

High Involvement Management and its role in Achievement of Job Satisfaction: Applied Study in College of Administration & Economics- Diyala University

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Abstract--- *The current research aims to test the relationship of linkage and the effect between the high involvement management and job satisfaction. The problem of the research is to pose the role of high involvement management in achievement job satisfaction in College of Administration & Economics- Diyala University. A questionnaire was used in data collection depending on the distribution of (58) questionnaire to the research sample. Data were analyzed using (SPSS) program. Using a number of statistical tools to test the research hypothesis. The research comes out with a set of conclusions; one of the most important remarks is that there is a linkage and impact relation between high involvement management, its variables (functional consolidation, training, incentive, knowledge possession) and job satisfaction as a whole. The research comes out with many suitable recommendations.*

Keywords--- *High Involvement Management, Job Satisfaction.*

I. INTRODUCTION

The high involvement management emerged in the 1980s, and was pioneered by the American psychologist(Lawler).And at the end of the nineties the American Association for Training and Development used the term high-performance work system to refer to those organizations that organized the work flow around major business processes and established teams to carry out those work(Wood & Bryson, 2008: 3).high involvement is the participation of workers in determining how the work is done, high involvement can be encouraged by training and reward that drives employees involved in the work(Doody, 2007: 7).The high involvement System is a coherent set of HR applications that enhance and motivate individuals 'capabilities and provide opportunities for further efforts(Foesenek, 2013: 9).High involvement management plays an essential role in many organizational activities, and a number of them can be mentioned (Mansour & Ashour, 2016: 42):1- The high involvement management has a role in helping to generate ideas and solve problems.2- Encourages teamwork, which increases social adjustment and increases employee satisfaction.3- It helps to share and exchange information among workers, which leads to an understanding of the organization's goals and culture.4- High involvement management has successful outcomes, which leads employees to feel secure in their jobs.5- It helps workers acquire skills and knowledge, and foster career diversity. Recognizing the degree of job satisfaction for workers in organizations is one of the important topics for

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the departments of those organizations, as it is through which individuals' feelings about their work are identified, and then the deficiencies are identified in order to avoid them, as increasing the degree of job satisfaction among working individuals leads to reducing combustion Psychological discipline, reduced work turnover, reduced absenteeism, and strengthened organizational commitment to the organization(Salyers et al, 2013: 74)

II. RESEARCH METHODOLOGY

The Problem of Research

Diagnosing the relationship between the high involvement management and job satisfaction in College of Administration & Economics- Diyala University is one of the main features of the research problem. To be more detailed, the following questions must be answered:

1. What is the level of the high involvement management dimensions of the College being investigated?
2. What is the level of job satisfaction dimensions in the College being investigated?
3. What is the nature of the relationship between the dimensions of the high involvement management and the dimensions of job satisfaction in the College in question
4. What is the nature of the impact of the dimensions of high involvement management in the dimensions of job satisfaction in the College being investigated?

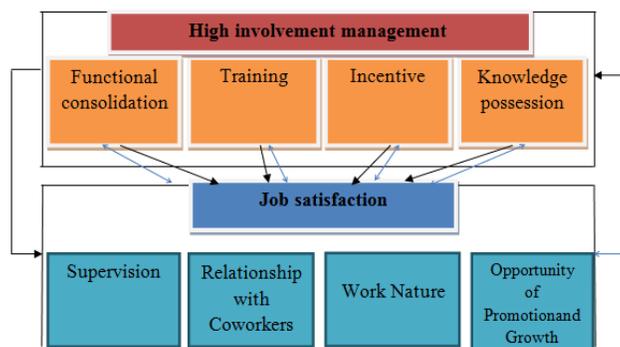
Research Importance

The research acquires its importance through the importance of the investigated variables. The research focuses on the important variables of high involvement management and job satisfaction, which have a significant impact on the performance of the business organizations.

Research Goals

The research aims to identify the level of both the high involvement management and job satisfaction in the College being investigated. As well as the pursuit of coherence between the theoretical and practical reality through the principles and theoretical foundations on the ground, and the use of developed standards for researchers.

Research Model



Effect Correlation Figure 1: Research Model

Research Hypotheses

H1: There is a significant relationship between high involvement management and job satisfaction.

