

Reflect the Impact of High Involvement Management Practices on Achieving Competitive Superiority: Applied Study of Opinions of a Sample of Senior Leaders in the Civil Banks in the Central Euphrates Governorates

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Abstract

The current study aims to uncover the impact of the High Involvement Management Practices (functional integration, training, motivation, and team) to achieve competitive superiority (cost, quality, flexibility, delivery, innovation). The course of study depends on identifying a major problem that has been clarified through several questions that revolve around an important question: Can High Involvement Management Practices be employed to achieve competitive superiority. Therefore, the current study relied on a questionnaire tool in order to measure the availability of the practices of managing high Involvement and competitive superiority of the civil banks in the governorates of the Middle Euphrates (Diwaniyah, Najaf Al-Ashraf, Karbala Al-Sacred, Babil and Al-Muthnah). Using special statistical packages in SPSS.V.27 and AMOS.V.26 the results of the normal distribution, modeling of the structural equation, the stability and inner truthfulness factor, arithmetic means, standard deviations, relative importance, and correlation matrix were extracted. The results of the study showed that there is a direct and indirect correlation and influence between the practices of the management of high Involvement to help achieve the competitive edge of the management leadership in performing their work.

Keywords: High Involvement Management Practices, Competitive Superiority.

Introduction

The quality of service has received great attention during the past few years, as the service sector has become the dominant resource in many developing and developed countries, which has created the need to meet the service requirements of the market in a way that will satisfy the satisfaction of the targeted clients and gain the loyalty of the largest number of them. Thus, the basis for achieving competitive superiority lies in the attention paid to High Involvement Management Practices, and the Organization must use High Involvement Management Practices to ensure continued improvement in the Organization's services.

Competitive superiority contributes to improving the image and reputation of the Organization through the development of the working personnel and the development of new methods and methods to accomplish the internal tasks and operations of the Organization. It can therefore be determined that the basis for developing the relationship between High Involvement Management Practices and competitive advantage is to be found.

The management of high Involvement includes a range of innovative practices: Job rotation, business rotation, contribution to problem and decision-making, information exchange, open participation between employees *and their superiors, active participation in decision-making and the reward and compensation system* (Ahmad et al., 2014), which means that High Involvement Management Practices are the link in ensuring continuous improvement against competitive superiority. The current study aimed at identifying the relationship between the practices of managing high Involvement and competitive superiority, and for this purpose the questionnaire prepared on the LICKRT scale was used, and the study scale was prepared based on a variety of scientific resources and adapted to the study community.

Scientific Methodology of Research

1. The Problem of Study

It is no longer enough for contemporary business organizations to accept the current situation. During the field visits made by the researcher to review the variables of the study to the senior management leadership of the civil banks in the central Euphrates region, it became clear that there was a weakness in understanding the dimensions of competitive superiority from the administrative leaderships in these banks. The current study has led to the investment of High Involvement Management Practices in order to improve the competitive edge of these banks, but the need to implement these practices requires the use of High Involvement Management Practices to obtain better results, and hence the problem of the study can be formulated in a fundamental question (Can High Involvement Management Practices be applied to competitive superiority?).

In order to answer the question, there is a need to mention a range of questions that help the banks concerned achieve competitive advantage:

1. What is the level and nature of the High Involvement Management Practices of the banks in research?.
2. What is the reality of High Involvement Management Practices among the members of the banks in research?.
3. What is the reality of competitive superiority in the banks that are researched?.
4. What is the nature and type of correlation between study variables (High Involvement Management Practices, dimensions of competitive superiority)?.
5. How can the direct impact of High Involvement Management Practices on the dimensions of competitive superiority be measured?.
6. What is the indirect impact of High Involvement Management Practices on the dimensions of competitive superiority?

2. Objectives of the Study

The main objective of the current study is to measure the nature and type of correlation, as well as the direct impact between High Involvement Management Practices and competitive advantage, and follows from this objective a set of important sub-objectives:

1. To identify the reality and nature of High Involvement Management Practices of research organizations.
2. Identify the reality of HMS practices among members of the organizations in research.
3. Recognize the reality of competitive superiority in research organizations.
4. Recognize the correlation between study variables (High Involvement Management Practices, dimensions of competitive superiority).

