



## The Mediating Role of Managing the High Involvement Management Between Organizational Power and Negotiation Strategies Analytical Research of the Views of a Sample of Leaders of the Iraqi Ministry of Industry and Minerals

Hassan Abdulkareem Neamah

College of Administration and Economics /  
University of Baghdad  
[Garaking2@gmail.com](mailto:Garaking2@gmail.com)

Asst. Dr. Hussam Ali Mhaibes

College of Administration and Economics /  
University of Baghdad  
[hossam.ali@gmail.com](mailto:hossam.ali@gmail.com)

Received: 28/6/2021

Accepted: 5/9/2021

Published: December / 2021



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

### Abstract

The research aims to test the relationship and impact of High Involvement Management as an independent variable in negotiation strategies as a responsive variable, at the headquarters of the Iraqi Ministry of Industry and Minerals in Baghdad Governorate, and then trying to come up with a set of recommendations that contribute to strengthening the negotiations carried out by the ministry's leaders and based on the importance of the topic of research in public organizations and the importance of the surveyed organizations to the society. The descriptive analytical approach was adopted in the completion of this research, and the research included a sample of (180) leaders of the Iraqi Ministry of Industry and Minerals, and data was collected from (120) respondents who represent the research community exclusively and comprehensively, represented by (general managers, directors of departments people managers). By adopting the questionnaire, which included (47) paragraphs, the personal interviews were used during the distribution of the questionnaire and the explanation and clarification of its paragraphs. The research adopted the program Amos V.26, Spss V.26) with the adoption of descriptive statistics methods (linearity test, normal distribution test, confirmatory factor analysis, building models of variables, arithmetic mean, percentages, standard deviation, relative importance, and coefficient of variation, Pearson correlation coefficient, simple regression coefficient, path analysis, Sobel test) to test its hypotheses. As for the most prominent conclusions of the research that showed the validity of the hypotheses, they were embodied in the effect of high inclusion directly in the negotiation process and its strategies, and from it we conclude that the management of high inclusion affects the negotiation directly and indirectly, and on this basis these indirect influences contributed to

increasing the value of the effect. The research came out with a number of recommendations; the most important of which is the investment of the reciprocal and interactive relationship between the management of high containment and negotiation strategies, directly or indirectly, with the realization that their elements and dimensions and their ability to develop, change and add in a way that coincides with the development and diversity of jobs and changes in the accelerating environment.

**Keywords:** High Involvement Management, negotiation strategies

\*Research is extracted from a master's thesis

. From it, we conclude

### **1:Introduction:**

Negotiation is the only way out or outlet that can be used to address issues to reach results, as it is not possible to find solutions to existing problems without resorting to negotiation between the conflicting parties. On the logic of force, as there is no need for molars to be untied by entrails, negotiation is considered a victory for the rationality that is aware of all matters and distances it from all. In which the weapons of dialogue are used, and opinion is contested by opinion, argument by argument, evidence by evidence, and logic by logic, to reach an end that the parties are convinced of, and thus it is a final victory if the other party is led to recognize the natural and legitimate right and fully acknowledged this right, and signed a document, treaty or agreement regarding it. It was binding on him and the culmination of the negotiating work that led to him. Given the importance of negotiation in various fields of scientific research, whether in the scientific or humanitarian fields, especially in organizations that give negotiation a great importance, as negotiation strategies play an important role whose repercussions are reflected on the results achieved by different organizations, so there is a problem represented in Dealing with the negotiating effort within the institutions as a routine administrative work that can be done by any employee, manager or leader who is negligent in the role he plays in the survival and continuity of the organization. In state institutions, which in turn leads to job instability, which is reflected in the strategies followed by the administration and thus casts a shadow on the important administrative processes in general and the administration and the negotiating team in particular, which may lead to a weakening of its negotiating position in front of the opposing party so that it can change its negotiating strategies according to negotiating position. In light of all the above, a number of questions emerge from the research problem, which the researcher tries to obtain answers to through his research, represented by his goals and research hypotheses, which are:

- 1- What is the level of influence of the high containment administration on the conduct of negotiation processes?
- 2- Is negotiation prevalent in thought and application in line with the requirements of work in the Ministry of Industry and Minerals?
- 3- To what extent does the Iraqi Ministry of Industry and Minerals depend on negotiation in its work?

1-The study derives its importance from the importance of the problem it addresses, and through the importance of the variables investigated, as this study focuses on important variables and links them (negotiation strategies, High Involvement Management) as they have a significant impact on the performance of the work of negotiators and in achieving important results that return to them .

2- The research presents its contribution to guiding the leaders of the Ministry of Industry and Minerals and guiding them about the importance of negotiation strategies and emphasizing the importance of high containment.

3-This topic is one of the topics that today require a field study by management professors, graduate students and leaders of Iraqi organizations and at the level of all sectors.

The current research is complementary to the concerns of the modern management literature and complementary to the scientific process in the field of scientific research, and based on the aspects of the research problem and the justifications for conducting it. There are a number of research objectives, namely:

1- Shedding light on the cognitive aspect and modern academic curricula for the study variables (organizational strength, negotiation strategies), for the purpose of benefiting from it by the research community.

2-Determining the dimensions of organizational power that have an impact on building negotiating thought in the organization under study.

3-To test the relationship of correlation and influence between negotiation strategies and organizational strength.

## **2-Research Methodology**

1- Hypothesis :the hypothetical scheme was developed in Figure (1) to show the impact relationship of managing high containment on negotiation strategies. The research scheme contains two variables: the dependent variable (negotiation strategies), which will be measured by five dimensions: (competitiveness, cooperativeness, avoidance, bargaining, and assimilation) based on the model (Thomas, kw 2008.) And the independent variable (the management of high containment), which will be measured through four dimensions: (participation in the decision, possession of information, sharing of returns, possession of knowledge) based on the model (Konrad, 2006).

