

Manage The High Involvement Of Workers And Their Role In Achieving Competitive Advantage

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Abstract

Address the current research topic is important and a contemporary of literature in the business administration, a High involvement management, and have been tested to achieve competitive advantage, and to achieve these goals, collected data and information according to the form-resolution, as adopted specifically for this purpose to analyze the results of the process on a sample composed of (102) personnel, managers in the company of the electrical industry and some of its affiliates, and data were analyzed according to the system (SPSS). The research has come to the group results highlighted a strong correlation between High involvement management with a competitive advantage, and also found that the administration of High involvement management positively influence the competitive advantage in the company researched. The recommendations focused on the need to support the positive relationship in achieving better performance and achieve better performance excellence.

Keywords: High involvement of workers, competitive advantage

1. Introduction

The research seeks to address a realistic problem and analyze it in a scientific way through knowing the impact of the human resource, the decisive factor in excellence and success in business organizations. Hence the idea of the research crystallized, which centered around studying the impact of high involvement, which includes both employee empowerment, organizational commitment, employee participation and cooperation in achieving the competitive advantage of business organizations.

The High Participation Management (HIM) came into existence early in the early 1980's and was preached by the American regulatory psychologist (Lawler), as he called (Walton & Beer) as they referred to the High commitment management. These researchers describe an innovative approach to management, which was distinguished by dividing the work into specific jobs with specificity of specialization, and specific opportunities for the employee to participate. The exploratory descriptive approach was used, and the questionnaire was used, and a sample number (102) was chosen from the managers and heads of departments and supervisors, which is acquired. Research is important in being an important input for business organizations that have become today. Work in an environment strongly characterized by non-traditional competition markets taking place in general, which makes it imperative for those organizations to find entrances that increase their ability to create and achieve and maintain a competitive advantage, through current research can be identified over the activation of high involvement in private banks, the operating in Baghdad.

2. Literature Review

2.1. Involvement High

The concept of higher involvement is receiving increasing attention by researchers and writers in the administrative field, academic institutions and the right of governments, as they pointed out that employee involvement is a central part of

human resources management, and it is noted in this regard that Japanese organizations have used successful staff placement programs for a long time. Its use in American business organizations since the 1970s in response to the urgent need to improve the organizational performance of these organizations (Kim & Suh, 2003).

Higher involvement management means engaging workers in the change process "organizational participation", and the term high involvement management has been used to refer to practices that provide workers with opportunities for organizational participation, either directly or indirectly through the use and dissemination of information and the acquisition of skills, thus organizing business practices as a team Work, flexible job descriptions and practices that give workers the opportunity to gain skills and knowledge, there is a need to ensure extensive work-oriented training in the team, information exchange, especially about the economy and the labor market. The organization helps attract and retain the right staff to ensure the stability of the workforce that supports high-active participation. They include minimal compensation plans, employment, and job security guarantees (Wood&Bryson,2009).

2.1.1. Dimensions of High Involvement

High involvement is one of the most important topics, which clearly and substantially entered the field of scientific research, especially in foreign studies, as it represents an important factor in the success of organizations, because of its great impact on their performance and then their distinctiveness in a competitive environment that requires organizations to do their performance It depends on the performance of its employees, and hence has become one of the critical success factors that enables it to differentiate itself from other organizations in the business environment. For the purpose of understanding its meaning, it will be dealt with according to the following dimensions:

2.1.1.1. Empowerment

Empowerment means looking for new ways to encourage the potential energies of employees and motivate them to innovate for the purpose of sustaining organizations to remain in the contemporary competitive environment that has produced many variables, including the reorganization of markets and increasing convergence due to the ease of transportation and the complexity of customer needs and diversity (Johnson & Thurston, 1997), and in the same direction (Daft, 2001) emphasized that by empowering working people with the authority, freedom, and information sufficient to make decisions and participate in making them, therefore empowerment is a motivating force for subordinates towards making distinguished efforts towards achieving goals with minimal effort and highest productivity.

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2.1.1.3. Cooperation

Cooperation means linguistically that it is a "dynamic social process that occurs in biological societies such as organizations, in which the mutual benefits prevail over the disadvantages of competition (such as competition)." On this basis, numerous

research and studies contributed to the development of this perspective, and showed how purposeful interdependence, Interaction, and Outcomes relate to each other (Deutsch, 1962).