H2: There is an impact of the high involvement management to achieve job satisfaction.

Search Scale

The questionnaire was used as a basic tool to collect the necessary data and was divided into two parts. The first part was devoted to the independent variable of the high involvement management with (20) questions. The second part was devoted to the adopted variable of job satisfaction with (20) questions. The Likert-Scale is used to convert descriptive views into quantitative formulas.

III. LITERATURE REVIEW

High Involvement Management

High involvement management is a complex and distinct set of policies adopted by human resources management and creative practices that emerge in the form of an identical package of practices that are used as a coherent system for selecting, developing, motivating and maintaining qualified and efficient human resources in order to reach strategic goals and achieve sustainable competitive advantage (Leffakis, 2009: 24). The high involvement management is the determination on how the organization achieves the competitive advantage by improving productivity by individuals, and the goal is to support the achievement of the organization's strategic goals, in addition to the goal of this system is to develop a high performance perspective that is considered by the HR manager and other executives of the human resource as a hoarding system, it is part of a more comprehensive system to implement the organization's strategy, and is used to improve organizational performance (Armstrong, 2009: 116).

High Involvement Management Dimensions

Four main dimensions were chosen for adoption in this research as sub-variables, as follows:

Functional Consolidation

Job integration refers to the degree to which an individual places optional efforts in his work above the minimum level for obtaining the job and in the quality of the additional work with high mental strength and importance. Functional consolidation is the high link that one feels belonging to his organization, and integration represents the heart of the employment relationship, because it relates to what individuals do according to their roles and their pursuit of the goals and objectives of their organization. The Human Resources Department uses a number of factors that affect career integration, including the nature of work, the work environment, leadership, personal growth opportunities, and opportunities to contribute (Armstrong, 2009: 141).

Training

Training refers to the organized and planned effort to improve the skills and capabilities of workers at different job levels (Sharma & Goyal, 2013: 293).

Incentives

It is a group of factors that influence the kinetic forces of the individual and influencing his behavior, and pushes him towards making a greater effort, and moving his motives towards a specific behavior and his performance of a specific activity in a way that satisfies his desires, needs or expectations (Al-Hawassi and Al-Barzanji, 2014: 122-123).

Knowledge Possession

Knowledge refers to the ability to provide solutions and results and make sound decisions for the problems faced by organizations, all as a result of accumulating experiences and skills in how they achieve value for the work of the organization (Jumah and Nuri, 2013: 175).

Job Satisfaction

Job satisfaction is one of the important topics for all workers in all organizations, and it is a group of emotions and beliefs of individuals working for their current jobs, the individual's feeling about his job, and satisfaction depends not only on the nature of the task, but the expectations of the individual from his job (Sowmya & Panchanatham, 2011: 76). Job satisfaction refers to the degree to which an individual loves his job, and this can be known through self-information. It is an indication of the inner state, which is expressed by emotion or perception, about the degree of love or dislike of the job (Zhu, 2013: 294). (Gibson et al., 2012: 102) believes that job satisfaction is a trend that people carry around their jobs, and is the result of their perception of their jobs, according to multiple factors such as work environment, supervision style, policies, procedures, affiliation to work groups, and additional benefits. As for (Griffin & Moorhead, 2014: 74), they see job satisfaction as the extent to which individuals find pleasure or fulfil the requirements of their work. From here, a concept of job satisfaction can be given as the employee's positive feeling towards the environment of his job, his conviction of the material and moral rewards granted to him and the extent of its compatibility with his efforts.

Job Satisfaction Dimensions

The following main factors will be adopted as dimensions of job satisfaction in the current research:

Supervision

It refers to the nature of the relationship between the supervision style that the president follows with the subordinate, as the supervisor who makes his subordinates the focus of his attention, and his subordinates are not just tools to achieve business goals, earns the loyalty of his subordinates and achieves high satisfaction among them at work (Al-Karaawi, 2006: 38).