5. Highlight the direct impact of High Involvement Management Practices on the dimensions of competitive superiority.

3. The Importance of the Study

The importance of the current study lies in the importance of the variables examined by our service organizations and the resulting attention of the administrative leaderships in these banks to give sufficient attention to reflect these variables. The study also highlights the importance of increasing the awareness of the administrative staff that there are many opportunities that can be invested in order to improve their performance and achieve competitive superiority through this investment, which leads to achieving competitive superiority.

4. Hypothesis Outline of the Study

The study hypothesis chart, as shown in Figure 1, is prepared to contribute to the nature and type of relationship between the variables for this study, as follows:

- 1) **The Independent Variable** is represented by High Involvement Management Practices and consists of four sub-dimensions: (Functional integration, training, motivation, and teams).
- 2) **The Dependent Variable:** Competitive superiority, consisting of five sub-dimensions: (Cost, quality, flexibility, delivery, and innovation).

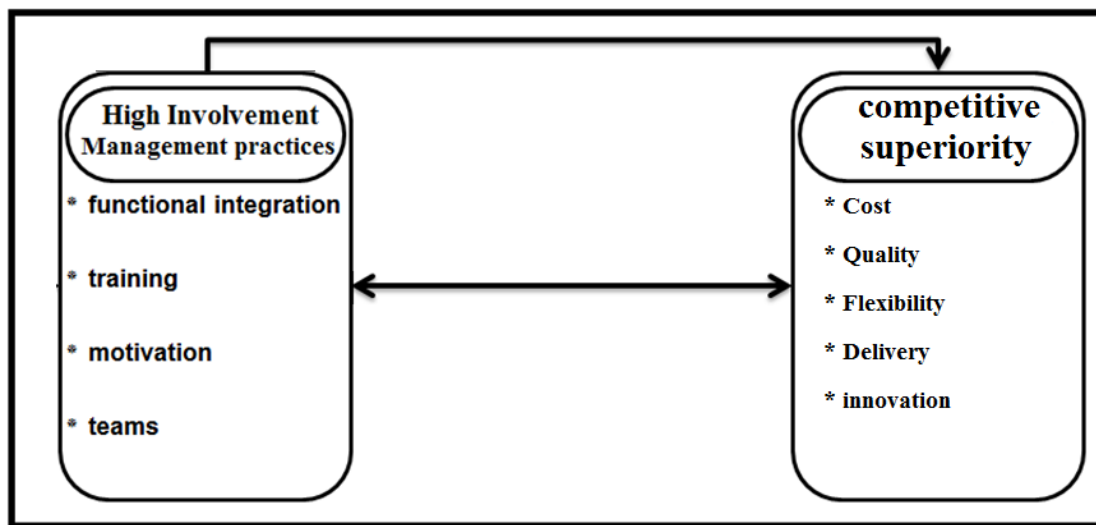


Figure 1: Study hypothesis Chart

Source: Researcher's preparation

5. Study Hypotheses

The current study derives from three main hypotheses:

1) The Correlation Hypothesis

There is a significant correlation between study variables (High Involvement Management Practices in their dimensions, competitive superiority in their dimensions).

2) The Hypothesis of Influence

Each dimension of high Involvement practices has an indirect impact on the dimensions of competitive superiority through the dimensions of High Involvement Management Practices.

6. Data Collection Tool

In order to achieve the objective of this study, a number of tools have been used to collect data and information as follows:

The data collection tool was the resolution form based on the 5-Lacert scale (strongly agreed, neutral, not strongly agreed, not strongly disagreed) with the management leadership of the banking community and the study standards were based on a ready scale shown in table 1.

Table 1: Study Axes and Scales

The main variable	Sub-dimensions	Approved measure
High Involvement Management Practices	Functional integration	Mxenge et al., 2014; Voiplo, 2015
	Training	
	Motivation	
	Teams	
Competitive superiority	Cost	Kotler, 1997; Slack, 1998
	Quality	
	Flexibility	
	Delivery	
	Innovation	

The Theoretical Aspect of Research

1). Practices of high Involvement

1. The Concept of High Involvement Management

The Department of High Involvement appeared in the early 1980s, and its leader was then the American psychologist (Lawler), as well as several authors (Walton, 1984; Beer *et al.*, 1984) is an innovative approach to management based on management of high Involvement, and the authors saw that the model of high Involvement management is a basic foundation to replace the Taylor and Alton Mayo models, as they focused on a method of control, division of labor, the accuracy of the definition of specialized functions, and the limited opportunities for containing workers. This results in reduced employee commitment and trust in management (Wood & Bryson, 2008).

