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## High Involvement Management Practices and Their Impact on Contextual Performance: An Analytical Study in the General Secretariat of the Council of Ministers

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### Abstract:

The main objective of this research is to evaluate the integration management at the higher level within the General Secretariat of the Cabinet and identify its role in achieving integration in the work environment through improving relationships between different management levels, facilitating participation and expression of opinions, and enhancing organizational belonging. A statistical approach and SPSS V.25 method were used for data analysis and various measurements. Data was collected from senior managers in the General Secretariat of the Cabinet using 87 distributed questionnaires, with 81 of them collected, resulting in a response rate of 95%. Study results indicate a pattern of integration management practices at the higher level within the General Secretariat, particularly after involving employees in decision-making. These practices contribute to strengthening employees' connection to the organization, enhancing their knowledge and decision-making skills, leading to increased productivity and effectiveness. Furthermore, participation contributes to the implementation of high-level integration management by enabling employees to participate in problem-solving and decision-making, fostering collaboration, coordination, and achieving high employee performance.

### Research paper.

**Keywords:** High Involvement Management, Returns Sharing, Knowledge Owner Ship.

## **1.Introduction:**

High involvement is one of the fundamental factors that enable organizations to evolve and grow. It encompasses a range of critical decisions, including the adoption of unconventional strategies and the utilization of available human resources. These decisions heavily rely on high involvement management practices, which empower employees by granting them authority and responsibilities, and encourage, decision-making, and profit-sharing. These practices are grounded in modern managerial concepts that contribute to achieving organizational objectives and underscore the importance of employee retention and preservation.

To achieve this, the organization should strive for a high level of contextual performance that nurtures a sense of belonging and organizational commitment, reflecting individuals' strength, belief, and acceptance of the organization's objectives. Several questions were posed to pinpoint the problem, revolving around high-performance practices and their impact on employees' contextual performance.

High involvement management practices are seen as a participatory process that benefits employees and aims to enhance their engagement with the organization. They empower employees to develop their knowledge and skills in making crucial decisions, resulting in increased productivity and effectiveness.

### **1.1 Literature review:**

There are many studies discussed High Involvement Management Practices:

Wood (2008) clarified that high-performance management practices were evaluated for their impact on organizational performance. A sample of 145 participants was selected from employees of public companies in the electrical industry. As for the results, the study indicated that high-performance work practices have a positive impact on organizational performance.

Bockerman,el at (2012) clarified the relationship between high- Involvement work practices and the role of social capital in achieving workforce diversity integration in organizations. As for the results, the presence of social capital development capabilities alongside human resource diversity treatments was found.

Ahmad,el at (2014) explored the mediating role of perceived organizational support between high- Involvement work management and job-related outcomes, namely job satisfaction and organizational commitment.

Mohammed,el at (2021) suggested that high- Involvement work practices enhance opportunities for creative behavior. There is a significant impact of high- Involvement work practices on promoting employees' creative behavior. The findings were based on a survey of 1000 employees in senior, middle, and supervisory positions.

There are many studies discussed Contextual performance.

Armstrong ,el at (2002) revealed the impact of employee empowerment on achievement motivation and contextual performance. The findings suggest that the organization should not only focus on managing financial aspects but also on managing human resource performance. Managing these three resources (empowerment, achievement motivation, and contextual performance) is, in fact, organizational performance management.

Chughtai (2008) clarified the existence of a significant relationship and impact between dimensions of organizational justice and contextual performance level in a sample represented by faculty members at the College of Management and Economics.

Kasaya and Munjuri (2018) clarified The relationship between organizational justice and contextual performance of faculty members at Hail University and the potential for maximizing their contextual performance through achieving organizational justice within the university.

Ismail and Waeak (2020) suggested the impact of workplace conflict on employees' contextual performance and employee commitment was studied, and the results indicated a statistically significant relationship between workplace conflict and employees' contextual performance. The findings also revealed that there is no statistically significant relationship between task conflict and employees' contextual performance, but there may be an indirect effect. However, a statistically significant relationship was found between overall work conflict and employee commitment.

There are numerous related studies that have discussed High Involvement Management Practices and Contextual Performance.

