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Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía, Lingüística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 34, 2018, Especial N° 17

Revista de Ciencias Humanas y Sociales
ISSN 1012-1587/ ISSNe: 2477-9385
Depósito Legal pp 198402ZU45

Universidad del Zulia
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Maracaibo - Venezuela

Opción, Año 34, Especial No.17 (2018): 415-451
ISSN 1012-1587/ISSNe: 2477-9385

Development of administrative creativity in the framework of high containment management practices

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Abstract

The aim of this research is to identify the relationship between management practices and higher management strategies. In order to using the descriptive analytical method as a research method, the research was conducted on a sample of (290) individual working in the General Company for Electrical Industries in Iraq. As a result, the degree of individuals' perception of management practices in the high containment above the medium, and individuals' awareness of management innovation strategies was high. The study concluded that there is a significant positive relationship between some management practices and higher management strategies.

Keywords: Management Practices, Higher Containment, Strategies.

Recibido: 04-12--2017 •Aceptado: 10-03-2018

Desarrollo de la creatividad administrativa en el marco de las prácticas de gestión de alta contención

Resumen

El objetivo de esta investigación es identificar la relación entre las prácticas de gestión y las estrategias de gestión superior. Para utilizar el método analítico descriptivo como método de investigación, la investigación se realizó en una muestra de (290) individuos que trabajan en la Compañía General de Industrias Eléctricas en Irak. Como resultado, el grado de percepción de las prácticas de gestión por parte de los individuos en la alta contención por encima del medio, y la conciencia de las personas sobre las estrategias de innovación en la gestión fue alto. El estudio concluyó que existe una relación positiva significativa entre algunas prácticas de gestión y las estrategias de gestión superior.

Palabras clave: Prácticas de manejo, contención superior, estrategias.

1. INTRODUCTION

Management of business organizations is currently looking for a more flexible, adaptive and competitive way of performance as competition intensifies between organizations day after day. The modern trend in modern management literature is not only to recognize workers as productive workers, but also to recognize them as human beings entitled to conditions and working conditions that allow for the development of all their intellectual abilities and skills, Economic growth and self-realization, and to be the organization at the top must keep pace with development, and evolution is not only in the modern mechanisms and techniques, these things fall under the system of

work, but we mean the development of thought and openness and refinement, because the work of any technical development or possess the capabilities, Minds The competitive business environment has grown from the level that organizations need to innovate and maintain to maintain their competitive position. One of the ways in which the organization is creative lies in its ability to promote, develop and exploit the talents and creative potential of its employees. From this logic came the current research to verify the relationship between management practices and higher management strategies. Identify the relationship between the high involvement management practices and strategies of administrative Innovation. The methodology of the Study: Problem study on several questions focused on the key question is to identify the relationship between the high involvement management practices and strategies of administrative Innovation have been developed for the imposition of a single main stem from several subsidiary assumptions, and using multiple tests to validate these hypotheses, the study has used the questionnaire list as a way to get the data. Method of the Study: The descriptive analytical study was used as a method to study and applied study on sample (290) single engaged in General Company for Electrical Industries in Iraq, the study sample was selected from a Community totaled (400), and statistical analyses were conducted using the statistical package for the social sciences + (Version 21) SPSS/PC, AMOS software version (20).

The Results of the Study: The study found the following results: The degree of exercise high involvement management practices in the company above average. It was the perception of individuals for

administrative innovation strategies high. The existence of a positive correlation between high involvement management practices (participation in the making and decision-making, sharing information, participation of rewards, and sharing knowledge) and administrative innovation strategies (organizational development strategy, functional specialization strategy, and periodicity strategy), and the study found a positive correlation between some high involvement management practices and administrative innovation strategies. The Recommendations of the study: The study recommends enhancing the participatory process in making a decision, the changing nature of human resources management functions of the company under the knowledge economy, strengthen the company database, and create and independent administrative unit in knowledge management .

2. METHODOLOGY

2.1. Research problem

At present, the State Company for Electrical Industries faces many challenges and its organizations operate in a global competitive environment. These organizations must develop their organizational performance, look for ways to perform more effectively, and to better manage their human resources. High Involvement Management systems have been designed to improve organizational performance through improved staff capacity. There is still disagreement and disagreement about the systems and practices used in management

with higher containment. This is due to the slow growth of knowledge in this area and the failure of organizations to adopt these practices. It is necessary to continue to look for mechanisms for achieving managerial innovation, although most studies on HIM practices have confirmed their positive impact on the organization's performance. However, there has not been sufficient empirical study to answer a question that has been asked why management innovation in organizations is low Even though higher management systems exist in those organizations? Based on the above, the problem of research has crystallized in answering the following question: What is the relationship between management practices and higher management strategies?