High Involvement represents a range of innovative practices that include reconfiguration, job rotation, self-managed teams, substantial encouragement for problem-solving and decision-making, information-sharing, open discussion between the worker and manager, active participation in decision-making and the reward system (Khafaji, 2019).

Therefore, studying the management of high Involvement and a comprehensive concept reflecting its particular nature is extremely difficult, and from this standpoint the definition of high Involvement management for a group of researchers can be reviewed in Table 2.

Table 2: Definition of High Involvement Management

No.	Researcher	Concept
1	Banytè <i>et al.</i> , 2006	A mechanism for organizing the organization's activity in order to obtain the greatest opportunities for improving the skills, capabilities, knowledge and experience of its staff.
2	Wood <i>et al.</i> , 2015	A form of purposeful and targeted management to raise employee commitment levels in order to have self-organized behavior that is not controlled by sanctions and external pressures of an individual based on good relations within the organization
3	Mizutani, 2016	A combination of methods and ideas that the Organization is making use of to encourage workers to gather adequate information on market requirements in general, and its clients in particular, with a view to meeting them as far as possible.
4	Talib & Dhahad, 2019	A collection of practices focused on worker decision making, energy, information, training and motivation.
5	Lee, 2021	Continuous experience of high levels of influence on decisions affecting the business process, which are determined by the perceptions of the workers
6	Akhigbe, 2020	A way to integrate a range of innovations and ideas into the workplace to drive high performance
7	Bardach, 2020	A set of practices used by FAO to keep track of developments and to improve the commitment of staff to the implementation of the Organization's plans and objectives.

2. High Involvement Management Practices

a) job Integration

The job consolidation reflects a wide range of effects on the employee's decision to stay on the job (Robinson *et al.*, 2014; Mitchell *et al.*, 2001). (Mallol *et al.*, 2007) concluded that the important aspects of integration are the ties that bind the employee to other people or to the community, how the employee is appropriate to the organization or environment, and what the situation should be if the employee leaves a position in the organization.

b) Training

Training is also a systematic effort to improve knowledge, skills, behaviors and contributions to improving performance (Jeffrey & Ruliyanto 2017). (Hanaysha & Tahir, 2016) believes that training is a process that helps workers learn how to improve their knowledge, skills and behaviors by utilizing existing programs within the organization to improve the efficiency and performance of the organization.

c) Motivational

Motivation encourages people to adopt and implement a common goal (MacCoby et al., 2013), vision is not just something to talk about, but something to move toward in an individual's work. Here you need the ability of the leader to implement the various goals and plans of the new vision and to put strategic goals and plans in place, to encourage people to actively participate in implementing the plans, to inspire, and to motivate people to achieve high performance (Simarmata, 2020).

d) Team-working

The teams focus on building relationships with employees to create a competitive advantage through training, development, and performance improvement, with the help of a diverse workforce, to improve the competitive context of the organization (Zareei et al., 2014).

2). Competitive superiority

1. The Concept of Competitive Superiority

Today, the concept of competitive superiority is of great importance to management as a result of the turbulent business environment and fundamental changes at the local and global levels due to technological development, the development of information and knowledge systems, the means of communication and the spread of global commerce (Al-Faraji and Al-Rabeawi, 2021).

Competitive superiority is one of the topics that has received great attention in the contemporary areas of management because of the fundamental changes in the business environment at the local and international levels, as a result of the information and knowledge technology revolution, the communications revolution and the liberalization of global trade. In this connection, it was pointed out that business organizations could achieve the goal of competitive advantage through competitive advantages, often based on comparative advantages in nature. It is important for the organization to have a competitive advantage, but it is more important to maintain it (Chat ON & Guillermine, 2013).

The study of competitive superiority and the identification of a comprehensive concept that reflects its particular nature is therefore extremely difficult, and from this point of view the definitions of competitive superiority of a group of researchers can be presented in table 3.