Goswami (2018) Integrated involvement management practices are the positive feelings that employees experience towards their work within the organization. They also encompass the motivation and effort employees invest in their work. Furthermore, these practices represent the cognitive state in which a positive and satisfying mental condition related to work is consistently present. This condition is characterized by vitality and dedication to work, while also enhancing employee loyalty and improving organizational and contextual performance. As a result, this leads to higher productivity and greater profits for the organization.

Sofijanova and Zabijakin (2013) suggested that employee involvement practices constitute a comprehensive process of engaging and empowering employees, with the aim of leveraging their contributions to achieve superior individual and organizational performance. The concept of containment is linked to integrating employees into decision-making processes and addressing challenges within the work environment, while enhancing the level of autonomy within organizations. It is anticipated that employees will experience increased motivation and dedication, making this approach effective in improving performance and enhancing satisfaction with their roles.

The research problem revolves around the challenges faced by government organizations in Iraq at the present time. Among the most significant challenges are difficulties in keeping up with advancements and utilizing the latest technology, whether in machinery and equipment used or in developing the skills of workers using modern methods. The study particularly focuses on government organizations that directly provide services to citizens, emphasizing the importance of the General Secretariat of the Council of Ministers, which plays a sovereign role in Iraqi society and bears the responsibility of providing services to numerous service ministries in Iraq.

The research questions addressed include:

1. What is the level of high Involvement management practices in the General Secretariat of the Council of Ministers?
2. What is the level of contextual performance in the studied organization, and how can it be measured?
3. Are there high Involvement management practices in all four dimensions in the studied organization?
4. What is the nature of the relationships and the impact between the research variables (high Involvement management practices, contextual performance) in the studied organization?

The objectives of this research are as follows:

1. Identification of the level of high Involvement management practices in the researched organization.
2. Identification of the level of contextual performance.
3. Detection of the availability of high Involvement management practices in the researched organization.
4. Clarification of the relationship and impact between high Involvement management practices and contextual performance in the researched organization.

## 2. Material and Methods:

After identifying the research problem and setting the targeted objectives, the researcher adopted a descriptive-analytical approach in this study. A questionnaire containing the research variables was used to collect the required data. Through this approach, scientific results were obtained that the researcher can rely on to understand the current situation and study the content of the problem. Furthermore, a precise and detailed description of these results was provided to address the research questions.

### 2.1 Research Tools:

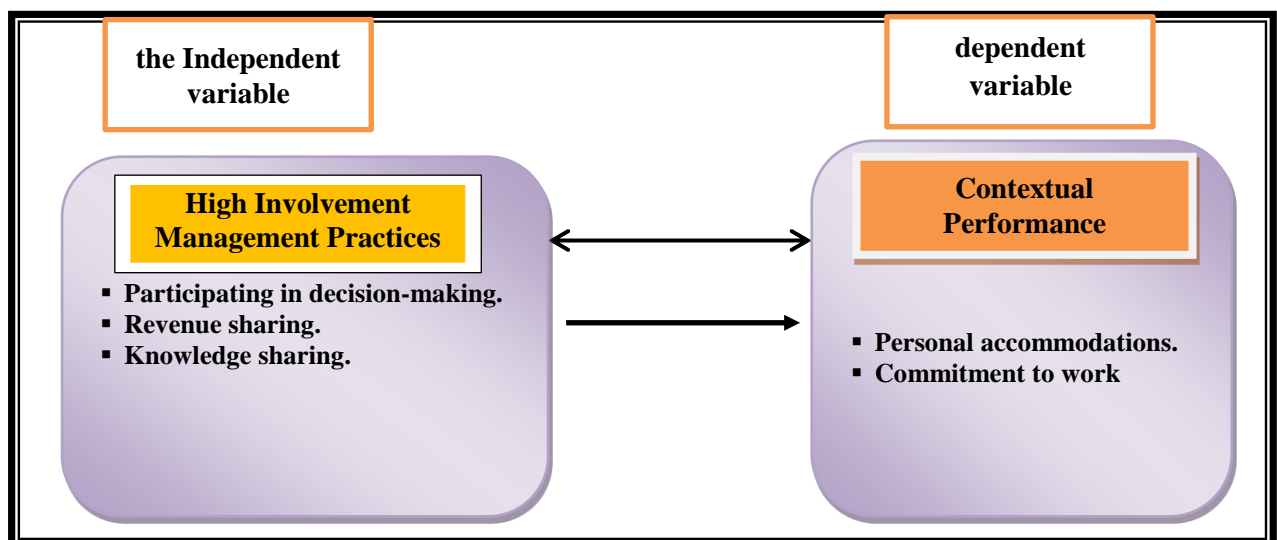
The researcher will use the questionnaire as a primary tool for collecting data and information related to the practical aspect of the study. A five-point Likert scale has been chosen for this research, which is considered one of the most popular scales and widely used methods in the fields of management and social sciences due to its accuracy and clarity.

