

High Involvement Management Practices and their Effect in Building and Development of Core Competencies

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Abstract: This study aims to identify the impact of higher involvement management dimensions in the ability of Jordanian telecommunications companies to build and develop core competencies. The study population is from (319) represent all employees in supervisory positions. The study sample has been achieved by the withdrawal of a stratified random sample commensurate with the number of employees at each company where the total sample size (176). The most important results of the study show that there are readily available to higher involvement management dimensions and have a significant effect on the achievement of core competencies. One of the most important recommendations of the study is the trend towards high involvement management as a model in human resources management strategy in Jordanian telecommunication companies.

Key words: High involvement management, core competencies, Jordan, resources, achievement, companies

INTRODUCTION

Higher involvement management came into being in the eighties of the last century and was pioneered by psychologist American Lawler as the work of the high-involvement systems are complex and distinct group but overlapping of human resources and work practices creative formed body identical package of practices which are used as a management policies coherent system to test, develop, motivate and maintain a work force qualified and competent for strategic goals and objectives of the organizations. Since, this integration of innovative management practices included seeking to manage and empower the workforce to achieve synergy between the workers and their work environment in a way which is committed to working for organizations so that, they can be faced with achieving high performance and achieve sustainable competitive advantage (Leffakis, 2009).

High involvement consists of a system of a set of human resources practices of mutual dependence which could lead to achieving superior through synergetic between these practices performance, so it is committed to high-involvement management that it will have positive effects on the basic performance parameters, increase labor productivity, turnover low, the output of the greatest public improvement and flexible workplace culture. The application of high involvement system is one of the important requirements that affect the level of core competencies that are the basic characteristics of the individuals and groups that can lead to higher performance with respect to the performance of certain

jobs or solve a problem. Linked organizations gain competitive advantage and respond to the changes that occur in the vicinity of the extent of interest in the business environment and core competencies rare at the individual and collective level and at the macro level of the organization.

Hence, this study was to analyze the impact high involvement in core competencies and in order to accomplish the requirements of the organization and achieve the objectives of the highest possible level.

Theoretical background

High involvement management practices: Confirmed Harmon *et al.* (2003) that ideally represents a high involvement exploratory work which includes participation and empowerment and development, trust and openness, work teams and bonuses based on performance that will lead to higher productivity, quality and satisfaction of employees and customers and the performance of the market and financial performance design. Therefore, received high involvement management systems acceptance among academics and practitioners as a tool to improve organizational performance that indicate the work satisfaction and a decrease in work effort (Preuss, 2003).

Freeman and Kleiner (2000) has been defined that the high involvement is an individual's ability to participate in the regulatory decision making. And the same direction Guy (2003) has been defined that the high involvement practices that they are trying to improve organizational performance by increasing the extent of the work or

decisions or relationships that will be responsible for them employees. Gollan (2006) explained that the high involvement management involves focusing on high-trust relationships between management and employees, especially as it is based on the assumption that employees can have confidence in making important decisions about the workplace as well as it could for employees to develop their knowledge and skills to make important decisions about the management of their business activities and that results in greater productivity and effectiveness which is based on the relationship between management and employees of organization through containment of employees and engaging with the objective to increase the performance and profitability of the organization.

According to Gollan (2005), seems to be employees cost increases with training that may be necessary to keep the work of the high involvement systems. Confirming Gittleman *et al.* (1998) to a high performance model is viable on a large scale as it should in most cases due to lack of the necessary elements for success which includes the cooperation of employees and orientation of administrative and management skills that you need to train and develop within the organization.

In the current study was to identify dimensions of high involvement management depending on the each by the Lawler (2008) and Gollan (2006).

Career merger: Dernovsek (2008) defined as the degree of the individual setting optional efforts in his research, above the minimum for the job and in the quality of the extra work, mental or strongly discouraged highs.

Training: Confirmed Zatzick and Iniversity (2006), that training increases the understanding of the employees for their role in the operations of organization and important knowledge by specific.