2.2. The importance of research

1. The importance of this research stems from the importance of its subject. Variables in the field of research, whether high management practices, or management innovation strategies, are considered to be modern variables in the environment. And then test such relationships quantitatively and carefully followed by building more complex models by including other variables that may contribute to understanding these relationships, and then present the current research is a simple addition in this regard and researchers hope to benefit researchers and scholars in this area.

2. On the practical side, the study of management practices contributes to the development of practical mechanisms on the crystallization of management innovation strategies and the emergence of positive implications on the individual and organizational aspects.

3. The importance of the Department of higher containment in the promotion of organizational development, career specialization and periodic strategy.

4. The research provides information supported by digital indicators resulting from statistical analysis through which to promote strategies of managerial innovation.

2.3. The hypothesis of research

For the purpose of answering the question raised in the problem of research, the main hypothesis can be formulated as follows there is a significant positive relationship between management practices of higher containment as independent variables (participation in decision-making, information sharing, participation in revenue, knowledge sharing) and management innovation strategies (organizational development, functional specialization and periodic strategy) Three hypotheses emerge from this hypothesis:

A) There is a significant positive relationship between management practices of higher containment as independent variables (participation in decision-making, information sharing, participation in revenue, knowledge sharing) and organizational development as a dependent variable.

B) There is a significant positive relationship between management practices of higher inclusion as independent variables (participation in decision-making, information sharing, participation in revenue, knowledge sharing) and functional specialization as a dependent variable.

C) There is a significant positive relationship between management practices of higher inclusion as independent variables (participation in decision-making, information sharing, participation in revenue, knowledge sharing) and periodic strategy as a dependent variable.

2.4. Research Model

The systematic treatment of the research problem requires the design of a default model of research in the light of its theoretical framework and its field implications. Figure (1) shows the default search model.

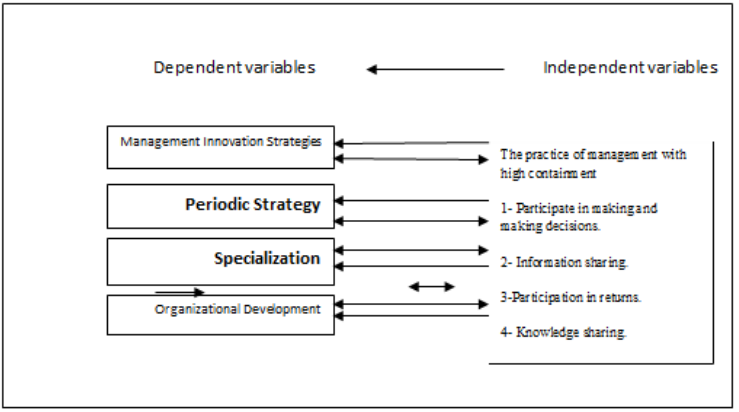

Figure (1): The default search form

2.5. Research Methodology

The researchers relied on:

1. Descriptive approach: through the relevant literature of the subject of books, letters, university papers, periodicals and articles and the World Wide Web (Internet), contributed to the construction of the theoretical framework of research.

2. The analytical approach: Using the questionnaire as the main tool for obtaining information, and the method of (Likert pentagram), to measure the response of the respondents, and took into consideration in the design of the form Test the dimensions of the search and included the form two parts I: Measures management practices contain high, This section

consists of 19 words distributed as follows: from (1-6) to measure the variable participation in the making and decision-making, and phrases (7-11) to measure the variable of information sharing, (12-15) to measure the variable participation in returns, and phrases of (16-19) for the measurement of variable-sharing knowledge The second part of the questionnaire measures the strategies of managerial innovation. The researchers adopted the scale. This section consists of 15 words distributed as follows: (1-6) to measure organizational development strategy, 11) to measure the strategy of functional specialization, and phrases from (12-15) to measure the periodic strategy, and was recovered (290) list of the total (331) list response rate (88%). The researchers used two methods to verify the validity of the questionnaire's content: Virtual honesty: The validity of the questionnaire was verified by presenting it to a group of experienced and competent arbitrators in the fields of management, business administration and scientific research. Based on the opinions of these arbitrators, the researchers deleted or added new terms to develop build the questionnaire form. Reliability and stability of the research tool: The reliability analysis, according to the Cornbach Alpha test, was obtained to ascertain the internal consistency of all the questionnaires and the paragraphs of each variable of the research variables. As for the validity test, which measures the appropriateness of the scale used to measure the variables studied. The square root of the value of (alpha coefficient) is determined by which the validity of the scale is

determined. Table (1) shows the coefficients of stability and truthfulness of the variables.

