

# Management of Higher Containment and its Effect in Promoting Organisational Commitment

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This research aims to show the impact of the Management of Higher Containment dimensions (functional integration, training, motivation, technological support for work) on the organisational commitment dimensions (continuous commitment, emotional commitment, normative commitment) within the Ministry of Labor and Social Affairs. The problem was formulated with a set of questions centered on the impacts between the dimensions of high containment management and organisational commitment. The main research hypothesis was formulated and tested using a number of statistical methods to analyse the data collected from the research sample. The research followed a descriptive analytical approach. The sample consisted of (83) Ministry employees surveyed by questionnaire which was considered valid for analysis. Overall the study identified organisational commitment was most influenced by the variables of research (high containment management, organizational commitment), and functional integration. These results were consistent with the hypothesis from which the research was launched.

**Key words:** *High Containment Management, Organisational Commitment.*

## Introduction

There is still an urgent need to study the impact of high containment management on organisational commitment in Iraqi public organisations, to keep pace with global trends, rapid developments in the business environment and to achieve internal organisational goals. This research was adopted to test these variables in the Ministry of Labor and Social Affairs, as this department encourages the study of the above and how these factors can lead to both the development of organisational commitment of workers, and the importance of organisations in

the daily life of Iraqi citizens. This necessitates the adoption of modern administrative methods such as the management of high containment to achieve a aspirational targets of commitment George B. S., George, K. S., and Lawler E. (2013).

## **The Theoretical Aspect of Research**

### ***1: High Containment Management***

The concept and importance of high containment management: Containment of workers represents a set of processes aimed at participation, support, understanding and the ideal contribution of all employees in the organisation and commitment to its objectives, and the policy of containing workers in the decision-making process to create a successful value in many organisations (Kok 2014). Gollan (2005) defined high containment management as "a set of initiatives specific to the results that enhance the profitability and survival of organisations, and meet the aspirations and needs of employees in their workplace." Armitage and Keble-Allen (2007) highlighted three ideas that characterise the concept of high containment management:

- (A) An open and creative culture in which workers are concentrated, including decision-making and participation.
- (B) Employing workers through education, training, fulfilment, containment and flexible work.
- (C) Measure the results of targeted comparison, monitor objectives, as well as innovation during processes and procedures.

According to Armstrong (2009): p122) the importance of high containment management depends upon the following:

- A. There is a clear line of vision between the strategic objectives of the organisation and those of the departments and different levels.
- B. Workers know what is expected of them and understand their goals and responsibilities.
- C. Workers openly value their work and there is a strong fit between work and their abilities.
- D. Employees are authorised to maximise their participation.
- E. Management knows what workers need to improve performance, set goals for success, and monitor performance to secure goal realisation.
- F. There is strong leadership from top management and an appreciation of the importance of continuous improvement.
- G. There is a focus on promoting positive attitudes that result in participation, commitment and motivation of the workforce.

H. Performance management processes are aligned with business objectives to ensure employees' participation in achieving the objectives and agreed measures.

**Obstacles to the implementation of higher containment:** (Benson et al., 2013) noted that the challenges of implementing high containment are:

- A- The difficulty of overcoming resistance to change (traditional management) and workers.
- B- Weak administrative support, distrust of management and job insecurity.
- C- The challenge of implementing investment because of the lack of short-term financial returns to meet the costs of implementing high containment.

**Dimensions of high containment management:**

According Lawler (2008) the dimensions of high containment management are as follows:

**A- Functional Integration:** The degree to which an individual invests voluntary efforts in his / her work, above the minimum level of employment, and in the quality of overtime, with high mental or vigorous activity (Lowers Perrin, 2007).

**B- Training:** Lawler (1987) stressed that every organisation that has a high containment in its essence must have growth and development, and therefore the organisation needs to do everything that facilitates the development of individuals' skills through technical training to solve any problem that arises in the organisation (Suleiman, Ebi Shahrin., Ismail, Wan Khairuzzaman Wan.& Long, Choi Sang,2012).

**C-Motivation:** Higher containment organisations need distinctive incentive and compensation systems which ensure that employees have a certain form of profit-sharing, which increases the attraction to and loyalty of employees because their fate is linked to the success of the organisation (Allen & Meyer, 2016).

**D -Technology Support for Work:** Linking the containment of workers with the technology used in the completion of their work is one of the basics of high containment management. It also generates some kind of cooperation between this technology organisational departments, groups and work processes. This in turn influences results, increases job satisfaction and assists the achievement of Organisational goals (Gollan, 2010).