Cooperation is one of the behavioral outcomes of workers that affect and are affected by other outputs such as commitment, trust and immersion in work, in addition to being affected by several factors such as the philosophy governing the organization, leadership style, network, and administrative applications used in various organizational units, including human resource management applications such as polarization, retention, Compensation (Johnson & Scholes, 1999) The collaboration achieves a wide range of beneficial effects at the organization and worker level.

2.1.1.4. Commitment :

Commitment is defined as one of the concepts that were used in different ways to refer to the committed individual who is keen to show certain behavioral models such as defending the organization and feeling proud and belonging to it and wanting to stay in it for the longest time, and it also highlights levels of distinct role behavior that focus towards the required performance (Scholl, 2000). (Kantor, 1968) defined organizational commitment as: "the willingness of community members to offer their loyalty and energies to its systems.

2.2. Competitive Advantage

In the mid-seventies the concept of Competitive Advantage emerged, and the major challenge facing management has become how to convert comparative advantage into competitive advantages through the ability to create production factors that are based on high human skills and a strong scientific base. In the 1980s (Hofer et al., 1980) indicated that competitive advantage was the area in which the organization outperformed its competitors. In the nineties, the competitive advantage was described as the unique location that the organization develops against its competitors

through the deployment patterns of resources in the end of the twentieth century and by increasing the intensity of the game to attract the customer and increasing this competition, the concept of competitive advantage has become the ability to provide a superior value to the customer (Evans, 1993).

(Hamel & Heen, 1994) indicates that there is no skill, no matter how it exists, can constitute a fundamental ability if it does not give a competitive advantage to the organization, as many activities, despite being well implemented, do not lead to a competitive advantage and in return there are activities that are allocated to it Few resources and although not related to the market, they lead to a competitive advantage.

(Mckieran, 1997) explained that Porter realized that distinctive efficiency is the way to achieve competitive advantage, Porter saw that the origin of competition is through linking the organization to its environment and the origin of its resources must be analyzed to determine the balanced mix that will give the competitive advantage. (Macmillan, 2000) affirms that (the essential capabilities are the administrative or technical subsystem that unifies us with various technologies, processes, and resources to obtain a unique competitive advantage). The best productive competencies are the distinctive way that enables the organization to use its resources to achieve a competitive advantage.

And at the beginning of the twenty-first century, the reality of competitive advantage became (the established profit-based location in the memory of the customer who believes that the value he will obtain is greater than the price he will pay for the product or service) (Mecraigh, 2001).

2.2.3. Importance of competitive advantage.

- The location of competitive advantage is crucial when studying strategic management because, as some have noted, studies and research on strategy and

its management—particularly in the last 20 years—have not been free from the concept of competitive advantage. For this reason, strategic management can be defined as a competitive advantage. (Lynch, 2000).

- A crucial and essential component of the operation of all kinds of organizations and production is the competitive advantage. Since it serves as the foundation for the development of the competitive strategy and all other elements work together to support this advantage and the creation of the organization's all-encompassing competitive strategy (Hamel & Heen, 1994).
- By developing the organization's competitive knowledge and its capacity to meet the needs of future customers by standardizing technologies and production skills in the form of capabilities that enable them to adapt to rapidly changing opportunities, the competitive advantage represents a tool to face the challenge that lies ahead. (Prahalad&Hamel,1990).
- Since successful organizations are those who continuously develop new models for the aforementioned advantage—as long as the previous models have gained widespread recognition and availability and rivals are fully aware of them—the competitive advantage serves as a crucial criterion for success (Macmillan&Tampoe,2000)

2.2.4. Damnations of Competitive Advantages

2.2.4.1. Cost

Costs are the least competitive dimension of the first to which many organizations still rely by seeking to maintain or enhance the market share and enjoy the benefits of economies of scale, the most important of which is to compensate for the low profit margin resulting from price reduction through a large sales volume. The cost as a competitive advantage: (It is the ability of the organization to implement the lowest costs compared to the ability of competitors, and this is through improving

productivity and efficiency, eliminating losses and tight control of costs, and for organizations to succeed fully, their production costs should be low, but despite this, success and profitability are not. They are always guaranteed, as the products sold on a cost basis exclusively are ordinary commodities such as (flour, sugar), and in other words, customers cannot distinguish clearly between the products that the company makes and the products of other companies, and as a result the zeb In using cost, mainly to identify purchases (Chase et al., 2001).