2.6. Limits of research

1. Time Limits: Determined by the period of research during the year (2018) from 1/8/2018 to 10/11/2018.

2. Spatial boundaries: Field research was limited to the General Company for Electrical Industries.

2.7. Statistical analysis

In order to arrive at accurate indicators, a program was adopted

(SPSS / PC 21) and AMOS (21) as follows:

- Reliability analysis according to the Alpha Analysis test, in order to determine the stability coefficient and validity of the study instrument.

Descriptive Statistic Measures, the computational and standard deviations, as a means of measuring the mediation of the responses and

the deviations of the sample, and the binary correlation coefficients between the study variables.

- To measure the relationship between each variable and the indicators used to measure it, a set of Confirmatory Factor Analysis (CFA) measures, called Measurement Models, were used.

The study also used the Structural Model, according to the Maximum Likelihood Estimation method, using the Analysis Moment of Structure tool, which shows whether the research model fits the data. This is done through the structural relationships between the implicit variables Latent which are illustrated by a set of multiple regression models called structural models.

The two-step SEM method is followed where the measurement model is first evaluated, followed by the structural model (Hair & Black, 1998).

2.8. Company Description

The research society consists of the employees of the General Company for Electrical Industries. The General Company for Electrical Industries was chosen to apply for research because this company represents a large economic sector in Iraq in general. Therefore, researchers hope that this research helps the company in

developing the process of administrative innovation. Research time (400) Single. The study was based on simple random sampling, and based on the statistical tables for determining the sample size of a research community of 400 individuals, the sample size was 290. The second subject: a theoretical framework

I. High Involvement Management:

HIM's concept of high containment emerged in the early 1980s (Lawler, 1986). And expressed by the High Commitment Management. The management of high containment refers to the most cooperative approach between management and employees. The effective way for management is to find an organization in which employees feel responsible, and by containing and involving them in the success of the organization. Lawlord & Benson: "Management by High Containment is a participatory process that uses the total energy of employees and is designed to encourage employees' commitment to organizational success" (2003: 156). Forth & Millward (2004) that higher containment management is based on establishing the greatest benefits for workers. There are several forms that organizations take in the application of higher containment management, for example: formal participation in decision-making, Improving the quality of work life, redesign work, and managed work teams (Kuyea & Sulaimonb, 2011). The posthumous study was divided into 8 categories: compensation and benefits, job and job design, training, development, and employment Selection, work relations, performance management, performance appraisal, and promotions). The Appelbaum & Kalleberg

study (2000) divided management practices into higher categories into three categories: (opportunities for participation, skill, motivation). High containment practices create a synergy between management with high containment and high performance among employees. These practices range from selecting the right people to developing skills, adopting self-employment teams, and job security (Wood & Bryson, 2009). There are four main principles based on the construction of high containment systems, including power, information and information, rewards and returns, knowledge and knowledge (Lawler & Iedford, 1995; Konrad, 2006).

- Management with higher containment = Decision making power × Information sharing × Participation in revenue × Knowledge sharing.

Second: High containment management practices

- The current research has been based on four management practices with higher containment (Konrad, 2006).

- 1 - Participation in making and making decisions: Participation in the Making and Decision-making

- In modern organizations, management has felt that there is a need to adopt the principle of participation in decision-making and decision-making, while expanding the circle of participation whenever possible and not focusing the decision in the hands of one individual,

and involving decision-making personnel that will contribute effectively to the implementation of decisions. An environment conducive to creativity and employee growth.

Sharing information: Sharing Information

- Data that include information on the quantity and quality of business unit outputs, costs, revenue and profitability, providing information to employees helps them to perform their work effectively and efficiently, and this is reflected positively on the performance of the organization (Konrad, 2006).

3. Participation in returns (incentives and rewards) Participation of Rewards:

Profit sharing, profit sharing and profit sharing are among the most important management tools of higher containment. Profit sharing ensures that employees benefit from the profits of their organizations and use their power, knowledge and knowledge for the benefit of the organization (Konrad, 2006).