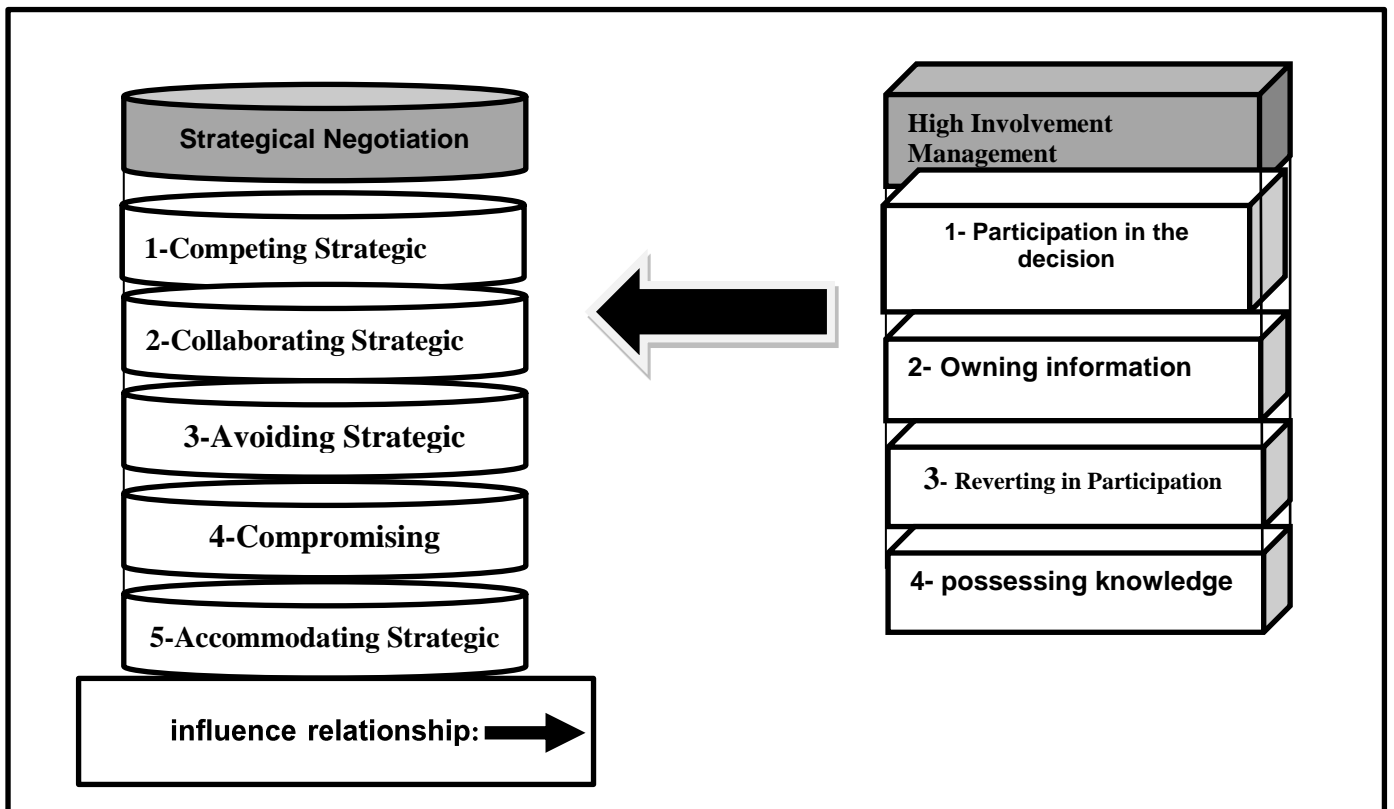


Figure (1) The hypothesis of the research

The research assumes :in line with the objectives of the research, the researcher formulated packages of hypotheses related to influence relationships that clarify the research problem and give answers to all questions and hypotheses are:

**The first main premise:**

There is no significant effect of the dimensions of High Involvement Management combined in negotiation strategies), and a set of sub-hypotheses emerges from it.

1. The combined dimensions of High Involvement Management do not have a significant impact on the competitive strategy.
2. .The dimensions of High Involvement Management combined do not affect the cooperative strategy in a significant way.
3. .The dimensions of High Involvement Management combined do not have a significant effect on the avoidance strategy.
4. The combined dimensions of High Involvement Management do not have a significant effect on the bargaining strategy.
5. The combined dimensions of High Involvement Management do not have a significant effect on the absorption strategy.

### **3-Literature review**

#### **Sections1: High Involvement Management**

High Involvement Management is considered one of the very important issues, as it has clearly and remarkably entered the fields of scientific research, especially in foreign and Arab studies and research, as it represents an important factor in the success of organizations, as this is due to the increase in the volume of global competition and the diversity of knowledge. The diversity of skills, experiences and capabilities of human reReferences and the intensification of competition, which poses a direct threat to those who have not kept pace with these changes and real opportunities for those who have arranged their papers in investing their available reReferences in creating a strong organization that possesses the flexibility that enables it to confront threats and environmental changes The emergency that is directly related to the performance of employees, as high inclusion has become one of the critical success factors by which it can distinguish itself from other organizations within the business environment. In order to understand high inclusion, this topic will address the concept of high inclusion management and its importance and the dimensions chosen by the researcher represented (participation by decision, owning information, sharing revenue, owning knowledge).

#### **Sub- Sections1: High Involvement Management concept :**

The term high-inclusion management emerged widely for students in the 1980s. One of the most prominent pioneers was the American psychologist (lawler). At the end of the nineties, the American Association for Training and Development (ASTD) used the term high-performance work systems to refer to those organizations that organized work flow about the main work processes. The term High Involvement Management, according to the description (Lawler, 2008: 2) refers to the description of the approach used in management that focuses on the participation of employees in the decision-making process, and added (Armstrong, 2009:117) that high containment is a practice or an activity within the field of work that leads to raising the level of trust between the work site, and it increases the intrinsic ability of employees to work and thus enhancing organizational participation, and (43: Benson et al, 2006) sees it as a set of practices centered around the employee's decision-making process and obtaining information and energy through training and motivation, as well as sees (Georgiades et al 2013). , 71). Inclusion of employees often leads to the strengthening of change efforts within the organization.

#### **Sub- Sections2: The importance of High Involvement Management:**

The researchers indicate that the inclusion of high-performing workers has a positive effect in terms of change and productive activities, as a result of allowing employees to make decisions that yield positive results (Alnuaimi, 2013: 218). The management of high containment plays an important role in organizational development and enhancing the performance of the organization and the organization, and this role can be indicated through the following points (Harmon, et al., 2005:18).

1- High inclusion management promotes teamwork and social adjustment among employees and increases their satisfaction.

2- The High Inclusion Department works to strengthen the information system through the sharing and exchange of information among employees at their various levels, which helps to understand the organization's goals and culture towards achieving those goals and making the work environment more clear and stable.

3- High Inclusion Management is based on helping employees acquire skills and knowledge, achieve satisfaction, and enhance people's job and self-esteem.

Also (Whitfield, 2000:57, Armstrong, 2007:33) identified the importance of high containment as follows.

1- It defines employees what is expected of them, what their responsibilities are, and how they realize their goals.

2- It sends vital indicators to the administration of what its needs are to improve performance, set goals to achieve success, and monitor performance to ensure the achievement of goals.

3- The operations of managing the high containment are consistent with the work objectives to ensure the participation of employees in achieving the agreed goals and standards.

#### Sub- Sections3: Dimensions of High Involvement Management

Where the researcher selected a set of sub-variables for an example of High Involvement Management for its importance, especially in an important sector such as the industrial sector in Iraq, where the work is collective, all levels must be involved in the decision-making process, information sharing at various levels, returns sharing, and comprehensive knowledge of everything that is going on within the work environment, where it was agreed with a group of researchers about defining the dimensions of High Involvement Management in four dimensions represented by (participation in decision-making, possession of information, revenue sharing, and knowledge acquisition).

##### 1- Participation in decision making:

Participation in decisions represents opportunities for interdependence of work on the one hand, and organizational participation and support on the other, taking into account all the circumstances and needs of the organization, Armstrong (2010:159), and in the same context indicated (Mohsan, et al, 2004: 226) that drive changes the dynamism and environmental acceleration of organizations to use the maximum potential of their human reReferences and survive and lead the fierce competition, by investing the energies of individuals working with high motivation and a great commitment that allows the organization to grow and expand faster than competing organizations. Therefore, managers should deliberately involve employees at their different levels in decision-making whenever the opportunity is prepared for that (Kabour, 562: 2001), where various studies indicate that the participation of individuals in decision-making not only leads to an increase in their effectiveness, but also leads to an increase in satisfaction levels about work (Nickels et al, 2012: 200).