Excellence strategy can be used by (Best, 2000):

A- Distinguishing the product / service of the organization from competitors 'products / services by adding new or unique gratifying benefits that gain it attractiveness, provided that this feature is important and beneficial to the customer as well as being sustainable

B- The possibility of having opportunities to use information technology that others cannot possess. Through the presence of distinct experiences and skills.

2.2.4.2. Innovation

Its importance comes through exploring new opportunities in the external environment and monitoring the actions of competitors in which the organization needs strategic information to develop products and services in a manner different from that used in the sector in which the organization operates. Formerly) (Higgins, 1994).

Creativity comes only through the human element, as he saw (Hatten & Hatten, 1997) that human creativity is unpredictable, as it is a very spiritual and abstract aspect, which is about inserting a new element in a new place to perform a new job in order to obtain better results and he needs an innovative manager He has the boldness to decide to put creativity into practice.

2.2.4.3. Flexibility

Flexibility has become one of the critical competitive advantages at the present time, after production (according to the customer's request) is made through the ability to adapt to the unique needs of the customer and the changing designs of the product, which requires flexibility to respond to the customer's needs and changes in designs. Chase et al., 2001 explains flexibility (adaptability to offer a variety of products). He believes that flexibility appears as follows:

Flexibility in productive processes - product - processes - Flexibility: it is flexibility in machinery and equipment, flexibility in functional specialization, flexibility in distribution, flexibility in systems and instructions.

Flexibility - product - Mix - Flexibility: it is the degree of quality response to the customer's desires or the ability to change the product mix according to the customer's wishes.

Product Flexibility Volume: It is the increase and decrease to address large changes in demand. As for the strategic point of view, flexibility consists of two dimensions:

- The ability of the organization to provide its customers with a wide variety of products in order to meet the specific requirements of each customer, and that the use of flexibility will meet the different needs of the consumer because marketing is always aimed at satisfying all the demands made by consumers and the reason for this is because sales are part of Marketing jobs and sales increase easily as the industrial company offers a wide range of products to the market
- After the other flexibility is for the company to be fast that can change its products to produce a new line of products that become shorter and shorter, meaning that flexibility is used to meet the urgent changes in the market, and because the flexibility in the production process also allows for the

compatibility of other energies and facilities in the industrial organization for emergency changes In the market .

2.2.4.4. Delivery

After the increasing importance of time for the customer, the competition based on time between organizations increased, especially when dealing with organizations that work according to the principle of demand in accordance with the request - Make - To - order, as many organizations seek to expand their base with customers by focusing on the time of delivery of the commodity or service to the customer (Chase et al., 2003) expresses this feature with the Fast Delivery time, which is expressed three times:

- The time elapsed between the receipt of the order and the customer's fulfillment.
- The time for delivering the good or service to the customer.
- The time taken to generate the idea and during the final design and production (construction time).

The organization's ability to deliver stable and fast products enables it to price its products at a premium. As the products must be delivered to customers with the least possible deviation at the time of delivery (Chase et al., 2003). Delivering the good or service on time is today an important competitive priority after the growing need for effective delivery as one of the forms that differentiate the organization from other organizations. (Stone, leong) has expressed delivery with both Dependability and Speed and means to approve delivery - delivery on time. This dimension is related to the ability to supply the product on time, while the speed of production quickly satisfies the customer, the organization can rely on Computer to achieve this

3. Methodology

The study adopted the exploratory survey method, which is a method that was

characterized by the conjunction of describing the phenomenon with its analysis in order to extract its own results, and that it focuses on polling as it relies on diagnosing the situation and analyzing it to reach the conclusion of results and monitoring the basic indicators. (Description) was used to collect data and information necessary for the requirements of the study.