3. KNOWLEDGE SHARING

- Knowledge sharing refers to ensuring that the appropriate knowledge reaches the person they are looking for in a timely manner and reaches as many people as possible. There are several methods

used to share knowledge (project teams, internal information network, training through old staff, knowledge agents, training and dialogue, and internal documents and publications (Mohsen & Abbas, 2010).

- Third: - Strategies of administrative innovation: Strategies of Administrative Innovation

- The need for creativity arises as a result of conditions imposed by changes in the organization's environment, such as technological changes. The most important features of successful organizations are innovation, creativity and innovation. Innovation is essential. Innovation refers to the ability to present original ideas without taking into account their applicability, while innovation refers to the application of ideas in practice, and therefore innovation precedes creativity and stops at the level of access to the idea (Harem, 2003). There have been many different concepts of creativity, due to the complexity of the phenomenon itself. Hareem, defines creativity as a process in which one tries to use his thinking (Technical and administrative), the first concerns the technical aspect within the organization, such as the provision of new goods and services, and the second relates to the administrative aspect, such as the introduction of new changes to the structure Organizational and change roles tasks (Harem, 2009). Management innovation is the ability of individuals engaged in the use of modern thinking, mental and intellectual abilities, and the creation and creation of new and mutually beneficial methods and methods. There are many managerial innovation

strategies that can be adopted by the organization Dastani (2009) the current three strategies for managerial innovation.

- Organizational Development Strategy: Organizational Development Strategy

- Organizational development is a planned effort based on a set of behavioral methods to increase the organization's ability to accept change and increase its effectiveness. Organizational development, with its focus on individuals, relationships and change, is an appropriate strategy for promoting creativity, basic (Cumming & Worley, 2005).

2. Functional specialization strategy

- The organization designates units for specialized activities such as R & D units, and is the most common functional specialization among organizational innovation strategies (Hwang, 2005).

3. Periodic Strategy: Periodicity Strategy

- The ability to use unstable or variable organizational forms such as the transfer of senior management personnel to similar operating environments, but with different functional functions, as well as the periodic appointment of new staff with different expertise, especially for positions requiring extraordinary creative potential (Enayati & Mahmouie, 2014).

AXIS III: THE PRACTICAL FRAMEWORK

First, the initial diagnosis of the employees on the variables of research: This section includes the description and nature of the variables of the research as the employees of the company investigated. To this end, researchers used the SPSS program to deduce the computation, standard deviations and frequencies. The researchers relied on the measurement of the principles of high containment management, decisions, information sharing, participation in returns and knowledge sharing) and administrative innovation indicators (organizational development strategy, career specialization strategy and periodic strategy), to identify the level of respondents' awareness for these variables, as shown in Table (1)

Table (1). Computational and standard deviations of the study variables

standard deviation	Arithmetic mean	Variables	S
0,771	3,63	Independent variables: (high containment management practices)Participation in making and making decisions	1
0,881	3,38	Share information	2
0,879	3,45	Participation in returns	
1,026	3,25	Sharing knowledge	3
0,598	4,26	Variable: (Management Innovation Strategies) Organizational Development	1
0,658	4,06	Specialization	2
0,747	3,53	Periodic Strategy	3

Source: AMOS statistical results (290 = N)

- The arithmetic mean of the variables of management practice was higher than the mean. The computational mean of these variables was higher than the accepted mean of the five-level Likert scale. The degree of individuals' perception of the dimensions of management practices was higher than above, 3, 63).

- The arithmetic mean of the variables of the strategies of managerial creativity was high, the highest in the perception of the variables of organizational development (4.26) and the functional specialization (4,06). The researcher will benefit from indicators of characterization of study variables when discussing the results later.

- The values of the standard deviation less than the correct one showed a high degree of consensus among the sample items on the variables studied, except for the variable of knowledge sharing that counted the correct one, thus indicating the existence of a high degree of variation in the views of the sample on this variable .

Second: The results of the test hypotheses research:

The hypothesis is divided into three sub-hypotheses. Table (2) presents the values of the path coefficients of these hypotheses in the structural model of the study. The results of the study are as follows:

The first sub-hypothesis states: There is a significant positive relationship between management practices of higher containment as independent variables (participation in decision-making, information acquisition, participation in revenue, knowledge sharing) and organizational development as a dependent variable. This is partially valid for participation in decision-making and knowledge sharing only. Table 2 indicates the values and morale of the path factor between participation in decision-making and organizational development (B = 0.309, T = 4,381), while the relationship between the participant (information sharing and revenue sharing) and organizational development is significant. (B) is positive for all management practices with higher containment, and therefore this hypothesis can be accepted in part (it is accepted for participation in decision-making and knowledge sharing for their relationship to organizational development, whereas this assumption is rejected for variables of information sharing and revenue sharing) Their relationship with organizational development was not significant at the pre-determined level of acceptance of the hypothesis.