## **2- Possession of information:**

With the quantitative and qualitative acceleration in the work environment, it has become necessary to provide information that enables management to make decisions and share that information with all individuals working within the organization. Achieving full readiness to assume responsibility and create creative energies (Hamad, 67: 2010), and (Benson, et al, 2006: 22) has defined work practices with high containment as a specific set of work practices Human reReferences that focus on decision-making for employees and access to information, so the broad sharing of information improves the performance of the organization because it increases the degree of participation of the members of the organization and their interaction with the vision and view of the strategy of the organization as a whole. Ultimately, being able to achieve successful performance because of unity of vision and cohesion (Mahmoud, 201: 2007). And (Rue & Byars, 2005: 376) indicated that there are automated systems designed in all departments whose function is to produce the necessary information for management, which is presented in the form of periodic reports.

## **3- Sharing the proceeds:**

High inclusion organizations need a reward system that is distinctly different from that of traditional organizations and advocates skill-based wages, profit earning, profit sharing and employee engagement, flexible benefits, all payroll workforce, open decision processes and participation (Lawler, 1987:202) And also (Denisi & Griffin, 2001:342-346) defined wages as the amount of cash an individual receives in return for the work he performs, and in terms of real wages, they represent the amount of goods and services that an individual can obtain to satisfy his needs based on cash wages. As for the reward, it plays a major role in supporting the performance of the employees. The provision of rewards gives the employee a sense of the importance of what he does and what he offers, and that he is valued and his efforts are recognized, and this in turn will improve or raise his performance (Njanja & et Al., 2013: 44), as rewards contribute, whether they are material such as an increase in wages or moral rewards such as praise, letters of thanks, praise, promotion, increasing powers and developing relations between managers and subordinates, especially when used with high professionalism and granted to those who deserve it, which enhances the power of managers (Khanka, 2013: 376).

## **4- possessing knowledge:**

Knowledge management is concerned with both stocks and knowledge flows, and flows represent the way in which knowledge is transferred from people to people or from people to the knowledge database or from the database to people (Armstroing, 2010: 85). Many researchers believe that knowledge management represents part of the assets that increase dramatically as the organization ages (Gaines, 2002). (Gronhaug, 2002: 365) believes that knowledge assets have become one of the most prominent reReferences of the organization today, along with human reReferences, capital and material assets. This is by virtue of the fact that these organizations have been striving towards achieving creativity, innovation, survival and continuity. He defined them (Konrad, 2015:4) as the skills and abilities, which are used to make decisions and take actions necessary to improve the knowledge of employees, and they are intended to be committed to training and development.

**Sections2: Negotiation Strategies:** Negotiation has become in our time an important field of scientific and practical influence in the daily dealings of individuals and organizations and at the level of societies and peoples as a result of the increase in the volume of dependency relations between these human entities and their development at the social, economic and political levels, which created a strong need for a means through which individuals can exchange many benefits and arrange the reciprocal relationship in a way that achieves the convergence of common interests

**Sub- Sections 1:Negotiation concept.**

An integrated process based on interaction between two or more parties who feel that they have different goals and seek to use the method of dialogue and persuasion to resolve differences and bring points of view closer to reach an acceptable solution that achieves the interests of all parties (Fowler, 1990: 6), and sees (Taylor, et al, al, 2000 : 11) a description of the nature of the interactive relationship between a group of parties that compete implicitly or overtly for preferable future conditions and arrangements for each of them, while realizing that negotiation requires some flexibility in order to give the process the momentum of continuity and that imposes sacrificing some ambitions to reach consensus and cooperation, the interaction that occurs between the parties before reaching the final results (Marks & Harold, 2011: 371), the process by which two or more parties seek mutual benefits (2008, 6: Development).

**Sub- Sections2 :The importance of negotiation.**

The importance of negotiation arises from two main perspectives.

**A - Necessity of negotiation:**

The necessity of the science of negotiation and its importance appears from the role it plays in the lives of individuals, groups or organizations, and even between different and conflicting peoples and countries, and the extent of the importance it derives from the existing negotiating relations between its parties, that is, what is related to the issue that is being negotiated, and that represents the first angle.

**b - The inevitability of negotiation.**

Negotiation derives the inevitable character of being the way out or the outlet and the only solution that can be used to address the negotiating issue and reach solutions to existing problems and disputed issues (Anderson, 2010: 102).

**Sub- Sections 3: Dimensions of negotiation.**

**1- Competitive strategy:**

This strategy aims to gain the result even if it is at the expense of the opponent's loss (Pruitt, 1998:90), while it was defined by (Robbins, 1998: 950) as the strategy through which the other party is seen as an opponent, and that he will try to drag him to a target point, which is close to his ambitions (or less than) a point. The resistance point determined by the counterparty before or during the negotiation in order to achieve the highest possible benefit without paying attention to the needs and demands of the other party. It was also defined by (Britannica, 1995) as that relationship based on the basis of profit and loss, that is, the victory of one party and the loss of the other party.



## 2- collaborative strategy:

Defined by (Robbin, 1889,451) as that strategy that seeks to settle one or more, which enables the creation of solutions that achieve benefits for both parties. As defined by (Olsson, 2001: 43), that strategy in which the negotiating parties cooperate in an attempt to solve common problems and reach a satisfactory result for all parties, a problem rather than competing with each other, as each party must feel that the results achieved through cooperation are more preferable than the result that can be achieved by each party individually.

## 3 -Avoidance strategy:

They are conflicts between two or more parties that result in the withdrawal of one of the parties from the conflict, postponing its goals and searching for an opportunity for convincing negotiation (Walton et al. its goals. As indicated by (Dogra, 2010: 243) that the avoidance strategy is sometimes the best initial response to resolving the dispute when the negotiator is not completely ready to engage in negotiations, as it is used to gain time and gain how to deal with the dispute, and then the negotiator has additional time to study the other party's method of resolving the problem.

## 4 -bargaining strategy:

And (Shell, 2006: 5) defined it as the strategy through which the negotiator wants to make a deal by doing what is fair and just for all the parties involved in the negotiation, and that the negotiator who uses this strategy is firm and cooperative at the same time, but not that much (Mcguire, 2004: 33). He added (Olsson, 2001: 7) that it is that strategy that seeks to find a middle ground or abandon some of the negotiator's interests and express respect for the wishes of the other party.

## 5 -absorption strategy:

Sacrificing his behavior (loss/profit) seeks harmony and appeasement by easing and freezing conflicts due to unfavorable environmental conditions (Ali, 2019:11), (Mcguire, 2004: 43). The negotiator who uses the assimilation strategy is sometimes considered a nice negotiator, because he always tries to contain the opposing party and seeking to make deliberate concessions in order to gain the approval and support of the opposing party, and (Schwarz & Peutsch, 2001:3) indicated that the accommodating person is not assertive but cooperative - in contrast to the competitor completely, as during the assimilation the individual neglects his own concerns to reassure the other party's preoccupations and contain them.

## 3-Analysis Procedure

### Analysis of the impact of high inclusion management on negotiation strategies:

The main hypothesis of the research starts from (there is no significant effect of the dimensions of High Involvement Management combined in negotiation strategies) and in order for the researcher to verify the validity of the hypothesis or not, the multiple linear regression model was implemented according to the following sub-hypotheses:

- 1-The combined dimensions of High Involvement Management do not have a significant impact on the competitive strategy.
- 2- The dimensions of High Involvement Management combined do not affect the cooperative strategy in a significant way.

3- The dimensions of High Involvement Management combined do not have a significant effect on the avoidance strategy.

4- The dimensions of High Involvement Management combined do not affect the bargaining strategy in a significant way.