Relationship with Coworkers

It means the desire and ability of individuals in the organization to subject individual goals and the accompanying actions to goals and collective actions, as the work becomes easier and more effective when members of the working group agree on some methods to accomplish their duties, and among the things that regulate behavioral interaction between members is the presence of Common non-linguistic hints and references and specific criteria for assistance, cooperation, and collective benefit from rewards and wage increases, etc. (Al-Saadi, 2011:

144).

Work Nature

Work is a major indicator of job satisfaction, and indicates the extent to which an individual loves or hates his job. Individuals who feel that their job is important and take advantage of their skills and knowledge and have freedom in their job are more satisfied than others, and job satisfaction includes job design and degree Job enrichment, job depth and extent to satisfy the needs of the worker, acquisition of new knowledge, social outlook, extent of exploitation of his abilities, and his participation in decision-making (Al-Rubaie, 2014: 39).

Opportunities of Promotion and Growth

A large group of goals is related to providing the best human resources, opportunities for promotion, progress, training and accumulation of experience and knowledge, as these resources contribute to achieving the goals of the organization, and the adoption of the method of promotion from within the organization whenever possible, helps to link workers With employers and linking employers to workers, in addition to being an effective motivator for good performance, the promotion from within the organization helps to confirm that people who are in positions of responsibility already know a lot about work, technology and the processes they perform (Muhammad, 2015: 174).

Description and Diagnosis of the Answers of the Research Sample Independent Variable: High Involvement Management

The variable is measured by the high involvement management through four basic dimensions (functional consolidation, training, incentive, knowledge possession).Table (1) shows that the general arithmetic mean was (3.43), which is higher than the expected mean of the scale of (3), with a standard deviation of (0.90) and a coefficient of difference of (26.23%). This indicates that there is an interest in the high involvement management among the sample's individuals. The functional consolidation achieved a higher mean of (3.38) and a standard deviation of (0.92) and a coefficient of difference of (27.21%).

The training achieved a mean of (3.24) and a standard deviation of (0.93) and a difference coefficient of (28.70%).

The incentive achieved a mean of (3.51) and a standard deviation of (0.89) and a difference coefficient of (25.35%).

Finally, the knowledge possession achieved a mean of (3.61) and a standard deviation of (0.87) and a difference coefficient of (24.09%).

Table 1: Description and Diagnosis of the Responses of the Research Sample to the High Involvement Management

High involvement management dimensions	\bar{x}	SD	COV
Functional consolidation	3.38	0.92	27.21
Training	3.24	0.93	28.70
Incentive	3.51	0.89	25.35
Knowledge possession	3.61	0.87	24.09
Total	3.43	0.90	26.23

The Variable Adopted: Job Satisfaction

The job satisfaction variable was measured in four basic dimensions (Supervision, Relationship with Co workers, Work Nature, Opportunity of Promotion and Growth). Table (2) shows that the general arithmetic mean was (3.49), higher than the expected mean of the scale of (3), a standard deviation of (0.89) and a difference coefficient of (25.50%). This indicates that there is an interest in job satisfaction in the research sample.

The Supervision achieved a mean of (3.28) and the standard deviation (0.95) and the difference coefficient (28.96%).

The Relationship with Co workers achieved a mean of (3.75) and a standard deviation (0.83) and a difference coefficient (22.13%).

The Work Nature achieved a mean of (3.69) and a standard deviation of (0.85) and a difference coefficient of (23.03%).

The Opportunity of Promotion and Growth achieved a mean of (3.25) and a standard deviation (0.96) and a difference coefficient (29.53%).

Table 2: Description and Diagnosis of the Responses of the Research Sample of Job Satisfaction

Job satisfaction dimensions	\bar{x}	SD	COV
Supervision	3.28	0.95	28.96
Relationship with Coworkers	3.75	0.83	22.13
Work Nature	3.69	0.85	23.03
Opportunity of Promotion and Growth	3.25	0.96	29.53
Total	3.49	0.89	25.50

Analyzing the Correlation between the High Involvement Management and Job Satisfaction

Table (3) shows the correlation matrix showing the relationships between the high involvement management and job satisfaction. It was found that there is a significant relationship between the high involvement management and job satisfaction. The value of (t) calculated (6.58) is greater than the tabular value of (2.330) below the level of (0.01), The correlation value (0.525) is a positive correlation supporting the validity of the first hypothesis (There is a significant relationship between the high involvement management and job satisfaction), this result means that the surveyed college adopts the high involvement management to achieve job satisfaction.