3.1.Objectives

The research acquires its importance in being considered an important input for business organizations that today are operating in an environment characterized by the severity of the unconventional competition witnessed by the markets in general, which requires those organizations to find inputs that increase their ability to find, achieve and sustain their competitive advantage, and highlight the importance with the following:

- Knowing the extent of activating high involvement in Iraqi organizations, specifically in the researched company.
- Learn the extent of enabling empowerment, organizational commitment, and participation in supporting and developing competitive advantage.
- Knowing which of the dimensions of high involvement is more appropriate to position the company at home and abroad in a manner that enhances its competitive advantage

3.2. Research Model and Hypothesis

3.2.1. Research Model

The research outline provides an expressive picture of the research idea, and clarifies the nature of relations and influence between its variables, to be inclusive of all major and sub-research variables and then the ability to measure the relationships of influence and influence among them, and to be an embodiment of the research problem and the objectives expected to be achieved. As shown in Figure 1

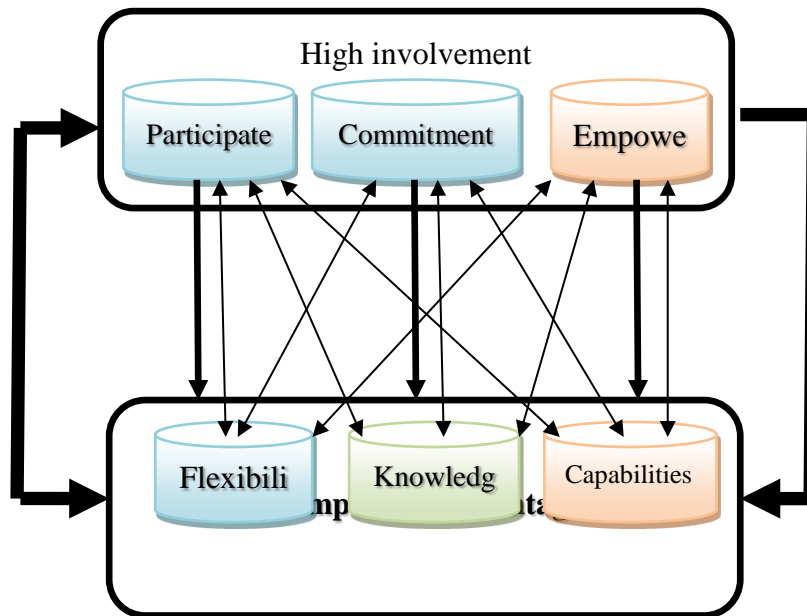


Figure (1) study model

3.2.2. Hypothesis

positive correlation has a significant significance between the independent variable (high involvement) with its dimensions of (empowerment, commitment, participation), and the dependent variable (competitive advantage) with its dimensions of (capabilities, flexibility, knowledge) .

3.3. Sample :

The intentional sample was used as the sample of managers and heads of departments of the researched company was chosen from the functional centers operating in Baghdad by the current study, and the total of the study sample reached (82) people. It has been distributed (102) questionnaire, directly by the learner to these centers, and was excluded (18) were not answered. It is noticed through Table (1) the gender variable, age group, educational qualification, and length of service. As the gender variable is characterized by an increase in the percentage of males (82%), over the percentage of females (18%), and it is observed that the age group variable that ranges between the ages of (more than 56) is the lowest percentage, which reached

(14%), while the largest proportion was Class (46 - 55). While the third variable, which is the educational qualification, the bachelor's degree was the highest percentage (54%), followed by the master's degree (26%), and higher diploma (13%). The educational qualification and length of service are proportions

Table (1) of Search sample properties

%	the number	Property distribution	Variables
%18	15	ذكر	gender
%82	69	أنثى	
%100	84		
%17	14	35 -26	Age
%24	20	45 -36	
%45	38	55 - 46	
%14	12	فاكثر 56	
%100	84		Total
%54	45	BA	Qualification
%13	11	Higher Diploma	
%26	22	M.A.	
%7	6	Ph.D.	
%100	84		Total

3.4 Procedures

The data was collected through personal interviews, by conducting a number of interviews with the research sample at different locations and levels before and during the distribution of the questionnaire and retrieving it, the nature of the cables from the type of open sockets to determine the existing reality related to the research variables, and some information was obtained directly and which reported In the diagnosis of some aspects, especially with regard to the current research problem.

The questionnaire was also used, using the main tool in collecting data and information to search for the survey, the personal information section of the research sample that relates to (gender, work, educational attainment, years of service) for the purpose of describing the sample.