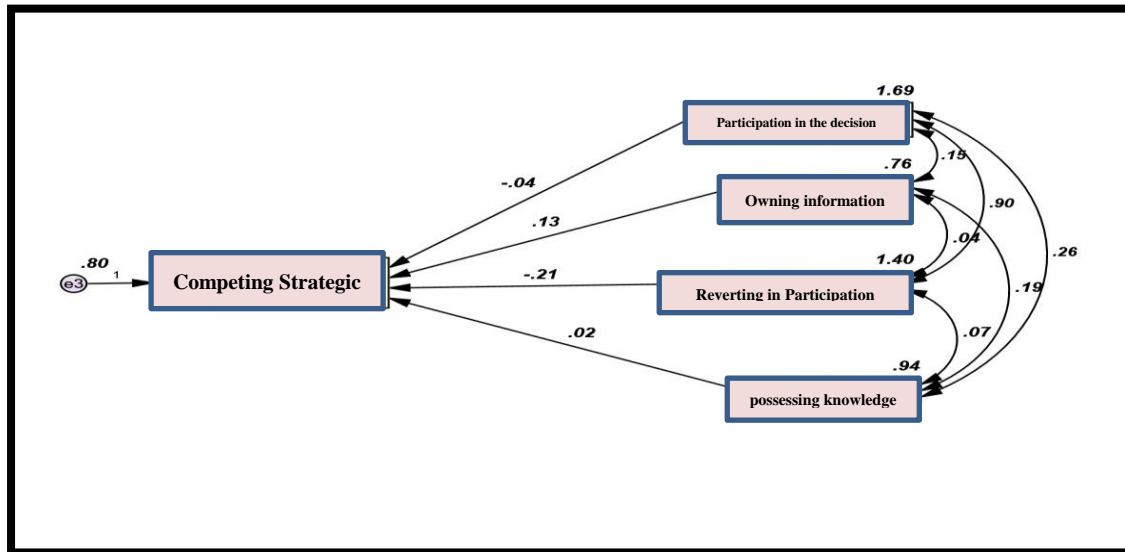
5- The combined dimensions of High Involvement Management do not have a significant effect on the absorption strategy.

**(1-1)Testing the first sub-hypothesis:** (The dimensions of High Involvement Management combined do not have a significant effect on the competitive strategy. It is evident from Figure (2) and the results of Table (3), that there is an inverse effect relationship to participation in the returns in the competitive strategy (-0.209) at the level of morality (0.015) and the calculated value of (T) (-2.428), which is more than its tabular value at the level of morality (0.05), which indicates the possibility of limiting the competitive strategy when participation in the returns is directed to it, while the researcher did not find any effect of possessing information, possessing knowledge and participating in decision-making in the competitive strategy, as this result indicates that the Ministry's leaders rely on revenue sharing when limiting the level of the competitive strategy, as this result supports the rejection of the null hypothesis, and the adoption of the alternative hypothesis (the dimensions of High Involvement Management collectively affect the competitive strategy significantly).

Table (1) The multiple impact of the combined dimensions of High Involvement Management in the competitive strategy

approved		independent	Effect parameter	Standard effect parameter	The error	critical ratio	indication	Label
Y1	<---	M1	-.041	-.057	.080	-.516	.606	par_1
Y1	<---	M2	.134	.124	.097	1.387	.166	par_2
Y1	<---	M3	-.209	-.262	.086	-2.428	.015	par_3
Y1	<---	M4	.016	.017	.088	.186	.852	par_4

Figure (2) The combined effect of the High Involvement Management dimension in the competitive strategy

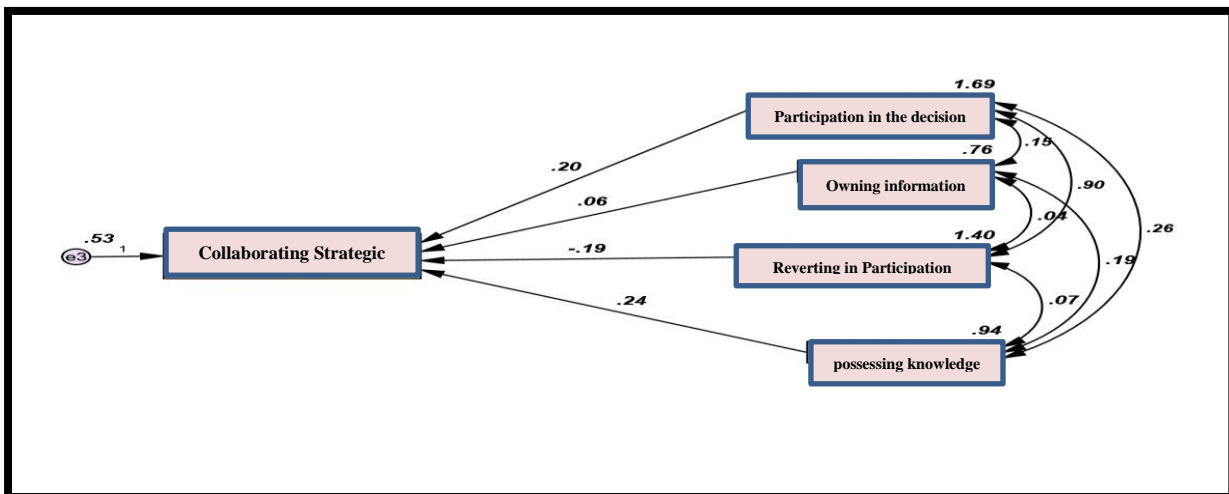


**(1-2)The second sub-hypothesis test:** (The dimensions of High Involvement Management combined do not have a significant effect on the cooperative). It is clear from Figure (2) and the results of Table (1) that there is an effect of participation in decision-making in the cooperative strategy (0.204) at the level of morality (0.002) and the calculated value of (T) (3.122), which is more than its tabular value at the level of morality (0.05), as well as on the existence of an effect of having knowledge in the cooperative strategy (0.239) at the level of morality (0.000) and the calculated value (T) (3.314), in addition to that there is an effect of inversely negative returns sharing in the cooperative strategy (-0.186) at the level of morality (0.008) and with a value of (T) calculated (-2.650), while the researcher did not find any effect of owning information on the cooperative strategy, as this result indicates that the Ministry's leaders depend on participation in decision-making and possession of knowledge when it needs to improve the level of cooperative and needs to share the returns when you want to reduce the cooperative strategy, as this result supports rejecting the null hypothesis. And the adoption of the alternative hypothesis (the dimensions of High Involvement Management combined have a significant effect on the cooperative strategy).