Motivation and compensation: High involvement organizations need to be rewards system is different from the traditional organizations it seeks specifically to salary is based on skill and profit-sharing and employee ownership, flexible benefits and the labor force and decision open (Lawler, 2008).

Technological support for work: Linking high involvement management between involvement employees and support the necessary technology to get their work done and create more cooperation and better communication between departments with the registered involvement the employees in the decision-making process (Gollan, 2006).

Core competencies: The real challenge in front of business organizations in the 21st century is to build and develop the core competencies. In order to ensure strategic flexibility for fast changing world in an environment where will stay only for business organizations capable of investment opportunities and avoid threats through the conversion resources and capacities to the distinctive core competencies (Peppared and Ward, 2004). It could be said that the core competencies are as sources of superiority over competitors and achieve better value-added which is another perspective means the distinctive features of the organization in its ability to gain a sustainable competitive advantage.

Prahalad and Hamel defines the core competencies it is largely based on the idea of diversification from terms of confirmed the expansion of the organization through the transfer of good practices into products and markets (Urban, 2012). It defines the core competencies as well as the main value of the organization that creates the skills, capabilities and resources that determine the competitive weapons.

Confirms Wheelen and Hunger on the importance of core competencies that a company must reinvest continuously in the core competencies or be exposed to the risks of the basic inertia or incompetence as the strength with the passage of time to mature and may turn out to be weak. Although, the core competencies usually not an asset accounting sense but it is a very important resource where they do not wear out with use and on the whole more than the core competencies used which gets more refinement and revision which becomes more valuable (Wheelen and Hunger, 2012).

Importance of the study: The importance of the current study from importance of variables addressed by the management of high involvement management and core competencies in business organizations in the Arab environment. Based on that study, it will seek to provide a scientific and practical about how to take advantage from high involvement management in the building and developing core competencies contribution. The study will also characterize modernity topics in the field of management researchers can benefit from them in future research. The study also considered a modest contribution to scientific and applied. Because it deals with variables related to organizational behavior, human resources management and strategic management.

Problem of the study: To be addressing the problem methodologically formulated to be questioned, including

questions related to the direct impact and other questions related to the correlation and interaction as follows:

- What is the level effect of high involvement management in building and developing core competencies?
- What is the level effect of high involvement management (career merger, training, motivation and compensation and technological support for work) in building and developing core competencies?
- What is the nature of the relationship between high involvement management and core competencies?

Objectives of the study: The current study is primarily aim to study the impact of high involvement management in building and developing core competencies, through the following objectives:

- Clarify the theoretical background of the concepts of high involvement management and core competencies (Fig. 1)
- To identify the level of high involvement management in the study population companies
- Evaluation of the impact of high involvement management in core competencies

Hypothesis of the study: To achieve the objectives of the study, the following hypothesis are developed for testing:

- H_{01} : there is no significant effect of high involvement management dimensions in core competencies
- H_{1a} : there is no significant effect of career merger in core competencies
- H_{1b} : there is no significant effect of training in core competencies
- H_{1c} : there is no significant effect of motivation and compensation in core competencies
- H_{1d} : there is no significant effect of technological support for work in core competencies

MATEIALS AND METHODS

Sample and population: The study population is from (319) represent all employees in supervisory positions in the Jordanian telecommunications companies. The sample of the study and to ensure the quality of the results obtained, it has been the withdrawal of a stratified random sample commensurate with the number of employees at each company where the total sample size (176) based on (Sekaran and Bougie, 2013).

Measures: High involvement management variable measure based on the study by Lawler (2008) and Gollan (2006). Core competencies variable measure based on the study by Boris *et al.* (2009) and Jawad (2012).