Table 3: Interrelationships between the High Involvement Management and Job Satisfaction

Independent variables	Dependent variable	Correlation of coefficient	t-test
Functional consolidation	Job satisfaction	0.576	6.264
Training		0.507	6.734
Incentive		0.486	6.901
Knowledge possession		0.531	6.421
High involvement management X	Y	0.525	6.580

Analysis of the Impact of the High Involvement Management in Achieving Job Satisfaction

Table (4) shows the results of the regression analysis between the high involvement management and job satisfaction. It is noted that there is a moral effect of the high involvement management in achieving job satisfaction. The value of (f) calculated (10.742), which is greater than the tabular value of (1.836) below the level of

significance (0.01). Observing beta coefficient (0.37), which indicates that the change of one unit in the high involvement management is accompanied by a change of (0.37) in job satisfaction, this indicates the importance of high involvement management to achieve job satisfaction. The value of the (R²) was 31.1%. It indicates that 31.1% of the total variation in achieving job satisfaction is determined by the study sample's understanding of the high involvement management and how this affects the achievement of job satisfaction, and the remaining percentage represents the rate of influence of other variables unknown. This result confirms the validity of the second hypothesis (there is an impact on the high involvement management to achieve job satisfaction).

Table 4: A Simple Regression Analysis between the High Involvement Management and Job Satisfaction

Independent variables	Dependent variable	%(R ²)	f	B	a
Functional consolidation	Job satisfaction	32.7	11.362	0.382	1.653
Training		29.4	9.831	0.374	1.848
Incentive		30.2	10.463	0.346	1.944
Knowledge possession		31.9	11.312	0.378	1.642
High involvement management X	Y	31.1	10.742	0.37	1.771

IV. CONCLUSIONS

1. It was found that adopting high involvement management systems would improve organizational performance by increasing employee satisfaction, as high involvement represents a successful job design management, as a result of including essential specifications.
2. It was found that the job satisfaction felt by the employees had a clear impact on the progress and development of all the activities of the college, and the effective contribution to the completion of the work carried out by the college in order to upgrade its infrastructure, as it is one of the newly created colleges.
3. The college has achieved somewhat acceptable success by adopting high involvement systems, and that there is an average interest in the dimensions of high involvement management, and knowledge possession has achieved a higher arithmetic mean, and this indicates that the college has good knowledge stock, while training has achieved a lower average arithmetic, and this indicates a failure to meet training programs ambitious employees.
4. It was found that the level of job satisfaction in the college is somewhat acceptable, and that there is a moderate interest in the dimensions of job satisfaction, and that the highest sense of satisfaction is achieved as a result of the relationship with colleagues, and this indicates that social relations between employees are good, while the opportunities of promotion and growth have received the lowest sense of satisfaction, and this It gives an indication that the opportunities of promotion and growth prevailing in the college need to be reviewed by the college dean.
5. It was found that the college has benefited to some extent from the high involvement management in achieving job satisfaction of its employees, and that there is a positive relationship of all dimensions of high involvement management with job satisfaction, and the college was able to take advantage of the high involvement management in all its dimensions to bring about changes to affect the achievement of job satisfaction and proportions varying..

RECOMMENDATION

1. Necessity of college to invest the high involvement of its employees through Functional consolidation, and use of the training strategy, and effective system of incentives and Knowledge possession by keeping pace with what's new.
2. Necessity of pay attention to the opinions of employees in the college about what they need from training programs, because they know others to what they need to develop their performance.
3. Necessity of linking the incentives system in the college with high performance, and appreciating the exceptional efforts and value that the employees offer, to encourage them to be creative and innovative..
4. Necessity of increase job satisfaction of employees, by enhancing the good relationship that exists between employees, encouraging work in a team spirit, and working to enhance employee affiliation to their college by finding modern methods in performing the work that excites them.
5. Necessity of pay attention to the current promotion system in the college, and work to develop a system of promotion entirely dependent on the efficient and distinguished performance of employees, as well as linking the opportunities of promotion and growth to the degree of employee success in his work.

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