Table (2) The multiple impact of the combined High Involvement Management dimensions in the collaborative strategy

approved		independent	Effect parameter	Standard effect parameter	The error	critical ratio	indication	Label
Y2	<---	M1	.204	.326	.065	3.122	.002	par_1
Y2	<---	M2	.056	.060	.079	.707	.479	par_2
Y2	<---	M3	-.186	-.270	.070	-2.650	.008	par_3
Y2	<---	M4	.239	.284	.072	3.314	***	par_4

Figure (3) The multiple impact of the combined high-containment management dimension in the collaborative strategy



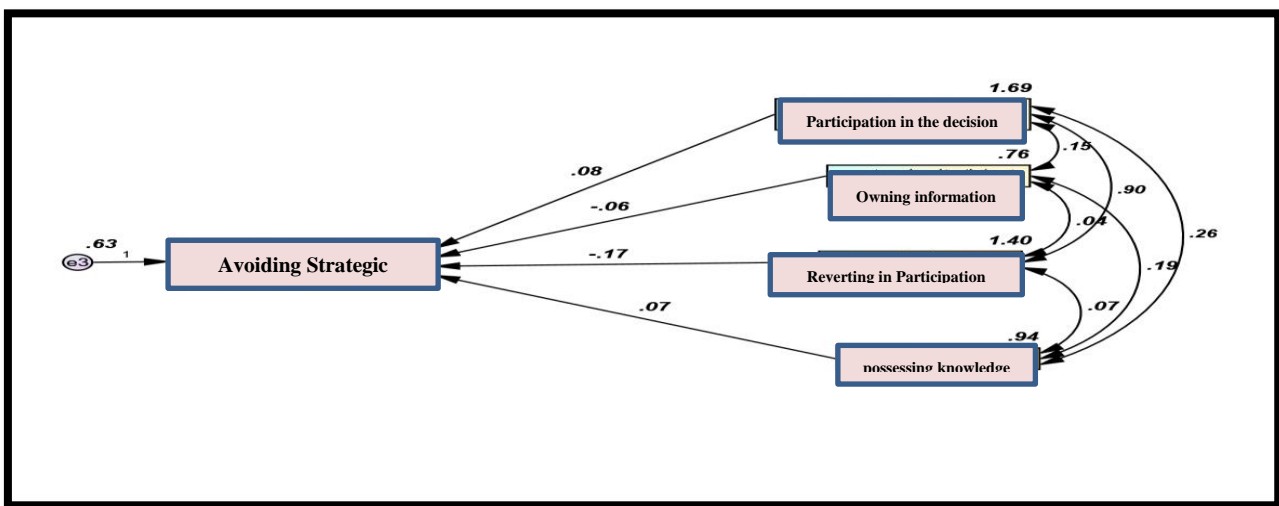
**(1-3) The third sub-hypothesis test:** (The dimensions of high containment management combined do not have a significant effect on the avoidance strategy). It is evident from Figure (3) and the results of Table (2) that there is a negative reversal effect of the returns participation in the avoidance strategy (-0.167) at the level of significance (0.029) and the calculated T value (-2.186).

It exceeds its tabular value at the level of significance (0.05), while the researcher did not find any effect of possessing information, possessing knowledge and participating in decision-making in the avoidance strategy. This result is the rejection of the null hypothesis, and the adoption of the alternative hypothesis (the dimensions of High Involvement Management collectively affect the avoidance strategy significantly).

Table (3) The multiple effects of the combined High Involvement Management distancing in the avoidance strategy

approved		independent	Effect parameter	Standard effect parameter	The error	critical ratio	indication	Label
Y3	<---	M1	.079	.126	.071	1.110	.267	par_1
Y3	<---	M2	-.058	-.062	.086	-.668	.504	par_2
Y3	<---	M3	-.167	-.243	.077	-2.186	.029	par_3
Y3	<---	M4	.070	.083	.079	.888	.375	par_4

Figure (4) The multiple impact of High Involvement Management distancing combined in the avoidance strategy

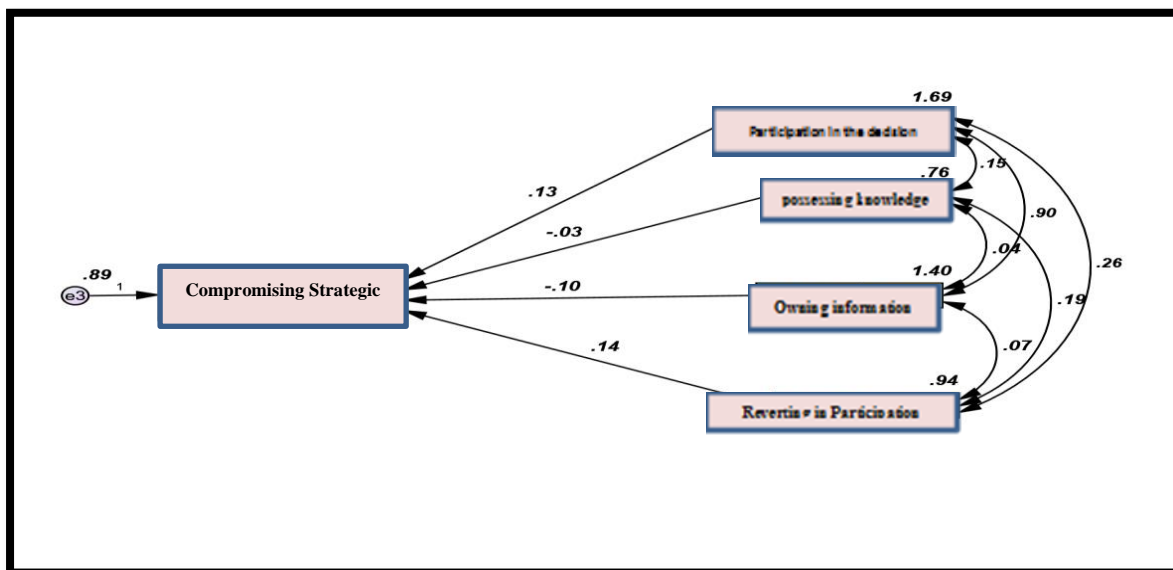


**(1-4) Testing the fourth sub-hypothesis:** (The dimensions of High Involvement Management combined do not have a significant effect on bargaining). It is clear from Figure (4) and the results of Table (3) that there is no influence relationship to participation in decision-making, possession of information, sharing of returns, and possession of knowledge in the bargaining strategy at the level of morale (0.05), as this result indicates that the Ministry’s leaders do not rely on the administration high containment and its dimensions in improving the level of the bargaining strategy, as this result supports the acceptance of the null hypothesis (the dimensions of High Involvement Management combined do not have a significant effect on the bargaining strategy).

**Table (4) The multiple influence of the combined dimensions of High Involvement Management in the bargaining strategy**

approved		independent	Effect parameter	Standard effect parameter	The error	critical ratio	indication	Label
Y4	<---	M1	.130	.175	.085	1.539	.124	par_1
Y4	<---	M2	-.029	-.026	.102	-.280	.779	par_2
Y4	<---	M3	-.098	-.120	.091	-1.078	.281	par_3
Y4	<---	M4	.143	.143	.093	1.528	.127	par_4

**Figure (5) The multiple effect of removing High Involvement Management combined in bargaining**



(1-5)The fifth sub-hypothesis test: (The dimensions of High Involvement Management combined do not have a significant effect on the absorption strategy).