Table 3: Definition of High Involvement Management

No.	Researcher	Concept
1	Cowan, 2013	The degree to which coordination provides greater excellence and harmony among the divisions of the Organization's units
2	Moise, 2015	The extent to which the Organization is able to find and better invest the best competitive tools for achieving competitive advantage through continuous improvement of productive performance (processes or products).
3	Blankson, 2016	A means for the Organization to invest its potential in producing a product that is scarce, distinctive, difficult to imitate and that affects customer perceptions.
4	Chivers et al., 2017	The ability of working individuals to build knowledge capabilities that are capable of achieving excellence compared to those of competing organizations
5	ÖRÜCÜ et al., 2017	The local excellence of the organization resulting from lower prices for its clients and better investment of opportunities than its competitors.
6	Ozdemirci et al., 2019	A means used by the Organization to gain an advantage over its target market by creating better value for customers
7	Al-Attar and Rdada1, 2021	The uniqueness of the organization through its activities compared with competitors to achieve a unique and distinguished position in the market

From the foregoing it can be said that competitive superiority is the degree to which the Organization invests all its potential, activities and values to produce a unique and distinctive product over competitors, in a way that gains as much clients as possible and builds positive relationships aimed at preserving them.

2. Dimensions of Competitive Superiority

Specialists and researchers in the field of competitive superiority dealt with various dimensions of competitive superiority, and perhaps the most important dimensions agreed upon were (cost, quality, flexibility, delivery and innovation) and can be detailed as follows:

a) Cost

The minimum cost is the first competitive dimension sought by many organizations (Khalaf et al., 2019), for an organization that can control its cost and make it lowest relative to competitors in the same field will hold the upper hand in the market and be in a privileged position to control the market. It has the capacity to deter new competitors, and the factory is competing through low cost, an important and key factor under which the facility can offer low products to clients, and the cost is three types: Labor cost, raw materials cost, waste materials cost, and other costs (ALI, 2016).

b) Quality

Quality is important as it plays an important role in determining market-based and customer-based outcomes such as satisfaction, loyalty and margin, and quality in retail premises is likely to be a powerful weapon of competition, as retail quality is good together (Dugal & Verma, 2019).

c) Flexibility

Therefore, flexibility has become a decisive competitive indicator after production has become according to the customer's demand. Flexibility includes the ability to provide new services in a broad range and at the same time the ability of the organization to make adjustments to its existing services in order to adapt to the new changes (Mohamed and Al-Ayash, 2018).

d) Innovation

Innovation is an integral part of management processes. Creative thinking includes many high-level creative skills, which are reflected in the creation of new ideas that contribute to the development of individuals' ability to observe, discover, analyze, generate hypotheses and tests, solve problems, communicate, and think skills. In addition, the most important strategic resource for the success and sustainability of the organizations, as it plays an important role in the process of producing scientific knowledge, through which organizations can respond quickly to environmental risks and market dynamics by generating new ideas and producing products that meet those demands, helping the organization achieve a competitive advantage (Yildiz & Yildiz, 2021).

e) Delivery

Competitive delivery is important for the time being because it has a great impact on the purchasing decision of the customer, in addition to determining the organization's ability to deliver products and services to the customer. The competitive edge of the organization is its ability to satisfy its clients and according to a schedule established by the organization to determine the best way to deliver the product or service to the customer, which includes speed, accuracy and care for delivery (Raouf and Shawani, 2020).

The Practical Aspect

1). Test the Normal Distribution of Study Variables

The results of Table 4 note that the data on the study variables (practices of managing high Involvement, competitive advantage) follow the normal distribution and take the form of a bell in the path of their spread, which means that the sample data distribution is almost similar to normal distribution and does not suffer from a state of distension. This leads us to accept the assumption that study variable data are drawn from a community whose data are naturally distributed

Table 4: Test Normal Distribution

Standards		High Involvement Management Practices	Competitive superiority
The sample size		71	71
Boisson distribution parameter	Arithmetic mean	4.18	4.2
	Standard deviation	0.65	0.5
Kol-Smi		0.216	0.087
Sig.		0.200*	0.200*

2). Measuring the Stability of the Threshing Tool

The results of the resolution stability test can be explained as follows:

- The results showed the stability of the measurement tool, having obtained a strong correlation coefficient between the two parts of resolution (0.700), which means that the strength of the Sperman Brown coefficient is 0.870, which strongly supported the Kutman half-segmentation coefficient (0.865), which showed the consistency of the resolution paragraphs and the achievement of the indicators for stability conditions.
- The results show that the intermediate variable (High Involvement Management Practices) in four dimensions and actually (20) paragraph has been stabilized (alpha Cronbach's=0.943) to the equivalent of (0.971), and the dimension stability of the HRM has ranged from the lowest (0.930) value of the stimulation dimension to the highest (0.894) value of the training dimension. This showed the consistency of resolution paragraphs and the achievement of indicators for the imposed stability conditions (70%).
- The results showed that the dependent variable (competitive edge), which is in five dimensions and in fact 25, obtained a constant (alpha Cronbach's=0.932) equivalent to a credibility of (0.965), and the stability of the dimensions of competitive superiority ranged from the lowest (0.798) value of delivery, speed and reliability, to the highest (0.887) value of the dimension of the innovation. This showed the consistency of resolution paragraphs and the achievement of indicators for the imposed stability conditions (70%).