The second sub-hypothesis states: There is a significant positive relationship between management practices of higher containment as independent variables (participation in decision-making, information acquisition, participation in revenue, knowledge sharing) and functional specialization as a dependent variable. This hypothesis is partially valid for participation in decision-making and knowledge sharing only. Table 2 indicates the values and morale of the path factor between participation in decision-making and functional specialization

(B = 0.302, T = 6,173) (B = 0.302, T = 4,392), while the relationship between (information sharing and participation in revenue) and functional specialization was not substantiated. B coefficients were positive for all management practices with high containment. This hypothesis can be accepted in part (where it is accepted for participation in decision-making and knowledge sharing in relation to functional specialization, whereas this hypothesis is rejected for variables of information sharing and participation in returns, where their relationship to the functional specialization was not significant at the predefined level of acceptance of the hypothesis.

The third hypothesis states: There is a significant positive relationship between management practices of higher inclusion as independent variables (participation in decision-making, information sharing, participation in revenue, knowledge sharing) and periodic strategy as a dependent variable. This is partially valid for participation in decision-making, participation in returns, and knowledge sharing. Table 2 indicates the values and morale of the path factor between participation in decision-making and the cyclical strategy (B = 0.315, v = 3,469) (B = 0,241, T = 3,309). It also refers to the values of the path coefficient and its morbidity between the knowledge sharing and the periodic strategy (B = 0,400, T = 4,928), while the relationship between the sharing of information and the periodic strategy. (B) is positive for all management practices of higher containment, and therefore this hypothesis can be accepted in part (it is accepted for participation in decision-making, knowledge sharing, and participation in returns in relation to the periodic strategy. , Since his relationship

with the periodic strategy was not significant at the pre-determined level of acceptance of the hypothesis.

Table (2). Values of path parameters in the search structural model

Moral level	**Values T)( )CR(**	**Standard error**	**Standard parameter**	**Track**	
***	4,381	0,055	0,309	← Organizational Development	Sub-Hypothesis I: Participation in making and decision-making
N.S	0,084	0,059	0,007	← Organizational Development	Share information
N.S	1,131	0,049	0,082	← Organizational Development	Participation in returns
***	5,583	0,041	0,393	← Organizational Development	Sharing knowledge
***	6,173	0,058	0,424	← Organizational Development	Second sub-hypothesis: Participation in making and decision-making
N.S	1,035	0,063	0,088	← Organizational Development	Sharing knowledge
N.S	0,520	0,053	0,037	← Organizational Development	Participation in returns
***	4,392	0,044	0,302	← Organizational Development	Sharing knowledge
***	3,469	0,087	0,315	← Periodic Strategy	Sub-Hypothesis III: Participation in making and decision-making
N.S	0,870	0,084	0,086	← Periodic Strategy	Sharing knowledge
***	3,309	0,062	0,241	← Periodic Strategy	Participation in returns
***	4,928	0,059	0,400	← Periodic Strategy	Sharing knowledge

Source: Statistical results of AMOS (290 = N) *** P <0.001

Table (3) shows that the variable of participation in decision making is one of the most direct effects on the functional specialization and its direct effect (0.424). The variable of knowledge sharing is one of the most direct effects on the cyclical strategy and its direct effect (0.400) The most direct effects on the periodic strategy and its direct impact (0,241).

Table (3). Direct effect between independent variables and dependent variables

Direct effect	Dependent variables	Independent variables
0,309 0,424 0,315	1-Organizational development 2- Functional specialization 3-Periodic strategy	1-Participation in making and decision-making
0,302 0,400	1- Organizational development 2- Functional specialization	2- Sharing knowledge
0,241	1-Periodic strategy	3- Share returns

Source: Statistical results of AMOS (290 = N).

Third: A- Stability and honesty coefficients for the research variables. It is noted from Table (4) that the values of stability and truthfulness of the search variables were all higher than the acceptable limits (60%). These results indicate a degree of adequacy of internal consistency among the items used in the measurement Variables, and

thus the validity of the search tool logically and statistically for all field search data.