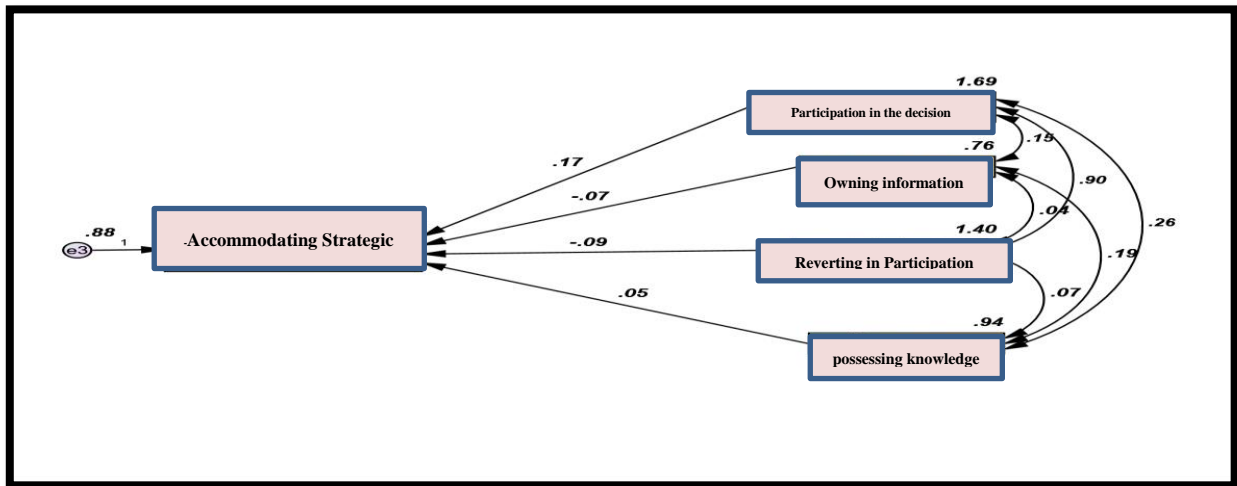
It is evident from Figure (5) and the results of Table (4), that there is an effect of participation in decision-making in the absorption strategy (0.168) at the level of significance (0.047) and the calculated T value (1.990), which is more than its tabular value at the level of significance (0.05), while The researcher did not find any effect of owning information, owning knowledge and sharing returns on the strategy of avoidance, as this result indicates that the Ministry’s leaders rely on participation when they limit the level of the absorption strategy, as this result supports rejecting the null hypothesis, and adopting the alternative hypothesis (the dimensions of High Involvement Management affect Combined in the assimilation strategy has a significant effect).



Table (5) The multiple impact of removing High Involvement Management combined in the absorption strategy

approved		independent	Effect parameter	Standard effect parameter	The error	critical ratio	indication	Label
Y3	<---	M1	.168	.228	.084	1.990	.047	par_1
Y3	<---	M2	-.067	-.061	.102	-.660	.509	par_2
Y3	<---	M3	-.092	-.113	.090	-1.013	.311	par_3
Y3	<---	M4	.048	.048	.093	.511	.610	par_4

Figure (6) The multiple impact of the combined High Involvement Management dimension in the absorption strategy



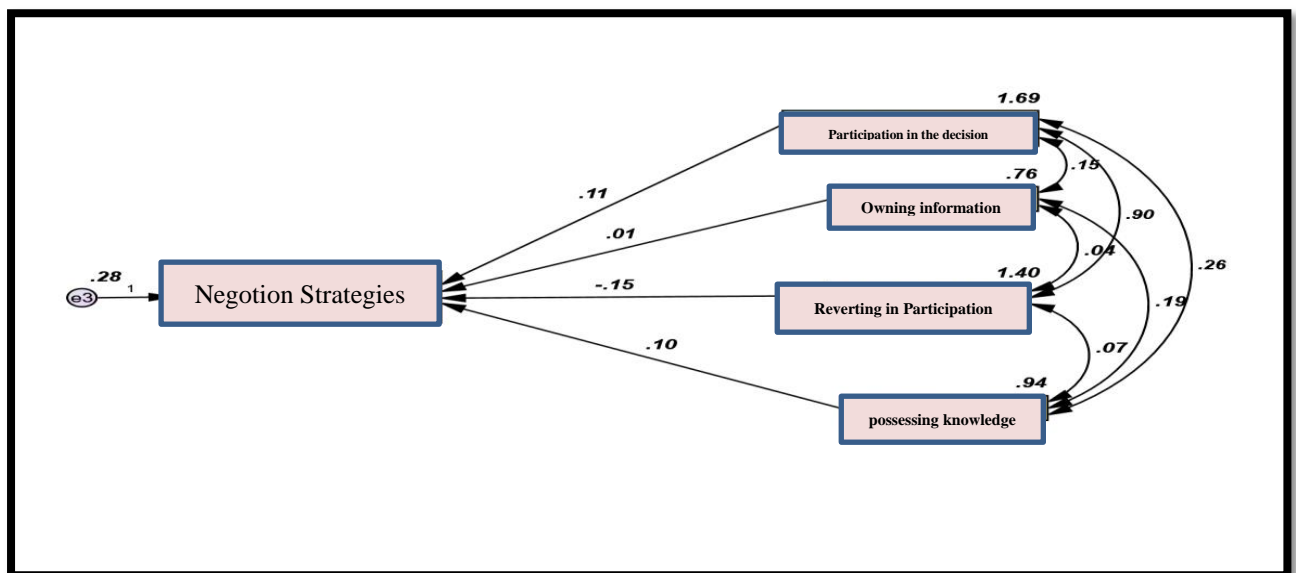
Testing the third main hypothesis: (The dimensions of High Involvement Management combined do not have a significant effect on negotiation strategies. It is clear from Figure (6) and the results of Table (5) that there is an impact relationship for participation in decision-making in negotiation strategies in total (0.108) at the level of significance (0.024) and the calculated value (T) (2.252), which is more than its tabular value at the level of significance (0.05). In addition, there is an effect of revenue sharing in negative directional negotiation

strategies (-0.150) at the level of significance (0.003) and the calculated T value (-2.992), while the researcher did not find any effect of possessing information and possessing knowledge in negotiation strategies .This result indicates that the Ministry’s leaders depend on participation in decision-making when they need to improve the level of negotiation strategies, and turn to revenue sharing when they want to limit negotiation strategies in general. Negotiation strategies have a moral effect.

Table (6) The multiple impact of the combined dimensions of High Involvement Management in negotiation strategies

approved		independent	Effect parameter	Standard effect parameter	The error	critical ratio	indication	Label
Y	<---	M1	.108	.248	.048	2.252	.024	par_1
Y	<---	M2	.007	.011	.058	.126	.900	par_2
Y	<---	M3	-.150	-.313	.051	-2.922	.003	par_3
Y	<---	M4	.103	.176	.053	1.949	.051	par_4

Figure (7) The multiple impact of the combined dimensions of High Involvement Management in negotiation strategies.



From the researcher’s review of the results of the practical side, he finds that the independent variable (management of high containment) has achieved a direct impact on the adopted variable (negotiation strategies), as these results enable the researcher to go to tests of indirect effects between the variables investigated, by analyzing the path and the method Barron and Kenny after fulfilling the conditions of the mediation test by the structural modeling method and by the Barron and Kenny method.

The direct effect relationships between the independent variable (high containment) and the dependent variable (negotiation strategies) were tested, and they were all significant, and according to Table (7), its results are the basis on which the path relationships test is built.

Table (7) direct influence relationships between the investigated variables

			Impact value	standard error	critical value	morale	Values F	constant value	the sample
Y	<---	M	.715	0.052	12.361	.000	152.791	1.369	120

#### 4-Conclusions and Recommendations

**First: the most prominent conclusions of the applied side of the research**

The current study presents a set of recommendations and proposals appropriate to the conclusions drawn from the statistical results, and the study is working on presenting a set of proposals for researching and studying the relationship of the investigated dimensions with other variables, and in other fields, as follows:-

1.The leaders of the Ministry of Industry and Minerals expressed their interest in managing the high containment, and proceeded to improve the level of its practice through participation in decision-making, in light of motivating its members to work in the spirit of one team in a way that supports the implementation of the decision, and the participation of the largest number of them in making, taking and drawing policies that contribute to the implementation of the decision. Improving the work environment.

