

## **The Effect of High-Involvement Management· IN organization reputation An applied study in the Baghdad Directorate of Education**

**Al-KarKh/2 Ruaa Satar AL-Obaidy**

Master student researcher at the College of Administration and Economics, Al-Mustansiriya University,  
E-mail: ruaasattar.alobaidy@gmail.com

**Prof. Dr. Samah Mouyad Mahmoud AL-Moula**

Professor at Al-Mustansiriya University / College of Administration and Economics - Department of  
Business Administration, E-mail: samah.mm77@yahoo.com

### **Abstract**

The study included basic variables (high containment practices, the reputation of the organization) and the possibility of their application in the Iraqi environment (Baghdad Al-Karkh Education Directorate/2), high containment practices effectively contribute to enhancing its reputation, as the current study aims to identify the impact of high containment practices in the Directorate Researched by applying its main axes (participation in decision-making, sharing information, training, incentives and reward) in enhancing the reputation of the organization, which is represented by its main axes (social responsibility, service quality, creativity). As for the problem of the study, the researcher reached it through the study The first survey that was conducted for the study community, which is represented by the limited awareness of managers of high containment practices, In addition to the absence of the employee's sense of motivation and energy at work and the absence of a positive image of employees and thus affecting the reputation of the organization, the questionnaire tool was used and distributed to the sample of (150) employees, and for the research four main hypotheses were formulated, and tested with a set of statistical tools The most important of the occasions (Pearson correlation coefficient, standard deviation, arithmetic mean, coefficient of variation, simple linear regression, and others) Through analysis and testing, the researcher reached a set of conclusions, the most prominent of which is the application of the Baghdad Directorate of Education Al-Karkh/2 some high containment practices, namely (participation in decision-making, training), in addition to the directorate's interest in social responsibility, holding charitable seminars and providing information to understand the special needs of the auditors, and this What has been confirmed in practice

**Keywords: (High-Involvement Management· Protean Career· organization reputation)**

### **1-Introduction:**

The rapid changes and recent developments in all administrative, economic, social, political and technological sectors, organizations face many challenges and obstacles, and to meet these challenges and live in a changing environment requires possessing knowledgeable human resources with skills and

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experience, and in order for the senior management to maintain these resources requires the application of a new approach, which is the practices of high containment. In order to enable it to provide an ability adopted by the organization, the application of high containment practices within the directorate will have a positive impression on the employees, such as their participation in decision-making, in addition to that they are respected, And their acquisition of experience, skill and knowledge through training programs, as well as information sharing, sharing and delivery to them in a timely manner. organization and its permanence. The researcher believes that the importance of this research can be achieved through the service it provides, as it is a directorate with an administrative service sector, because of its proposals and putting them into practice, as it confirms reaching a high level of advancement because it emphasizes the development of important capabilities, to be ready to face current and future obstacles. Based on the foregoing, the research was divided into five sections, where the first topic came to the research methodology, the second topic was the practices of high containment, the third topic was the reputation of the organization, the fourth topic was the practical aspect, and the fifth topic came with conclusions and recommendations.

### **First: Methodology of the study and previous studies**

#### **1-The study Problem:**

Organizations of all kinds, whether they are business organizations or governmental organizations, seek to make more attempts and efforts to be able to survive, grow and maintain their reputation for fear of reaching a state of deterioration, as most education directorates in Baghdad, especially the Directorate of Education Baghdad Al-Karkh/2, suffer from many problems such as delay In providing the service or apologizing when the service provided to the references fails, The absence of efficient planning and management, which was reflected on the reputation of the directorate, whether for employees or auditors, as well as the lack of sufficient attention to understand and realize high containment practices by the administration, and this is what the researcher felt as she is one of the directorate's employees The study attempts to shed light on improving the reputation of the organization (Baghdad Al-Karkh Education Directorate/2) by knowing what satisfies the references by providing high quality services in addition to paying attention to social responsibility and creativity in the work of the organization to improve its image. The main problem can be identified, which is the limited awareness of managers of high containment practices at the business level within the directorate, which qualifies them to be a reputable organization. The problem included a general question and he:

- 1- Do high containment practices have a role in enhancing the reputation of the organization (the center of the directorate)? It emits sub-questions
- 2- Is there an application of the dimensions of high containment practices in the Baghdad Directorate of Education Al-Karkh/2
- 3- Is there a statistically significant effect between high containment practices on the organization's reputation?