### 2.2 Data Analysis Tools:

Multiple statistical methods were employed in the current research using ready-to-use software such as (SPSS-V28, Amos v.25, Excel) for analysis. The research aimed to test and measure research hypotheses and extract descriptive and inferential statistical values. Statistical tools and hypotheses, such as correlation coefficient, simple linear regression, and mean, were utilized.

### 2.3 The hypothetical study framework:

The hypothetical research framework was designed based on the study variables, which are "High- Involvement Management Practices" and "Contextual Performance," as illustrated in Figure (1).



**Figure 1:** Research structure

**Source:** Prepared by the researcher.

## **2.4 The Research hypotheses:**

The research is based on two main hypotheses, from which sub-hypotheses are derived, as follows:

1. The first main hypothesis is: There is a significant correlation between high Involvement management practices and contextual performance in the researched organization. From this, the following sub-hypotheses are derived:

A. There is a significant correlation between participation in decision-making and contextual performance in the researched organization.

B. There is a significant correlation between sharing rewards and contextual performance in the researched organization.

2. Hypothesis 2: There is a statistically significant effect of high Involvement management practices on contextual performance, and from this, the following sub-hypotheses are derived:

A. There is a statistically significant effect of participation in decision-making on contextual performance.

C. There is a statistically significant effect of sharing rewards on contextual performance.

## **2.5 Concept High Involvement:**

The term High Involvement A diverse range of human resource management practices aimed at increasing employee commitment to the organization and enhancing employees' ability to demonstrate organizational commitment. (Shin and Konrad,2014). This is the administrative efficiency in decision-making and involving employees in their ability and motivation to embrace change (Vera,2001). It refers to practices that emphasize the orientation towards expanding employees' skills and knowledge, such as teamwork, self-managed teams, and flexible job designs. (Kok et al,2014). It is employee involvement in decision-making beyond the narrow confines of the job, involving organizational participation in decisions related to work organization and other direct aspects of the organizational environment. (Wood et al,2008). It is the most effective management approach to create an organization where employees feel empowered by integrating them and involving them in the organization's activities. (Gavric et al, 2017).

### **2.5.1 Dimensions of High Involvement:**

#### **2.5.1.1 Participating in decision-making:**

As stated by (Doody ,2000) It is best to give employees the opportunity to make decisions they wish to be involved in problem-solving, considering that one of the common issues faced by most organizations is uncertainty about the extent to which employees should be allowed to participate in decision-making. As stated by (Rabiul et al ,2016) Participatory decision-making" is a specific form of delegation where the employee gains more control and freedom of choice regarding bridging the communication gap between the organization's management and the employee. It refers to the degree of employee involvement in organizational strategic planning activities and entails power-sharing between administrative bodies and workers in decision-making, whether through direct or indirect participation. As indicated by (Al-Taie and Hatita,2017), Participating in organizational decision-making can lead to improving employee satisfaction and performance in several ways.

#### **2.5.1.2 Revenue sharing:**

As mentioned (Abd-Alkareem), High Inclusion Management needs a rewards system that is different from traditional organizations in the specific form, and calls for existing wages and skills, earning profits and profit sharing, employee participation, flexible benefits and all workforce in salaries, open decision processes and participation. As indicated by(Al-Obaidi,2018) that the sharing of returns and rewards enables employees to participate in the financial achievements and failures of organizations, and this motivates employees to be more committed to the goals and objectives of the organization, which leads to higher job performance. It is also acceptable in terms of financial participation to enhance the morale of employees .

### **2.5.1.3 Knowledge sharing:**

As indicated (Akoto,2015) Knowledge management plays a significant and vital role in shaping organizations in terms of both individual and operational performance. Knowledge management affects employees within the organization in various ways . As mentioned (Al-Anzi et al,2011)It is often said that a good organization is like its employees, and talented employees are the driving force behind every successful organization. Employees in the knowledge domain are considered a source of competitive advantage in a world where most processes and systems have been standardized.