2.The Ministry's leaders showed their adoption of information ownership, which contributes to strengthening the management of high containment through its confidence in the information received from its members, and its opening of the wide field for participation in work-related information.

3. The leaders of the Ministry of Industry and Minerals proved their adoption and interest in revenue sharing, so they set a scale for wages and rewards that allows them to attract expertise to meet their need for skills that support competition and achieve goals in a way that does not meet ambition, which made their wages inconsistent with the nature of the work they perform, which weakened High Involvement Management.

4. It became clear that the Ministry's leaders possess knowledge, which contributes to improving the management of high containment in it through its efforts to benefit from its knowledge store when facing crises and urgent work problems, as well as its endeavor to enhance the capabilities of its members, by engaging them in training courses developed for their efficiency on a continuous basis and in a manner consistent with the nature of tasks assigned to them.

5. Showing the interest of the Ministry's leadership in competitiveness when it seeks to improve the level of negotiation strategies, especially as it proves to the other party the duration of its strength, and sometimes its distance from harmony with it during the course of negotiations.

6.The Ministry's leadership adheres to cooperation and what enhances negotiation strategies, as a result of its keenness and understanding of the position of the other party, as well as its tendency to appease him and to contribute to the perpetuation of the relationship with him.

7. It has been proven that the Ministry's leadership resorted to avoidance in a way that supports the level of its negotiating strategies by postponing the negotiation until the appropriate opportunity is provided to achieve its goals, as well as finding a fair mix of gains and losses for the two sides of the negotiations.

8. The Ministry's leaders showed their adoption of bargaining, so they put pressure and achieve goals before the other party, in addition to negotiating about paying attention to its requirements before its own, which contributes to improving negotiation strategies.

9. The leaders of the Ministry of Industry and Minerals have paid attention to absorption, and to improve the level of their negotiating strategies, by meeting the wishes of the other party when they see them as feasible, as well as their tendency to sacrifice their desires in his favor when necessary.

Search results: the most prominent results of the application of the search.

The current study presents a set of recommendations and proposals appropriate to the conclusions drawn from the statistical results, and the study is working on presenting a set of proposals for researching and studying the relationship of the investigated dimensions with other variables, and in other fields, as follows:-

1. The need for additional attention to participation in decision-making, in order to improve the level of High Involvement Management by adopting the following mechanisms:

a) Participation of the largest number of ministry personnel in making important decisions, and drawing up a policy that helps improve the work environment.

b) Building trust among the ministry's personnel, in a way that contributes to overcoming difficulties and generating a strength of hope that motivates them to commit.

c) Granting executive departments wide freedom to accomplish their tasks in a manner that limits wastage of time, effort and costs.

d) Stimulating work by paying attention to team spirit and supporting its decisions.

2. The leaders of the Ministry should pay attention to owning information and in a way that enhances the management of high containment by providing the necessary information to support and guide the decision and achieve its current and future goals, and allow room for its sharing, reduce obstacles and make it available to all, and increase confidence in their ability to achieve.

3. The leaders of the Ministry of Industry and Minerals should improve the level of revenue sharing and provide rewards and incentives to its members in a way that increases their ability to perform new or current tasks with more success, by adopting the following mechanisms:

a) Compatibility of wages with the nature of the activity and the tasks assigned to them, by reviewing them periodically.

b) The fair and objective distribution of wages in accordance with the effort expended and away from personal considerations.

c) Improving the powers of providing rewards for the qualified, talented and creative people at work.

d) Adopting a new approach to design innovative and equitable rewards programs that increase competition, attract expertise, and fill the Ministry's need for job skills and competencies.

4.Striving to improve the level of knowledge acquisition in the Ministry of Industry and Minerals, in a way that contributes to raising the level of High Involvement Management by adopting the following mechanisms:

a) Enhancing the capabilities of the Ministry's employees by engaging them in training courses that are appropriate to the nature of their tasks and constantly increasing their efficiency.

b) Providing information to all Ministry's employees in a way that contributes to reducing wastage of development and training opportunities.

5.The necessity of improving the level of the competitive strategy by proving the strength of the leadership, as well as adopting the following mechanisms:

a) The rapprochement with the other party and the lack of disharmony when it comes to achieving additional gains.

b) Focus on the weaknesses of the other party and invest them in improving gains, and investing opportunities to achieve the highest gain from needs.

c) Pressure towards achieving the goals of the negotiations, and ignoring the goals of the other party.

6.Strengthening negotiation strategies, by giving the cooperative strategy more attention, especially through the following:

a) Appease the other party in a way that perpetuates the organizational relationship with him.

b) Control emotions as much as possible and absorb cases of anger on the other side.

c) Listening, listening and understanding the position of the other party.

7.Working on improving the level of the avoidance strategy by adopting the following mechanisms:

a) Take responsibility when it is compatible with the capabilities and capabilities, and apologize for taking it when the efficiency is less than the responsibility.

b) Dealing with situations fairly, making concessions and taking gains when necessary.

c) Avoid confronting the powerful parties as much as possible when the negotiating power balance is disturbed.

#### **References**

1.Anderson, Barbari (2008), *Effective Negotiation*, Al-Hilal Library for Publishing and Distribution, Cairo.

2. .Greenberg, Gerard (2009), and Baron, Robert, *Behavior Management in Organizations, Arabization and Review of Rifaa Muhammad Rifai and Ismail Ali Bassiouni*, Dar Al Marrekh Publishing and Distribution, Riyadh, Saudi Arabia.

3. .Hamad, Alaa Daham (2010), *The effect of organizational learning on administrative empowerment, an exploratory study of the opinions of a sample in the General Company for Electrical Industries in Baghdad*, *Journal of Economic and Administrative Sciences*, Volume (16), Issue (59), College of Administration and Economics, University of Baghdad.

4. .Kabour, Muhammad (2001), *the conflict, its causes and consequences, with application to the Libyan industrial sector*, the second conference of Arab management, Cairo, November

5. Mahmoud, Samah Muayyad and Mahmoud, Aseel Hadi (2007), the effect of enabling factors in enhancing the leadership trait of the director: An analytical study of the opinions of working managers, in the Ministry of Higher Education and Scientific Research, Journal of Administration and Economics, Issue (67), Al-Mustansiriya University.

1. Alnuaimi. SAIF(2013)" Effective Leadership in Implementing Change in Arab Culture: The Case of the Abu Dhabi Police"A thesis submitted to the Manchester Metropolitan University in partial fulfilment of the requirements for the degree of Doctor of Philosophy

2. Armstrong, M. (2007) Handbook of human resource management practice, London, British Library .

3. Armstrong, M. (2010) Essential Human Resource Management Practice A guide to People Management " Kogan Page Limited, Britain, ed:1.

4. Armstrong, Michael,( 2009)"Performance Management Key

5. Benson, G. S., Kimmel, M., & Lawler, E. E. (2006). Adoption of employee involvement practices: Organizational change issues and insights. In Research in organizational change and development. Emerald Group Publishing Limited.