Table (4). Reliability and reliability coefficients of the study variables

Honesty coefficient	**Stability coefficient**	**Variables**	**S**
0,880	0.776	Independent variables: (high containment management practices(Participation in making and making decisions	1
0,882	0,778	Share information	2
0,84	0,707	Participation in returns	
0,92	0,858	Sharing knowledge	3
0,91	0,835	Variable: (Management Innovation Strategies Organizational Development	1
0,884	0,782	Specialization	2
0,82	0,668	Periodic Strategy	3
0,972	0,944	Stability and total honesty of the list	

Source: Statistical analysis of field research data. (N = 290).

Table 4 shows that the stability and honesty values of the study variables were all higher than the acceptable limits (60%). These results indicate that there is a degree of internal consistency among the items used to measure the variables, And thus the validity of the study tool logically and statistically to collect field study data.

B- Linear correlation coefficients between the search variables: Table 5 shows the linear correlation coefficients between the search variables. The correlation coefficients indicated a significant correlation between the search variables. A positive correlation was observed between management practices with high containment (participation in decision-making, possession of information, Knowledge sharing) and managerial innovation strategies (organizational development, functional specialization, and periodic strategy). All correlation coefficients were generally high and moderate as indicated in the previous table.

C- Test the structural model of research. The compatibility quality indicators of this model were evaluated to evaluate the structural model of the research to determine whether the assumed model conforms to the data. The quality indicators of the structural research model were obtained to test the hypotheses from the results of the AMOS statistical analysis, as presented in the following pages. The structural equation model was used to test the hypotheses. The measurement model is first estimated, followed by an estimate of the structural model to test the study model and hypotheses.

Table (5). Linear correlation coefficients between study variables

Dependent variables			**Dependent variables**				**statement**
b	a	z	q	w	N	M	
						1	M
					1	**0.784	N
				1	**0.753	**0.745	w
			1	**0,659	**0,797	**0,773	q
		1	**0,630	**0,522	**0,562	**0,611	z
	1	**0,697	**0,628	**0,486	**0,540	**0,655	a
1	**0,588	**0,417	**0,481	**0,240	**0,396	**0,411	b

Note: (M = participation in making and decision making, N = sharing information, w = participation in returns, q = sharing knowledge, z = OD, a = functional specialization, b = periodic strategy).

D- Analysis of the total measurement model of the measurement variables:

The overall measurement model of the research variables was analyzed, and the dimensions of the independent variables were used to incorporate high management practices (participation in decision-making, information sharing, participation in returns, knowledge sharing), and dependent variables (management development, career specialization, and these dimensions were used as observational variables. Table (6) presents the compatibility quality indicators of the overall measurement model based on the results of the uncertainty analysis:

Table (6). Quality indicators of compatibility of the overall measurement model of the study

RMSEA	RMR	CFI	TLI	NFI	AGFI	GFI	P	X^2/d	Sample
0,119	0,038	0,752	0,599	0,719	0,860	0,935	0	5,064	Basic
0,065	0,014	0,966	0,881	0,943	0,939	0,987	0,039	2,212	the average

Source: Statistical analysis of data using AMOS (P <0.001 (290 = N)).

The results shown in the previous table (6) show that the compatibility quality indicators of the basic measurement model are good, and therefore after making a set of modifications proposed by the adjustment indicators, namely the link of e7, e5, e7, e6 and e4 , e3), e3, e2 and e4 e1. These adjustments resulted in the measurement model of the overall average of the research and we find that there is a good

improvement, and that the quality indicators of the compatibility of the overall measurement model of research conform to the accepted criteria as follows:

- The value of other indicators of conformity quality increased. The comparative index (CFI = 0.966) was higher than (0.90), while the quality index (GFI = 0.987) was higher than (0.90) the square root value of the mean error squares (RMSEA = 0.065) is less than (0.08).

- Normal Fit Index (NFI = 0.943), higher than 0.90 (Hu & Bentler, 1999).