## **2.6 The Concept of Contextual Performance:**

The concept of Contextual performance translates into behaviors that contribute to the organization's culture and climate. It involves executing transformational and maintenance activities within the context, engaging in voluntary extra-role work, maintaining enthusiasm, providing assistance, collaborating with others, adhering to rules and procedures, supporting the organization, and defending it (Nu'mah , 2021). Contextual performance is closely related to employees and organizations and leads to several positive organizational outcomes, despite the crucial role of employees' job performance. (Nu'mah,et al,2018). The contextual performance is very broad and includes personal elements such as maintaining good working relationships and collaborating with others, as well as directive or motivational elements such as perseverance in facing challenges and volunteering for additional tasks. This distinction between personal and behavioral elements in job performance is also evident in other areas, such as employee selection.(Alibegovic ,et al,2009)

### **2.6.1 Dimensions of Contextual performance:**

#### **2.6.1.1 Personal accommodations:**

As stated by (Al-Asadi,2019) personal behaviors towards colleagues at work that contribute to achieving organizational goals and include promoting cooperation, respecting others, and building effective relationships.. As indicated by ( Abu Jaser,2010), Facilitation among individuals involves directed behaviors that contribute to achieving organizational goals. These behaviors include encouraging cooperation, considering others, and building and repairing relationships. Cumulatively, these actions enhance the social context in which task performance occurs. As indicated by (Ahmed , 2021) These are behaviors of extra-role and socially supported organizational behavior in the voluntary work environment, characterized as organizational citizenship behavior, another label for contextual performance. These behaviors are related to the job but are not included in the official job description and are not tied to the formal reward system.

#### **2.6.1.2 Commitment to work:**

As mentioned (Abd Al-kareem,2020) High integration and performing tasks with all the meaning and purpose it entails, expressing enthusiasm, challenge, and having emotional involvement during work. It involves intense focus, full engagement in the task, and a feeling of immersion and happiness while performing it. As indicated by (Alibegovic, 2009) And dedication to work is the inspiring foundation of job performance. Such behaviour drives employees to act in ways that promote the organization's interests. When an employee is satisfied with their job, they are more likely to work harder than required, put in extra hours, exercise self-discipline, and tackle challenges with greater enthusiasm. Additionally, they adhere to rules and procedures and defend the organization's goals. As indicated(AboAl-Hawa,2022) Dedication to work represents a strong commitment to the job, a sense of pride, inspiration, and challenge while performing tasks. It also signifies high levels of engagement at work, with a display of profound meanings attributed to the work, along with feelings of inspiration, pride, and challenge. Dedication also indicates high levels of integration and emotional involvement during work.

## 2.7 Descriptive analysis of research variables:

**2.7.1 Firstly:** Presentation and Analysis of Results for Variable Practices in High Involvement Management To determine the responses of the sample regarding the paragraphs in each dimension, we will utilize proportions, frequencies, weighted means, and standard deviations. To understand the direction of responses, we will compare the actual mean with the theoretical mean. If the actual mean is greater than the theoretical mean, it implies that the responses of the sample are inclined towards agreement. Conversely, if the actual mean is smaller, it suggests that the responses are inclined towards disagreement. The theoretical mean is calculated as follows:

Theoretical Mean = Sum of Measurement Alternatives / Number of Alternatives

$$\text{Mean} = (1 + 2 + 3 + 4 + 5) / 5 = 3$$

Suppose the actual mean value for this variable is 3.55, which is higher than the theoretical mean (3). This indicates that the sample responses are directed towards agreement, and the agreement is significant. The response level for this variable was found to be high, with a standard deviation of 0.71. This means that the responses of the sample members regarding this variable were consistent.

This variable contains several dimensions, as follows:

Dimension 1: Participation in Decision Making

The actual mean value for this dimension is 3.67, which is higher than the theoretical mean (3). This indicates that the sample responses in this dimension are directed towards agreement, and the agreement is significant. The standard deviation for this dimension is 0.99, and the response level was found to be high. This suggests that there is participation in decision-making across various levels.