## 2: Organizational Commitment

1- Concept and importance of organisational commitment: Organisational commitment is one of the personal characteristics that are related to employee behaviour . Where most studies and research have focused on the interpretation of the nature of the worker and its relationship with the organisation according to the compatibility of values and objectives between the parties (Al-Hiti, 2014), Berberoglu and Secim (2015, p.65) defined it as "the degree to which an individual is united and integrated into a particular organisation." Zhao and Rauner (2014, p.266) pointed out that "it is a positive feeling of attachment and integration into the work of the organisation and reflects the desire to stay in it". Mguqulwa (2008, p. 21) stated that "it is a psychological attachment that binds the employee to the organisation, which leads him to integrate into the work and adopt the values of the organization".

It is noted that there is agreement that regulatory commitment can be diagnosed by three indicators: (Gulab, 2016).

- A- Accept the values of the organisation and seek to support it.
- B - the desire to make great and good efforts.
- C- Willingness to remain in the organisation.

Several studies have emphasised the clear importance of organisational commitment, showing that the high level of it among individuals results in a decrease in a range of undesirable negative phenomena, especially absence and drop-out phenomena (Hammadi, 2016).

**Dimensions of Organisational Commitment:** The Allen & Meyer Model (1991) is one of the most prominent models that diagnosed the dimensions of organisational commitment adopted in most subsequent studies, where researchers developed a global model of an organisational commitment person across three main dimensions (Kreitner & Kinicki, 2007):

**A- Continuous obligation** is a calculated decision by which the worker perceives or estimates the costs of leaving the organisation. According to this type of obligation the employee seeks to remain in the organisation because of his need for material and non-material benefits (Jaja & Okpu, 2013).

**B- Emotional Commitment:** (Taglaw, 2006) stated that a worker who likes to work in a particular job and has the desire to continue makes an emotional commitment to this job. This is reflected in his interest in developing himself in the job through commitment to it and building knowledge about it.

**C- Normative Commitment:** This means that an employee must continue to work in the organisation), because he feels that he must stay there (Meyer & Allen, 1990. This is called moral or ethical organisational commitment, and is based on an individual's personal values and standards which influence his attitude and behaviour towards the organisation (Al-Shammari, 2013).

Employees may feel the three forms of organisational commitment to varying degrees, each influenced by different factors (Jaja & Okpu, 2013), and one can experience each of the psychological states of compliance to varying degrees (Allen & Meyer, 1990).

### **Practical Aspect of Research**

#### ***1: Impact Relationship Analysis***

The research hypothesis tested the effect of the independent variable (high containment management) combined with the dependent variable (organisational commitment) analysed using the F – TEST. The main hypothesis stated that there is a significant significance for the management of high containment in the regulatory compliance. The relationship of the above variables can be expressed using the following equation:

$$Y = \alpha + \beta X$$

Since ( $\alpha$ ) is a constant amount, the regulatory commitment (Y) is a function of the true value of the high containment management (X). The calculated value (F), the level of significance and the value of the coefficient of determination (R<sup>2</sup>) were used to test the effect of the research variables, and are illustrated in Table (1).

**Table 1:** Results of the test hypotheses of the effect of the independent variable containment management higher in organisational commitment

Independent variable	The dependent variable	Fixed limit value (a)	Coefficient value Beta (B)	Selection coefficient value% (R2)	Calculated (F) value
Functional Integration X1	Organisational Commitment	2.72	0.23	0.26	34.43
Training X2		2.97	0.18	0.07	8.35
Stimulation x3		2.74	0.22	0.22	27.77
Technology support for X4 work		2.87	0.20	0.18	22.18
High Containment Management (X)	Organisational Commitment Y (	2.52	0.29	0.30	34.45

Tabular value (F) (3.96) at a significance level (0.05). N = 83

**Source:** prepared by the researcher based on the outputs of the statistical program (SPSS, v. 18).

Overall, Table (1) indicates acceptance of the main hypothesis which states that there is a statistically significant effect of the management of high containment on the regulatory commitment with confidence (95%), where the calculated value of F (34.45) which is significant, which is greater than the value of F (3.96) at the level of significance (0.05), and the coefficient of determination (R2) value (30%) to show the proportion of interpretation of the independent variable on the dependent variable. The value of constant ( $\alpha$ ) indicated that there is a regulatory obligation of the respondents (2.52) when the value of the high containment management (X) is zero, and the value of regression coefficient  $\beta$  was (0.29), which means that one unit change in the values of High containment leads to a change in organisational commitment by (0.29).