- Root Mean Square Residual (RMR) is 0.014 and is acceptable because it is smaller than 0.05 (hu & Bentler, 1999). Figure (2) shows the final model of the overall measurement of the research variables:

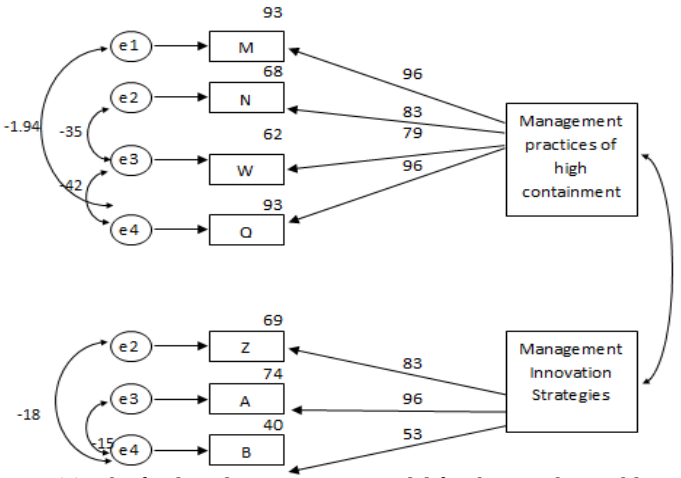

Figure (2). The final total measurement model for the search variables

In order to calculate the accuracy and consistency of the research variables according to the measurement model and after demonstrating better compatibility of the total measurement model of the research variables, the composite stability and the common honesty of the variables are calculated. The distinction is also calculated through the results of the empirical analysis, as shown in the following table:

Table (7). The results of the empirical analysis of the overall measurement model of the study

Average variance obtained	**Compound stability**	**Multilink box**	**Value(T) (CR)**	**Standard download**	**variable**
0,79	0,99	0,926	***20,607	0,961	The practice of management with high containment Participation in making and making decisions (M)
		0.681	***17.231	0,825	Information sharing (N)
		0.621	***13.614	0.788	Revenue sharing (W)
		0,926	Fixed	0.962	Knowledge sharing (q)
0,61	0,95	0,685	***7,806	0.828	Management Innovation Strategies Organizational Development Strategy (z)
		0,735	***9,244	0,857	Career specialization strategy (a)
		0,396	Fixed	0,629	Periodic Strategy (b)

Source: Statistical analysis of data using AMOS (P <0.001) (N = 290)

Based on the results presented in Table (7), the following is shown:

- Stability of most dimensions, and this is supported by the values of multi-link boxes, which is greater than (0.5).

(0.90 - 0.95), indicating that all the variables used in the equation (0.99 - 0.95) the search has good composite stability.

The values of (T) show that all standard loads are statistically significant at (0.001) and that the mean variance derived (AVE) is calculated for all variables (0, 60) and more. This means that the implicit variable is able to interpret 50% in the observed variables and the rest due to a measurement error (Fornell & Larker, 1981), which is evidence that all dimensions measure the associated variables and affirm the common truth.

E- The discriminatory truth of the search variables.

The distinction between the two variables was calculated by calculating the common variance between the variables and making sure that these differences are less than the mean of the calculated variance for each variable. Table (8) the matrix of the common variance between the variables and the mean of the calculated variance of each variable. According to the results presented, it is clear that the mean values of the calculated variance of each variable are greater than the values of the common variation between this variable and other variables.

Table (8). Matrix of common variation between search variables

Management Innovation Strategies (continued)	Management practices of high containment (independent)	Variable
	(0,79)	Management practices of high containment (independent)
(0,61)	*** 0,345	Management Innovation Strategies (continued)

Source: Statistical analysis of data using AMOS *** P <0.001 290 = N)

Table 9 shows the compatibility quality indicators of the search structural model:

Table (9). Compatibility quality indicators for the search structural model

RMSEA	RMR	CFI	TLI	NFI	AGFI	GFI	P	X^2/d	Match quality indicators
0,044	0,006	0,990	0,945	0,973	0,957	0,994	0,043	1,757	Compatibility quality indicators values

Source: Statistical analysis of data using AMOS (*** P <0.001)

It is clear from the data in the previous table that the model meets conformity quality requirements (Hair et al., 1998: 34) where the results of the above table indicate that:

- Decrease in the product of the division (K2 / degrees of freedom), which amounted to (1,757), which is less than (3).

- The value of the other indicators of the quality of conformity was higher. The comparative index (CFI = 0.990) was higher than (0.90), while the matching quality index (GFI = 0.990) was higher than (0.90) the square root value of the mean error squares (RMSEA = 0.044) decreased less than (0.08).

- The value of TLI exceeds the minimum acceptance of the model (0.945) which is higher than (0.90), which confirms the quality of the matching of the structural model of the research.

- Normal Fit Index (NFI) is higher than (0.90) (Hu & Bentler, 1999).

- Root Mean Square Residual (RMR) is (0,006) and is a good consensus because it is smaller than (0.05).