The analysis will focus on paragraphs with the highest and lowest means:

**A.** The responses of the sample for paragraph number (3) ("Encourages direct managers to work as one team to support and implement decisions") are directed towards agreement, with an actual mean of 3.85, which is higher than the theoretical mean. The level of significance for this paragraph is 77.0%, with a coefficient of variation of 29.1%. This indicates that the senior management in the researched organization gives significant attention to human capital, motivates employees through rewarding excellent performance, employs competent individuals in job positions through high Involvement management practices, and enriches the organization with new talents and ideas to support and implement decisions related to the work of the General Secretariat of the Council of Ministers.

**B.** The responses of the sample for paragraph (4) ("Direct managers seek to build significant trust among employees, which helps overcome many obstacles") are directed towards the average, with an actual mean of 2.83. The level of significance for this paragraph is 56.6%, with a coefficient of variation of 38.2. Despite the importance of trust in work between senior management and employees, there may be a lack of communication between the two parties, leading decision-making to be centralized in higher authority.

The weighted means for the dimension "Participation in Decision Making" are illustrated in Table (1) below: The translation appears to be cut off at this point, and the table (1) is not provided. If you need further assistance or the continuation of the translation, please let me know:

**Table 1.** Provides a general description of the paragraphs related to the dimension of "Participation in Decision Making.

| Paragraphs                                                                                                        | Coefficient of variation | Relative significance | Standard deviation | Arithmetic mean |
|-------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------|--------------------|-----------------|
| 1.The direct managers aim to grant employees complete freedom to accomplish their tasks.                          | 29.4                     | 75.4                  | 1.11               | 3.77            |
| 2.The direct managers attempt to involve the largest number of employees in decision-making.                      | 38.8                     | 65.0                  | 1.26               | 3.25            |
| 3.he direct managers motivate employees to work with a team spirit to support and implement decisions.            | 29.1                     | 77.0                  | 1.12               | 3.85            |
| 4.The direct managers strive to build significant trust among the employees, which helps overcome many obstacles. | 38.2                     | 56.6                  | 1.08               | 2.83            |
| The overall arithmetic mean.                                                                                      | 26.9                     | 73.4                  | 0.99               | 3.67            |

### 2.7.1.2 Return Participation:

The arithmetic mean value for this dimension was (3.17), which is greater than the assumed mean value of (3). This indicates that the sample responses in this dimension tend to converge significantly and are directed towards agreement. The standard deviation is (0.63), and the response level for this dimension was within the average range.

Two paragraphs will be discussed based on the higher and lower arithmetic mean. This dimension consists of several paragraphs as follows:

**A.** Sample responses towards paragraph (9) (Direct supervisors provide fair and equitable incentives aligned with employees' performance) tend to agree and strongly agree, with an arithmetic mean value of (3.62), which is higher than the assumed mean value. The relative importance of this paragraph reached (72.4%), and the coefficient of variation was (35.4%). This indicates that the General Secretariat of the Council of Ministers has a system of material, moral, and social motivation that affects employees, enabling them to perform better and exert greater effort than others to ensure the achievement of the organization's goals.

**B.** Sample responses towards paragraph (12) (Direct supervisors delay providing fair and equitable incentives) tend to disagree and strongly disagree, with an arithmetic mean value of (2.38), which is lower than the assumed mean value. The relative importance of this paragraph reached (47.6%), and the coefficient of variation was (47.9%). This indicates the accuracy of the sample's response, as the paragraph contradicts paragraph number (9), which indicates the provision of fair and equitable incentives by senior management based on employees' performance. Through field experience in the General Secretariat of the Council of Ministers, periodic books of thanks are awarded to motivate employees as a result of participation in training courses or for outstanding performance and responsible and honest duty or for providing services after official working hours. The standard deviations ranged from (1.13-1.30), indicating that the sample responses for this dimension were homogeneous. The arithmetic mean description for the dimension of return participation is shown in Table (2) below:



**Table 2.** Provides a general description of the paragraphs in the dimension of return participation.

| Paragraphs                                                                                               | Coefficient of variation | Relative significance | Standard deviation | Arithmetic mean |
|----------------------------------------------------------------------------------------------------------|--------------------------|-----------------------|--------------------|-----------------|
| 1. The direct managers provide fair and equitable incentives that align with the employees' performance. | 35.4                     | 72.4                  | 1.28               | 3.62            |
| 2. The direct managers work towards achieving fairness in assessing employee rewards.                    | 31.7                     | 71.2                  | 1.13               | 3.56            |
| 3. The direct managers adopt strategies to design employee reward programs.                              | 37.6                     | 62.2                  | 1.17               | 3.11            |
| 4. The direct managers are delayed in providing fair and equitable incentives.                           | 47.9                     | 47.6                  | 1.14               | 2.38            |
| The overall arithmetic mean.                                                                             | 19.9                     | 63.4                  | 0.63               | 3.17            |

### 2.7.1.3 Knowledge Sharing:

The mean value of this dimension (3.74) is greater than the assumed mean (3), which means that the sample responses in this dimension tend to agree and strongly agree. The standard deviation is (0.82), and the response level for this dimension was within the high range. This dimension consists of several paragraphs, as shown in Table (3).

**A.** Sample responses for paragraph (13) ("Direct managers have the expertise and full knowledge to deal with work problems") tended to agree and strongly agree, with a mean value of (3.98) higher than the assumed mean. The relative importance of this paragraph was (79.6%), and the coefficient of variation was (23.9%). This indicates that the top management in the researched organization possesses the expertise and knowledge to deal with work problems and seeks to benefit from the knowledge repository and the management's crisis management skills in the organization.

**B.** Sample responses for paragraph (14) ("Direct managers can reduce the costs of employee development and training through information") tended to agree and strongly agree, with a mean value of (3.49) higher than the assumed mean. The relative importance of this paragraph was (69.8%), and the coefficient of variation was (26.9%). Despite obtaining the lowest mean values, this indicates the top management's interest in improving employees' knowledge through their training and development, also known as employee skills, as it helps in making important work decisions. The standard deviations ranged from (0.94-1.13), indicating that the sample responses regarding this dimension were consistent.

**Table 3.** Provides a general description of the paragraphs after knowledge sharing.

| Paragraphs                                                                                                                    | Coefficient of variation | Relative significance | Standard deviation | Arithmetic mean |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------|--------------------|-----------------|
| 1. he direct managers possess the expertise and full knowledge to handle work-related issues.                                 | 23.9                     | 79.6                  | 0.95               | 3.98            |
| 2. Through information, the direct managers can reduce the costs of employee development and training.                        | 26.9                     | 69.8                  | 0.94               | 3.49            |
| 3. The direct managers aim to enhance employees' capabilities by engaging them in ongoing training courses.                   | 27.9                     | 76.6                  | 1.07               | 3.83            |
| 4. The direct managers seek to leverage the organizational knowledge repository in facing crises and work-related challenges. | 30.7                     | 73.6                  | 1.13               | 3.68            |
| The overall arithmetic mean.                                                                                                  | 21.9                     | 74.8                  | 0.82               | 3.74            |

**2.7.2.1Second:** Presentation and Analysis of Contextual Performance Variable Results:

1.The mean value of this variable is (3.97), which is higher than the assumed mean (3). This indicates that the sample responses in this variable tend to agree and strongly agree. The standard deviation is (0.62), suggesting that the sample responses regarding this variable are consistent, and the response level for this variable was within the high range. This variable consists of several dimensions, as follows:

**1. Personal Facilitation:**

The mean value for this dimension is (3.73), which is higher than the assumed mean (3). This indicates that the sample responses in this dimension tend to agree and strongly agree. The standard deviation is (0.76), indicating consistent responses. The response level for this dimension was within the high range. This dimension includes several paragraphs, as follows:

**A.** Sample responses for paragraph (17) ("Direct managers praise employees at work") tended to agree and strongly agree, with a mean value of (4.01), higher than the assumed mean. The response level for this paragraph was within the high range, with a relative importance of (80.2%) and a coefficient of variation of (20.9%). Through field observation at the General Secretariat of the Cabinet Council, they work on improving working conditions and building meaningful and strong relationships with employees. They also consider their personal well-being as an integral part of work.