## Conclusions

1- High containment represents a successful management of business design where it includes the specifications for a successful job, such as participation, training, development and teamwork, and incentives associated with performance, which contribute to increase the productivity of the organisation and improve overall business quality.



- 2- Attention to the dimensions of high containment management contributes to the strengthening of organisational commitment through increasing employee satisfaction and reducing work turnover and job stress.
- 3- Organisational commitment is a vital variable in studies of organisational behaviour, that contributes to collective cohesion, the development of work, and resultingly to containment of employees in the organisation.
- 4- There is a variation in the level of attention to the dimensions (different facets) of the management of high containment, where after a merger, career ranked first in terms of attention and motivation followed by technological support for work, and finally training. This shows the relative lack of interest in the training process within the researched organisation.

### **Recommendation**

Creating change in contemporary organisations in order to improve their capabilities to achieve their goals requires a focus mainly on studying and understanding the behaviour of employees and developing their capabilities to implement this change and keep pace with the rapid developments in their environment. Job Integration, Training, Motivation, Technology Support for Work), all lead to opportunities to build successful and flexible working relationships focussed on achieving organisational goals. This effort was crystallised through the theoretical study and applied research component that highlighted the trends and opinions of the research sample . The hypothesis that "there is a significant significance for the management of high containment in organisational commitment" was affirmed and a set of conclusions presented. Perhaps the most important being that there is a significant impact of the high containment management on the organisational commitment of the ministry, and the aspect of functional integration was the most influential in organisational commitment.

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## APPENDIX

### Questionnaire

#### Greetings

We put this questionnaire prepared for the purpose of studying the tagged research (Department of Higher Containment and its impact on strengthening organisational commitment: an analytical study in the Ministry of Labor and Social Affairs), which is part of the requirements to complete, and since you are concerned, and out of our confidence in your cooperation in the completion of this research through The answers are used exclusively for the purposes of scientific research and will be treated confidentially and unnecessarily to mention the name, and the accuracy of the results of the research and recommendations will depend on the accuracy of your opinions, which we trust and are proud of ... thank you for your cooperation with us.

#### First: Independent Variable (High Containment Management)

No.	Items	5	4	3	2	1
		Strongly Agree	Agree	Neutral Agree	Not Agree	Strongly N0t Agree
<b>Functional integration</b>						
1	Administrative procedures and business practices contribute to your career integration within the organisation.					
2	Management gives you the opportunity to participate in decision-making and policy-making that will help improve the work environment.					
3	Management engagement for your personal events motivates you towards a commitment to achieving your organisation's goals.					
<b>Training</b>						
1	Training opportunities in the organization are too low to acquire new skills.					

No.	Items	5	4	3	2	1
		Strongly Agree	Agree	Neutral Agree	Not Agree	Strongly N0t Agree
2	You receive a higher responsibility in the organisation after you get a suitable training opportunity.					
3	Human resources management practices and policies pertaining to employee self-improvement, skills enhancement and plan are appropriate.					
motivation						
1	Current incentives and rewards in the organisation do not drive you towards commitment to them.					
2	The process of paying wages and salaries is associated with the performance they offer.					
3	Employees praise and commend their valuable efforts equally without discrimination.					
Technology support for work						
1	The technology currently used in the organisation contributes to organisational development.					
2	The organisation's technology offers only technical solutions.					
3	Investments in FAO technology are weak.					

Second: the dependent variable (organizational commitment)

No.	Items	5	4	3	2	1
		Strongly Agree	Agree	Neutral Agree	Not Agree	Strongly N0t Agree
1	You receive a salary that motivates you to stay in the organization.					
2	The longer you stay in the organisation, the more difficult it is for you to stay.					
3	Your life is confused if you leave your current job.					
4	Your continued work in the organisation now reflects your need to work in the organisation.					
5	You feel that the problems of your organisation are part of your personal problems					
6	You feel proud when you talk about your organisation in front of others.					
7	The organisation gives you an opportunity to make decisions about my work.					
8	You feel important in the working group.					
9	Your personal values are consistent with the values of the organisation					
10	The organisation offers you great privileges.					
11	Your work in the organisation meets your personal and career needs.					
12	Perform any task you are assigned to ensure your business continuity.					
13	Moving to another organisation costs you many benefits.					
14	It disregards leaving the organisation, preferring to stay and work in your current organisation					



No.	Items	5	4	3	2	1
		Strongly Agree	Agree	Neutral Agree	Not Agree	Strongly N0t Agree
15	Your commitment to co-workers drives you to stay in the organisation.					