Table 5: Resolution Stability Test

Variable	Sub-dimensions	NO.	Measurement Tool thresholds		Measuring instrument veracity	
High Involvement Management Practices	Functional integration	5	0.858	0.943	0.926	0.971
	Training	5	0.894		0.946	
	Motivation	5	0.830		0.911	
	Teams	5	0.893		0.945	
Competitive superiority	Cost	5	0.853	0.932	0.924	0.965
	Quality	5	0.866		0.931	
	Flexibility	5	0.819		0.905	
	Delivery, speed and reliability	5	0.798		0.893	
	Innovation	5	0.887		0.942	
Correlation coefficient between the two resolutions		0.700		Strong		
The Sperman Brown Laboratories		0.870		Strong		
Kutman half-retail labs		0.865		Strong		

3). Statistical Description of the Study Variables

1. Variable Summary of High Involvement Management Practices

From the results reviewed in Table 6, the HRM variable has obtained agreement from a number of members of the sample studied with a high arithmetical average of 4.18. This practice is an important part of the organization's completion of the informal contract between it and the employees. The results showed that the level of considered senior leaders' interest in adopting various and innovative training programs covering all the development fields necessary for their work. It works to determine those needs of its employees according to modern scientific methods, which goes back to having the first rank after training with an average computational rate of (4.25) and a standard deviation equal to (0.72), which means that the studied sample is interested in improving the employees' training abilities and adopting the best modern training programs in their possession in order to develop the employees' abilities Providing the best services to customers, which received a relative attention of (85%), and after the stimulation an arithmetic mean of (4), indicating that the studied sample agreed on the importance of improving its capabilities by (80%).

Table 6: Presentation, Analysis and Interpretation of Variable Practices of High Involvement Management

Dimension	Arithmetic mean	Standard deviation	Relative importance%	Order of importance
Functional integration	4.23	0.69	85%	3
Training	4.25	0.72	85%	1
Motivation	4	0.85	80%	4
Teams	4.25	0.77	85%	2
Variable rate High Involvement Management Practices				
Arithmetic mean		4.18	Standard deviation	0.65
Relative importance				
84%				

2. Variable Summary of Competitive Superiority Variable

The results reviewed in Table 7 show that the competitive edge variable has agreed upon by a number of members of the sample studied with a high arithmetical average of 4.2. It also indicates that the opinions of the studied high leaderships agree on new methods for studying the behavior of the consumer and searching for innovative markets not reached by the competitor. The results showed that the level of interest of the senior leaders considered in using the bank's efficient distribution channels would facilitate delivery. This is due to the fact that after delivery, speed and reliability are ranked first with an average arithmetic of (4.29) and a standard deviation equal to (0.58), which means that the studied sample is interested in improving and developing HR capabilities periodically, which shows a relative interest of (86%). The cost dimension also obtained a computational mean of (4.09) indicating that the studied sample agreed on the importance of improving its capabilities by (82%), and Figure (25) illustrates the representation of the sample answers to the study sample about the dimensions of the competitive advantage variable.

Table 7: Presentation, Analysis and Interpretation of Competitive Superiority Variable

Dimension	Arithmetic mean	Standard deviation	Relative importance%	Order of importance
Cost	4.09	0.66	82%	5
Quality	4.22	0.66	84%	3
Flexibility	4.22	0.55	84%	2
Delivery, speed and reliability	4.29	0.58	86%	1
Innovation	4.19	0.73	84%	4
Variable rate of competitive superiority				
Arithmetic mean		4.2	Standard deviation	0.5
Relative importance				
84%				

4). Testing the Study Hypotheses

Key Hypothesis 1: There is a positive morale correlation between the High Involvement Management Practices of (functional integration, training, motivation, and teams) and competitive superiority of (cost, quality, flexibility, delivery, innovation).

The findings in Table 8 have found that there is a statistically significant correlation between the practices of managing high Involvement and competitive advantage and their amount (0.672) at a moral level (0.01), i.e. the first main hypothesis is accepted. This means that sustainable QoS structures have a strong relationship with HM practices and this contributes to improving the customer's experience with the services provided by the organization.