Axis IV: CONCLUSIONS AND PROPOSALS

4. CONCLUSIONS

- Participation in decision-making is one of the factors affecting the desire of individuals in the process of development and change.

- We conclude that knowledge sharing has a strong impact on organizational development that there is a strong database in the company, and the vision of the organization contributes to the

sharing of knowledge in improving the performance of the organization and making it able to achieve qualitative excellence in the field of administrative innovation.

- We deduce from the moral impact of participation in the returns (incentives and rewards) in the periodic strategy, and that the promotion policies and rewards in the company are carried out periodically and continuously in the company.

- The development in the company's programs, especially the programs of participation in decision-making, knowledge sharing and information sharing. These programs are based on the compatibility of HR strategies and activities with the company's strategies. The company cannot adopt management innovation strategies unless it starts developing its human resource capabilities and skills, on skills and performance, building a flexible organizational structure, and supporting the organizational climate to assist the development process.

- The management of the company to promote the process of participation in the making and decision-making, because it leads to an increased degree of self-control among employees, and improve the relationship between presidents and subordinates.

- The research results in the impact of participation in the decision-making process on the specialization strategy. We

recommend the senior management of the company to determine the limits of each member to contribute to the decision and the limits to which he is entitled to research, commensurate with his qualifications and competencies.

- Human resources management loses its place in knowledge-based organizations if it does not positively respond to challenges in the new environment, so it has to create value for the organization and one way to manage human resources to re-create itself by contributing to effective management of human capital creation and knowledge in organizations.

- Changing the nature of the functions of human resources management of the company in light of the knowledge economy, the competitive advantage of human resources depends on successful applications of knowledge.

- The management of the company to promote the process of participation in the making and decision-making, because it leads to an increased degree of self-control among employees, and improve the relationship between presidents and subordinates.

- Timely provision of information, accuracy and conformity to beneficiary needs.

- Support and encourage creative competition between the administrative units in the company, and remove all obstacles to change.

- The establishment of specialized units to carry out specialized functional systems, and the appointment of individuals with different expertise.

Table (10) shows an indicative work plan for implementing the recommendations directed to the management of the General Company for Electrical Industries

Table (10)

An indicative work plan to implement the recommendations addressed to the General Company for Electrical Industries

Who does it	**When**	**Why**	**How do**	**recommendation**
Human resources management in the company and the management information systems unit in the company	In continuous periods of time and should not be spaced out	To enhance information and knowledge sharing between company employees and management. To increase the efficiency of employees and their abilities to produce and create	Ensure constant communication and continuous cooperation between staff and senior management	1- The need to adopt the company on the latest means of communication
The management	In a continuous	To rely on a knowledge	Establish an independent	2-Strengthening the company's

information systems unit in the company	period of time, otherwise it should not be spaced out	base containing the latest data and information. And to support the decision making process	administrative unit in knowledge management and increase reliance on technology in knowledge transfer	database
Use of companies and experts specialized in preparing structures for rewards and incentives. By the body that is developing the evaluation structure	On a continuous basis and preferably coincide with the evaluation of the performance of employees.	Draw the attention of employees that the outstanding effort is fixed quickly, and identify the best way to perform and make the appropriate effort.	Provide bonuses and incentives immediately after outstanding performance, and the rewards must be commensurate with the level of performance and effort.	3-Pay attention to the policies of rewards and incentives.
The use of companies and experts specialized in human resources management functions	In continuous periods of time, and should not be separated	To adopt the competitive advantage of human resources to successful applications of knowledge	By addressing modern human resource functions that can include talent management strategies and intellectual capital development.	4-Change the nature of the human resources management functions of the company.

- Prospects for Future Research:

The results of the research raised points that could be a useful area for future studies:

- Given that the current research is the direct relationship between the management practices of high containment and

management innovation strategies, the researcher believes there is a scientific and practical importance to study the role of some intermediate or interventional variables in this relationship.

- It may be useful to conduct other similar research linking management practices with higher containment and management innovation strategies in service organizations, so that the results of these studies can be compared with the results of the current study, and determine the similarity or difference in these results and its implications.

- The current research found that variables that share knowledge and participate in decision-making have a significant relationship with organizational development and functional specialization. In view of this result, it may be useful to study the strategies of administrative innovation and research in other organizational or functional factors that act as determinants.

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UNIVERSIDAD DEL ZULIA

opción
Revista de Ciencias Humanas y Sociales

Año 34, Especial N° 17, 2018

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.
Maracaibo - Venezuela

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