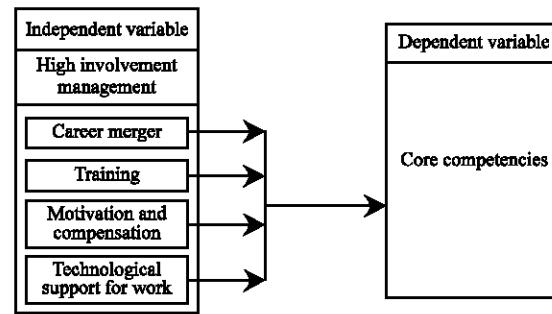


Fig. 1: Study model

Data collection: This research builds its work upon both secondary and primary sources of data. Secondary data in this study is previous literature studies while primary data is being obtained through survey using a questionnaire, whereas questionnaires are used usually in statistical analysis to explain the effect between variables (Sekaran and Bougie, 2013).

Instrument validity and reliability

Instrument validity: Questionnaire presented to the a group of academics in the field of business management, it has been responding to the views of the arbitrators and was conducting the necessary deleted and modified in the light of the proposals received, bringing out the questionnaire finalized.

Instrument reliability: The researcher using test internal consistency (Conbach alpha) to measure the consistency in the answers of respondents to all questions in measure and if the results were ($\alpha \geq 0.70$) are considered in practice for Administrative Sciences in general is acceptable (Sekaran and Bougie, 2013).

Indicated that the analysis results as alpha value of questions relating to the high involvement management is 0.87, questions related to career merger was 0.91, questions related to training was 0.89, questions related to motivation and compensation was 0.89, questions related to technological support for work was 0.86 and the questions related to core competencies was 0.84. All of these values above the minimum acceptable.

RESULTS AND DISCUSSION

The results of the statistical analysis described in the Table 1 having the effect of a statistically significant for the high involvement management (career merger, training, motivation and compensation and technological support for work) in the core competencies where the value of the correlation coefficient ($R = 0.598$) at the level of ($\alpha \leq 0.05$). The coefficient of determination R^2 value was (0.355), this means that the value (35.5%) from changes in the building and development of core competencies

Table 1: Result of multiple regression analysis

Dependent variables	β	t-values	Sig*
Career merger	0.3230	3.071	0.0030
Training	0.2390	2.226	0.0280
Motivation and compensation	0.3080	2.907	0.0050
Technological support for work	0.2410	2.697	0.0080

R 0.5980; Adjusted R² 0.3240; F-value 16.7020; Sig* 0.0000

resulting from a change in the high involvement management dimensions (career merger, training, motivation and compensation and technological support for work) in the Jordanian telecommunications companies in the same context, results of the analysis showed that the value of R² adjusted has been (0.324) which reflects the level of net interest high involvement management dimensions (career merger, training, motivation and compensation and technological support for work) after getting rid of the standard errors values resulting from core competencies.

As the value of the degree of influence β (0.323) for career merger (0.239) for training (0.3038) for motivation and compensation and (0.241) for technological support for work, this means that the increased interest by one degree in the level of high involvement management dimensions (career merger, training, motivation and compensation and technological support for work). In the Jordanian telecommunications companies, lead to an increase in building and developing core competencies by 32.3, 23.9, 3.08 and 24.1%, respectively. And confirms the significance of this impact the value of F calculated which amounted to (16.702), a significant at the level of ($\alpha \leq 0.05$). Based on these results reject the null hypothesis and accept the alternative hypothesis.

CONCLUSION

The results of multiple regression analysis of the significant impact of high involvement management dimensions (career merger, training, motivation and compensation and technological support for work) in the core competencies at the Jordanian telecommunications companies. The greatest impact of the career merger percentage was (32.3%) which it was larger than the impact of other dimensions.

Concluded from the results of the study extent of perception and awareness at the Jordanian telecom companies toward high involvement management this was clear from the impact of all the dimensions.

RECOMMENDATIONS

Investment capabilities of human capital enhanced high involvement management and emphasis on investment high containment for workers through career

integrate them in their jobs and the use of training to strengthen the relationship and communication among employees. The trend towards high involvement management as a model in human resources management strategy in Jordanian telecommunication companies.

The study also recommends that future studies have to do this such as the role of social and human capital in achieving high involvement management requirements, study the relationship between the practices of high involvement management and performance in small and medium enterprises.

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