Table 8: The Relationship between the Management Practices of High Involvement and Competitive Advantage

	High Involvement Management Practices	Competitive superiority
High Involvement Management Practices	1	0.672**

** . Correlation is significant at the 0.01 level (2-tailed).

Second Key Hypothesis: High Involvement Management Practices with their dimensions have an impact on competitive superiority in its dimensions.

The results of Table 9 and the data reviewed in Figure 2 show a significant impact of High Involvement Management Practices on competitive superiority. The increase in the practices of high Involvement by one unit leads to an improvement in competitive superiority by 0.739, a standard error rate equal to 0.045, and a critical value of 16.422, which means that the studied sample recognizes the importance of contributing to encouraging employees to participate actively in all decisions of the organization and exchange information among them. Figure 34 illustrates this.

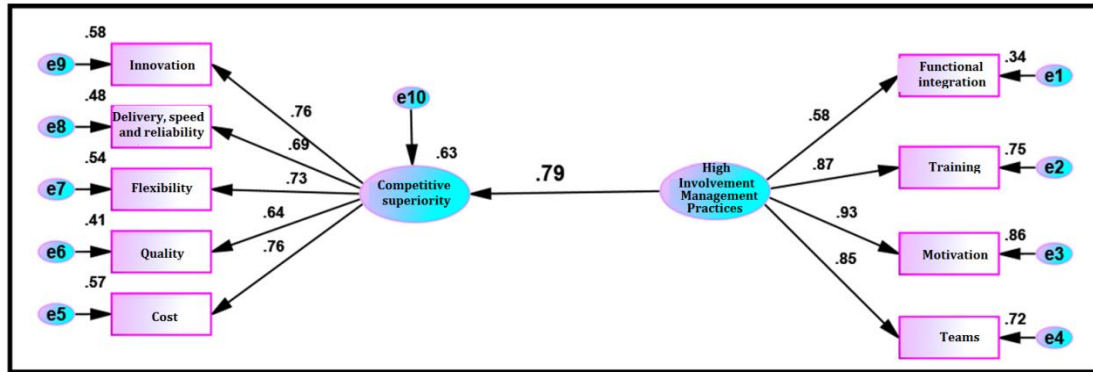


Figure 2: Standard Model of the Impact of High Involvement Management Practices on Competitive Advantage

Table 9: Results of Analysis of the Impact of High Involvement Management Practices on Competitive Advantage

Path			Standard weights	Standard error	C.V	R ²	(P)
High Involvement Management Practices	<---	Competitive superiority	0.739	0.045	16.422	0.63	0.001

Conclusions and recommendations

1. Conclusions

1. The interest of indigenous banks in achieving competitive superiority by improving sustainable structures for quality of service is focused on the implementation of high Involvement management.
2. The thoughtful interest of the NBs in adhering to quality management philosophy and building a clear vision of the quality of their services and products.
3. The importance of improving staff capacity for organizational learning in order to improve service quality through the development of the employees' abilities, skills and knowledge of the use of new technologies is recognized by well-informed community banks.
4. There is a high awareness among staff at all levels that the real purpose of their presence is to serve clients.
5. Encouraging the bank's management of its employees to express their opinions, criticisms and reactions to organizational performance, thereby encouraging the high leadership's belief in enabling the employees to be operationally exploited to achieve desired results.
6. The high-level leadership is aware of the importance of relying on diverse and innovative training programs that cover all areas of development required for their work and identify those needs of their staff in accordance with modern scientific methods.

2. Recommendations

1. The need for teams to work at different levels of management to mend differences between the bank's functional classes, to encourage them to break the routine and exchange roles between different levels of management.
2. The need for studied banks to provide a clear vision of quality (based on employee focus) and how the vision forms the basis for strategic planning and better decision making.
3. The need for educated banks to recognize the importance of trust, openness and good employee relations is the culture of the bank, which requires the studied banks to strongly believe in the philosophy of "right first time" and "right every time" among employees.
4. Educated banks should encourage employees to develop their potential through training and training programs and training courses to develop their career capabilities.
5. The need for the studied banks to focus on the importance of building the promotion strategy on a fair basis and operating in a transparent manner, and that the method of granting incentives in the bank is being carried out in a satisfactory manner among the staff.

6. The need for the studied banks to recognize the importance of encouraging employees to defend and defend the principles and values of the bank before society, which requires them to focus on enabling the employees to perform their tasks in a manner that provides the best service and quality.

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