The primary instrument for gathering data and information was the questionnaire, which was used to extract the most crucial information. A field survey of Arabic and foreign books was used to develop the questionnaire. Measures that are currently available and have a direct or indirect relationship to the study's subject were gathered, and standards adequate for measuring the research variables were selected, along with a methodology., The data obtained was processed through the statistical program (SPSS), and the data was processed using the correlation coefficient (Pearson), to identify the type of relationship between the variables, and the company employees, experts, division directors, divisional directors and unit managers were selected. The office managers and directors, who are (102) individuals,

3.6.Data Analyses

The hypotheses related to the correlation relationships between the main study variables, high involvement and competitive advantage will be chosen using the characteristics correlation factor (Spearman) and through the statistical program (SPSS) which tests the correlation relationships between the variables and the analysis will be at the level of the main variables as follows:

Analyze the relationship between the sub-variables of high and competitive involvement

3.6.1. The relationship between empowerment and competitiveness:

The moral relationships between the empowerment variable and competitiveness as a total and as sub-variables achieved a percentage (100%) of the total relationships between them. As all correlation coefficients were significant and positive at the significance level (0.01), and the strongest correlation with the knowledge variable was, as the correlation coefficient reached (0.620) at the significance level (0.01), while the lowest correlation coefficient was in the relationship with the elasticity variable as the correlation coefficient reached (0.474) at the significance level (0.01).

3.6.2. The relationship between commitment and competitiveness:

The moral relationships between the commitment variable and competitiveness as a total and as sub-variables achieved a percentage (100%) of the total relationships between them. As all correlation coefficients were significant and positive at the significance level (0.01), and the strongest correlation was with the variable of estimators, as the correlation coefficient reached (0.700) at the significance level (0.01), while the lowest correlation coefficient was in the relationship with the variable of knowledge, as the coefficient reached Correlation (0.494) at the significance level (0.01).

3. 6.3. The relationship between participation and competitiveness:

The moral relationships between the variable of participation and competitiveness as a total and sub-variables were 100% of the total relationships between them, as all correlation coefficients were significant and positive at the level of significance (0.01), and the strongest correlation with the variable of capabilities was, as The correlation coefficient was (0.742) at the significance level (0.01), while the lowest correlation coefficient was in the relationship with the knowledge variable, as the correlation coefficient (0.508) reached the significance level (0.01). As shown in Table (2)

Table (2) the correlation values for (person) coefficient between the high variables of high involvement and competitiveness

relations Moral		Knowledge	Flexibility	Capabilitie s	Competitiveness
%	number				High involvement
0.33	3	**0.620	**0.474	**0.579	Empowerment
0.33	3	**0.494	**0.650	**0.700	Commitment
0.33	3	**0.508	**0.658	**0.742	Participate
% 100	9	Total			

Analyze the relationship between total, high, and competitive involvement

The relationship between the total high involvement and the competitive advantage achieved (100%) of the total moral relationships between them, as all correlation coefficients were positive at the level of (0.01) and the largest correlation coefficient between the participation variable with a value of (0.742) was achieved, while the lowest value of the correlation coefficient was in The relationship with the elastic variable was (0.474). As shown in Table (3)

Table (3) Pearson correlation values between high and competitive sub-variables

Total competition	Competitiveness
	High involvement
**0.84	High involvement t total

3.7. Results and discussions –

- It is clear from the results of the analysis of the correlations between the main research variables, high involvement and the following competitive advantage:
- Based on the results reached, there is a strong justification for not rejecting the first major correlation hypothesis, which is: There is a positive correlation with significant significance between the response variable (high involvement) and the explanatory variable (competitive advantage). This is because the percentage of moral relationships between them was high, whether at the level of the total or the level of sub-variables.
- The above results indicate the importance of the relationship between the major research variables, high involvement and competitive advantage.
- The availability of the high involvement axis appeared in banks that were researched at high rates, as the sample answers to all questions related to this variable or its sub-variables were consistent and high, and this indicates the great correlation between the variables of the performance of operations as they support one another, and they all refer to the company what She continues to benefit from the high involvement she has adopted in a way that greatly benefits performance.
- The axis of competitive advantage appeared in the researched company with an above average rate, as the sample answers to all questions related to this variable or its sub-variables were consistent with above average and this explains that the researched company is working to create conditions to accept the competitive advantage and create a sense of need for it, and that the ability Managers in introducing the competitive advantage directly to the researched company are at an above average level

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