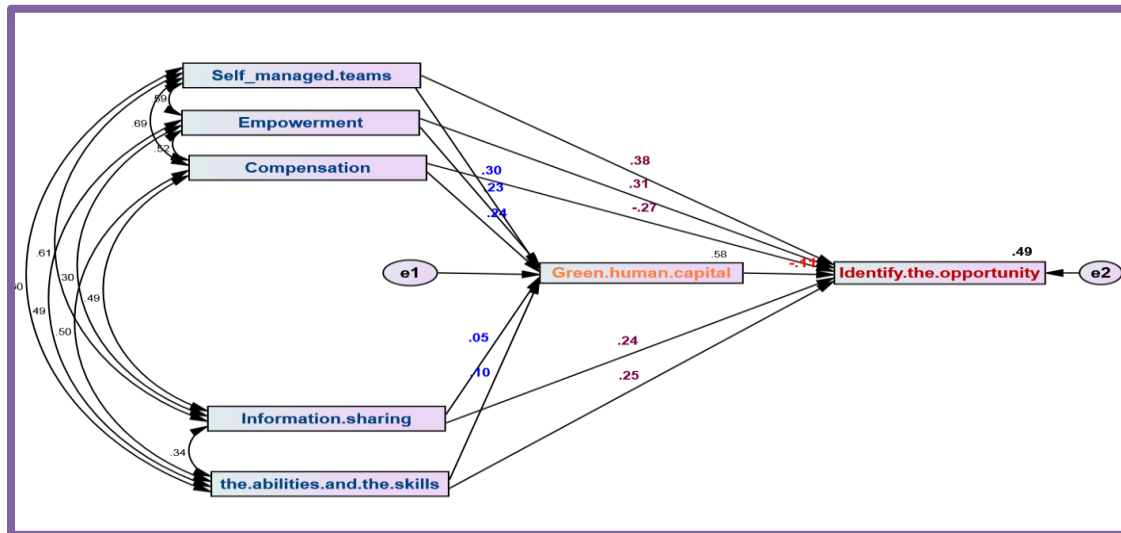


Figure (3)

tracks the mediating role of the dimension of green human capital in the relationship between the dimensions of high containment management practices and the identification of opportunity.

It is clear that there is an indirect effect of high containment in determining the opportunity through performance management, which represents a dimension of high performance performance, which has reached (51.) It is stronger than the direct impact (.48) according to the indicators of the coefficient of interpretation, as there is an indirect effect stronger than The direct impact of (high containment and risk tolerance through performance management, high containment and risk tolerance through equity and equality, containment and growth through flexible work systems, containment and growth through green human capital, containment and growth through performance management, containment and growth from During work-life balance, containment and growth through justice and equality).

**CONCLUSIONS**

The high-performance work system is more comprehensive than high containment management practices, as it includes several practices, the most important of which are employment protocols, performance management and incentives management in addition to training and development tasks, work life balance and other other practices. Therefore, it was called the Black Box, which logically explains the relationship between the structure of human resources. In the company and its future performance. The high-performance work system develops distinctive capabilities in the work and thus leads to the company's superior performance, i.e. it focuses primarily on organizational practices and programs, while high-containment management practices focus on the worker himself and the sustainability of his capabilities by focusing on special programs to develop those capabilities and skills, which are High containment management practices in business organizations are an extremely complex issue, and these organizations strive to achieve everything that is useful to improve their efforts in organizing themselves and crystallizing themselves on the basis of those practices to contain workers, and to build the model that you see appropriate and from which to draw strength in the world of competition, so that organizations are Conscious and clear in its application to higher containment management practices, it provides workers with opportunities for organizational containment either directly or indirectly through the use of information dissemination and skills acquisition, and these practices include work organization such as teamwork, flexible job description, idea capture programs, group decision making, and information sharing all of that As a way to encourage greater flexibility and interactive activity, high-performance work programs are a quality of working life The programs and suggestions of employees and their participation, team-based work, flexible work systems and work-life balance, and other similar programs and practices are a weapon for those countries, peoples, and coherent organizations within the conflicts in the world, so when these practices and programs

are grouped together in a coherent manner, so that they are integrated It puts the organization at full strength to counter these conflicts.

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