6. Denisi, Angelo .S & Griffin, Ricky .W (2001), Human Resource Management, Houghton Mifflin Company Boston , New York.

7. Development Trust,(2008)Association, Development Trust Association, Negotiation Briefing: Effective Negotiation to secure Better outcomes

8. Development Trust,(2008)Association, Development Trust Association, Negotiation Briefing: Effective Negotiation to secure Better outcomes.

9. Gaines B. R.,( 2002) "Organizational Knowledge Acquisition" , knowledge Science Institute, University of Calgary, Calgary, AB, Canada T2N 1N4, website: WWW.citeseerx.ist.pus.edu.

10. Georgiades Stavros, Nord Walter R. & Georgiades Georgio,(2013)" Exploring Managers' Feelings about Employee Involvement in Change " Business and Management Research ,Vol. 2, No. 4.

11. Grønhaug, Kjell (2002), Is marketing knowledge useful?, European Journal of Marketing; Vol. 36 Issue: 3.

12. Harmon, J; Scotti, J; Behson, S; Farias, G; Petzel, R & Neuman, J. (2005) Effects of High-Involvement Work Systems on Employee Satisfaction and Service Costs in Veterans Healthcare. Journal of healthcare Management, 48(6): 393-406.

13. Khanka , Dr. S.S ,(2013)," Organizational Behavior , Text And cases", S.Chand & Company Pvt .Ltd .New Delhi.

14. konrad M Alison ,(2006)"Engaging Employees through high involvement work practices"articles,

15. Lawlar. Edward III, (1987) High involvement management- Participative strategies for improving organizational performance", Jossey-Bass Publishers, san Francisco .london,ed:3.

16. Lawler III, Edward E.,( 2008) ,"Strategic Talent Management: Lessons from the Corporate World, Strategic Management of Human Capital", New York:.

17. Marks, Michelle & Harold ,2011 Crystal ," Who asks and Who receives in salary negotiation", Journal of Organizational Behavior. Vol. 25 No. 8 .



18. Nejat Ira",(2018) **ORGANIZATIONAL POWER REREFERENCES AND PSYCHOLOGICAL CAPITAL RELATIONS IN SCHOOLS"** International Online Journal of Primary Education .
19. Nickels, W.G. et al, (1999).**understanding Business**, McGraw –Hill, New York:.
20. Olsson R.(2001), **PMIS. PIE. IEL. LiU, Thomas-Kilmann Conflict Mode Questionnaire, Profile and Interpretive Report**, Consulting Psychologists Press Inc.
21. Pruitt, D, G.(1998) **Organizational negotiators as intermediaries**. Presented at 3rd Annu. Meet. Int. Assoc. Confl. Manage., Vancouver, British Columbia.
22. Pruitt, D, G.(1998) **Organizational negotiators as intermediaries**. Presented at 3rd Annu. Meet. Int. Assoc. Confl. Manage., Vancouver, British Columbia.
23. Resistance Point,(1999), Gregory B. Northcraft, Robin L. Pinkley, , **Stairways to Heaven, An Interlocking Self Regulation Madder of Negotiation**, Academy of Management Review.
24. Robbins S.(1998), **Organizational Behavior, Concepts, Controversies And Applications**, 6<sup>th</sup>. Ed., Englewood Cliffs, N.J., Prentice Hall Inc.
25. Rue Leslie W. Byars Lloyd L,( 2005) "**Management ,skills and Application 12**" McGraw-Hill Irwin ,ed:11. Ridge, ilDubuque. IA.
26. Slutsky J., M. Slutsk,(1998) **Learning Other's is Important in Successful Negotiations**, The Columbus (OHIO) Dispatch.
27. Taylor J. G.,2000, Nina B., And Berton L. L., **Rules for Success Environmental Negotiation**, Midcontinent Ecological Science Center, USA.
28. Whitfield, K. (2000). **High-performance workplaces, training, and the distribution of skills**. *Industrial Relations: A Journal of Economy and Society*, 39(1), 1-25.

## تأثير إدارة الاحتواء العالي في استراتيجيات التفاوض بحث تحليلي لاراء عينتا من قيادات وزارة الصناعة والمعادن العراقية

ا.م.د. حسام علي محيبس  
كلية الادارة والاقتصاد / جامعة بغداد  
hossam.ali @gmail.com

الباحث/ حسن عبد الكريم نعمه  
كلية الادارة والاقتصاد / جامعة بغداد  
Garaking2@gmail.com

Received: 28/6/2021

Accepted: 5/9/2021

Published: December / 2021

هذا العمل مرخص تحت اتفاقية المشاع الابداعي نسب المُصنّف - غير تجاري - الترخيص العمومي الدولي 4.0

[Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc-sa/4.0/)



### مستخلص البحث:

يهدف البحث الى اختبار علاقة وتأثير ادارة الاحتواء العالي كمتغير مستقل في استراتيجيات التفاوض كمتغير مستجيب , في مقر وزارة الصناعة والمعادن العراقية, ومن ثم محاولة الخروج بجملة توصيات تسهم في تعزيز المفاوضات التي تقوم بها قيادات الوزارة وانطلاقا من اهمية موضوع البحث في المنظمات العامة, واهمية المنظمات المبحوثة للمجتمع, أعتد المنهج الوصفي التحليلي في انجاز هذا البحث, وشمل البحث عينة(180) من قيادات وزارة الصناعة والمعادن العراقية , وجمعت البيانات من (120) مستجيبا يمثلون مجتمع البحث بشكل حصري وشامل, والمتمثل بـ (المديرين العامين ,مديري الاقسام , مديري الشعب ), باعتماد الاستبانة التي تضمنت (47) فقرة, وقد تمت الاستعانة بالمقابلات الشخصية اثناء توزيع الاستبانة وشرح وتوضيح فقراتها. واعتمد البحث برنامج Amos V.26, Spss مع اعتماد اساليب الاحصاء الوصفي (اختبار الخطية, واختبار التوزيع الطبيعي, والتحليل العاملي التوكيدي, وبناء نماذج المتغيرات, والوسط الحسابي, والنسب المئوية, والانحراف المعياري, والاهمية النسبية, ومعامل الاختلاف, ومعامل الارتباط بيرسون, ومعامل الانحدار البسيط , تحليل المسار, اختبار سوبل) لاختبار فرضياته. اما ابرز استنتاجات البحث التي اظهرت صحة الفرضيات فتجسدت بتأثير الاحتواء العالي بشكل مباشر في عملية التفاوض واستراتيجياتها, ومنها نستنتج بأن ادارة الاحتواء العالي تؤثر في التفاوض بشكل مباشر وغير مباشر. وعلى هذا الاساس ساهمت هذه التأثيرات غير المباشرة في زيادة قيمة التأثير. وخرج البحث بجملة توصيات من اهمها استثمار العلاقة التبادلية والتفاعلية بين ادارة الاحتواء العالي واستراتيجيات التفاوض بشكل مباشر او غير مباشر, مع ادراك ان عناصرهما وابعادهما وقابليتها للتطور والتغيير والاضافة بشكل يتزامن مع تطور وتنوع الوظائف والتغيرات في البيئة المتسارعة , ولقد اضاف البحث الحالي قيمة علمية من خلال اعتماده نموذج مقبول ضمن العلاقات البنائية والاحصائية وبالتالي اعتماد النسخة التي تم اختبارها , فضلا عن الاسهام في توضيح الترابط بين البعدين ببحث واحد.

المصطلحات الرئيسية للبحث: إدارة الاحتواء العالي، استراتيجيات التفاوض

\*بحث مستل من رسالة ماجستير