**B.** Sample responses for paragraph (18) ("Direct managers discuss work matters with employees before performing any task that may affect their performance") tended to agree and strongly agree, with a mean value of (3.49), higher than the assumed mean. The response level for this paragraph was within the high range. The relative importance of this paragraph was (69.8%), and the coefficient of variation was (30.4%). Likewise, sample responses for paragraph (21) ("Direct managers proactively help employees accomplish their tasks even if they did not ask for it") tended to agree and strongly agree, with a mean value of (3.49), higher than the assumed mean. The response level for this paragraph was within the high range. The relative importance was (69.8%), and the coefficient of variation was (29.5%). The standard deviations ranged from (0.84-1.06), indicating that the sample responses regarding this dimension are consistent.

**Table 4.** Provides a general description of the paragraphs after personal facilitation

| Paragraphs                                                                                                                       | Coefficient of variation | Relative significance | Standard deviation | Arithmetic mean |
|----------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------|--------------------|-----------------|
| 1.The direct managers praise employees' work.                                                                                    | 20.9                     | 80.2                  | 0.84               | 4.01            |
| 2.The direct managers discuss work-related matters with employees before undertaking any task that may affect their performance. | 30.4                     | 69.8                  | 1.06               | 3.49            |
| 3.The direct managers support employees with expressions that make them feel satisfied with themselves.                          | 22.9                     | 77.8                  | 0.89               | 3.89            |
| 4.The direct managers work to address conflicts among employees.                                                                 | 26.2                     | 75.6                  | 0.99               | 3.78            |
| 5.The direct managers proactively assist employees in completing their tasks, even if not explicitly requested.                  | 29.5                     | 69.8                  | 1.03               | 3.49            |
| The overall arithmetic mean.                                                                                                     | 20.4                     | 74.6                  | 0.76               | 3.73            |

## 2. Dedication to Work:

The mean value of this dimension is (4.20), which is higher than the assumed mean (5). This indicates that the sample responses in this dimension tend to strongly agree and agree. The standard deviation is (0.58), suggesting consistent responses. The response level for this dimension was within the very high range. This dimension includes several paragraphs, as follows:

**A.** Sample responses for paragraph (22) ("Direct managers urge employees at work to comply with instructions and regulations") tended to strongly agree and agree, with a mean value of (4.56), higher than the assumed mean. The response level for this paragraph was within the very high range, with a relative importance of (91.2%) and a coefficient of variation of (12.1%). This indicates the promotion of compliance with laws and regulations by top management and the fair distribution of tasks among employees based on legal regulations.

**B.** Sample responses for paragraph (23) ("Direct managers care about challenging tasks and take them as achievements") tended to strongly agree and agree, with a mean value of (3.88), higher than the assumed mean. The response level for this paragraph was within the high range, with a relative importance of (77.6%) and a coefficient of variation of (2.22%). Despite obtaining a slightly lower mean value, this indicates the management's interest in promoting task accomplishments through various methods and procedures, enriching the work environment, and fostering a culture that supports achievements within the researched organization. This can also be illustrated through the following table:

**Table 5.** Provides a general description of the paragraphs after dedication to work.

| Paragraphs                                                                             | Coefficient of variation | Relative significance | Standard deviation | Arithmetic mean |
|----------------------------------------------------------------------------------------|--------------------------|-----------------------|--------------------|-----------------|
| 1. Direct managers urge employees to adhere to instructions and regulations at work.   | 12.1                     | 91.2                  | 0.55               | 4.56            |
| 2. Direct managers take care of challenging tasks and tackle them with accomplishment. | 22.2                     | 77.6                  | 0.86               | 3.88            |
| 3. Direct managers are very attentive to small work details.                           | 22.7                     | 79.2                  | 0.90               | 3.96            |
| 4. Direct managers work diligently and with great commitment to accomplish work tasks  | 16.6                     | 86.6                  | 0.72               | 4.33            |
| 5. Direct managers complete tasks on time, even if it requires working extra hours.    | 19.3                     | 86.0                  | 0.83               | 4.30            |
| The overall arithmetic mean.                                                           | 13.8                     | 84.0                  | 0.58               | 4.20            |

## 3 Discussion of results

**1.** Participation in returns and contextual performance: The calculated t-value was (8.96), which is greater than the tabular value at a significance level of (0.05) with degrees of freedom (79) and critical value (1.99). This indicates a statistically significant correlation between participation in returns and contextual performance. Moreover, the correlation coefficient value was (0.71), which is positive, suggesting a strong positive relationship.

**2.** Participation in returns and personal facilitation: The calculated t-value was (8.24), which is greater than the tabular value at a significance level of (0.05) with degrees of freedom (79) and critical value (1.99). This indicates a statistically significant correlation between participation in returns and personal facilitation. Additionally, the correlation coefficient value was (0.68), which is positive, indicating a strong positive relationship.

**3.Participation in returns and work dedication:** The calculated t-value was (7.21), which is greater than the tabular value at a significance level of (0.05) with degrees of freedom (79) and critical value (1.99). This implies a statistically significant correlation between participation in returns and work dedication. Furthermore, the correlation coefficient value was (0.63), which is positive, signifying a strong positive relationship.

**4.Knowledge Sharing and Contextual Performance:** The calculated t-value (9.49) exceeds its tabulated value at a significance level of (0.05) with degrees of freedom (79) and (1.99) t-critical value. This indicates a significant positive correlation between knowledge sharing and contextual performance, with a correlation coefficient of (0.73), suggesting a strong positive relationship.

**5.Knowledge Sharing and Personal Facilitation:** The calculated t-value (10.08) exceeds its tabulated value at a significance level of (0.05) with degrees of freedom (79) and (1.99) t-critical value. This indicates a significant positive correlation between knowledge sharing and personal facilitation, with a correlation coefficient of (0.75), suggesting a strong positive relationship.

**6.Knowledge Sharing and Work Dedication:** The calculated t-value (6.33) exceeds its tabulated value at a significance level of (0.05) with degrees of freedom (79) and (1.99) t-critical value. This indicates a significant positive correlation between knowledge sharing and work dedication. However, the exact correlation coefficient is not provided in this text.

#### **4 Conclusions:**

**1.** It is evident that there is an application of high Involvement management practices, which has led to a significant increase in knowledge sharing. This is achieved through the top management's possession of expertise and knowledge to handle work-related issues, as well as enhancing employees' capabilities and utilizing the organization's knowledge repository.

**2.** There is a focus on the dimension of participation in decision-making, indicating the high management's keenness to involve all employees and provide them with opportunities to make decisions that meet the organization's needs. This improves communication with the top management or immediate supervisors, ensuring interaction between different levels.

**3.** Despite the existence of participation in returns (rewards), it ranked fourth among the sub-dimensions, suggesting that the incentives provided to employees are fair but do not adequately reflect the efforts they put in, as employees often work longer hours than the prescribed ones.

#### **Authors Declaration:**

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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ممارسات إدارة الاحتواء العالي وتأثيرها على الأداء السياقي: دراسة تحليلية في الأمانة العامة  
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### مستخلص البحث:

الهدف الرئيسي لهذا البحث هو تقييم إدارة التكامل على المستوى الأعلى داخل الأمانة العامة لمجلس الوزراء وتحديد دورها في تحقيق التكامل في بيئة العمل من خلال تحسين العلاقات بين مستويات الإدارة المختلفة، وتيسير المشاركة والتعبير عن الآراء، وتعزيز الانتماء التنظيمي. تم استخدام نهج إحصائي وطريقة SPSS V.25 لتحليل البيانات والقياسات المتنوعة. تم جمع البيانات من كبار المديرين في الأمانة العامة لمجلس الوزراء باستخدام 87 استبياناً موزعاً، وتم جمع 81 منها، مما أسفر عن معدل استجابة بلغ 95%. تشير نتائج الدراسة إلى وجود نمط لممارسات إدارة التكامل على المستوى الأعلى داخل الأمانة العامة، خصوصاً بعد مشاركة الموظفين في اتخاذ القرارات. تسهم هذه الممارسات في تعزيز ارتباط الموظفين بالمنظمة، وتعزيز معرفتهم ومهارات اتخاذ القرار، مما يؤدي إلى زيادة الإنتاجية والفعالية. وعلاوة على ذلك، تسهم المشاركة في تنفيذ إدارة التكامل على المستوى الأعلى من خلال تمكين الموظفين من المشاركة في حل المشكلات واتخاذ القرارات، وتعزيز التعاون والتنسيق، وتحقيق أداء موظفي متميز.

**المصطلحات الرئيسية للبحث:** إدارة الاحتواء العالي، مشاركة اتخاذ القرارات، مشاركة المعلومات، مشاركة العوائد، امتلاك المعرفة.

\*البحث مستل من رسالة ماجستير