#### **2-The importance of studying**

The importance of the research lies in the following aspects: -

A- The current study represents a scientific and applied contribution to determine the level of impact of the research variables (the practices of high containment and the reputation of the organization in (Baghdad Directorate of Education Al-Karkh/2).

B- The importance of the field study in choosing the service sector, which represents one of the important educational sectors in Iraq, because it provides services of great value to individuals, in addition to providing solutions to the problems they face.

C- Consolidating the administrative culture among the research sample on the importance of high inclusion and its role in enhancing the reputation of the organization.

### -3-Objectives of the study

A- Determining the level of application of the dimensions of high containment practices in the Baghdad Directorate of Education Al-Karkh/2 and the extent of its impact on the reputation of the organization.

B- Determine the extent of influence between the variables (high inclusion and reputation of the organization)

C- The researcher seeks to present a study that benefits the community of the surveyed directorate for the development of its human resources

D- Putting forward a set of useful proposals in light of the results of the study that it reached to benefit the researched directorate and address its weaknesses

### 4-the hypothetical scheme of the research

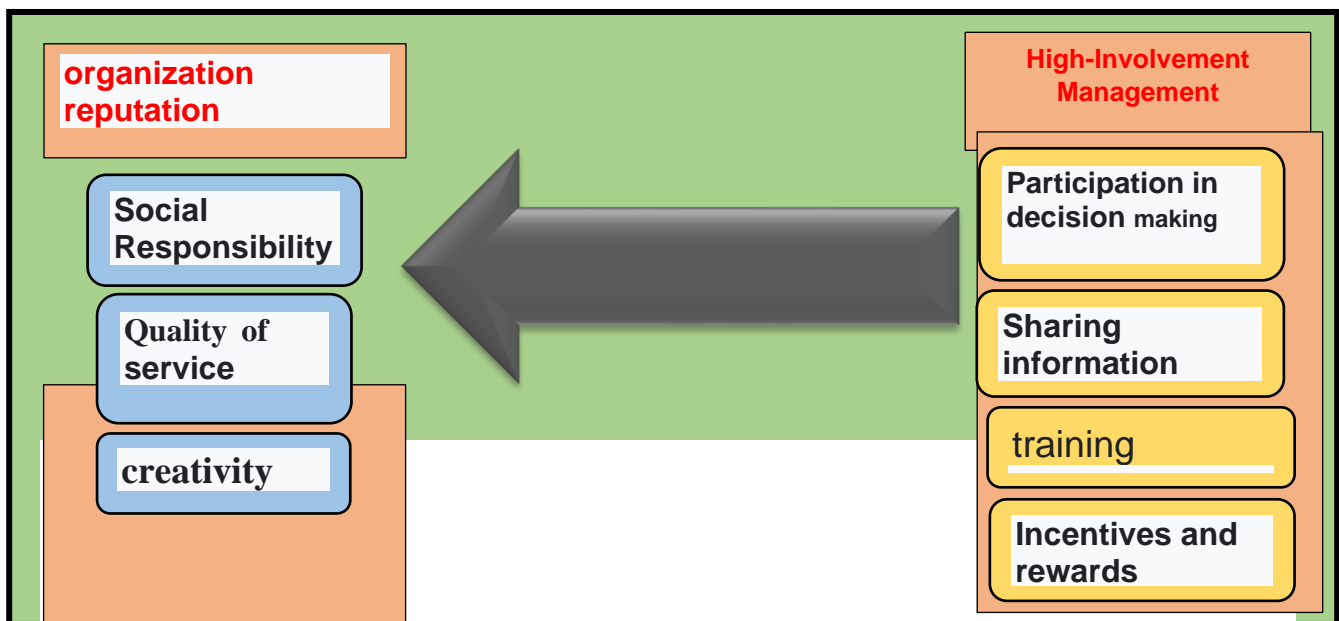


Figure (1) a hypothesis research outline

Source: Prepared by researchers

### 5-Research hypotheses

1-The first main hypothesis: There is a significant effect of participation in decision-making on the reputation of the organization and its dimensions (social responsibility, service quality, creativity)

2- The second main hypothesis: There is a significant effect of information sharing on the reputation of the organization and its dimensions (social responsibility, service quality, creativity)

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3- The third main hypothesis: There is a significant effect of training on the reputation of the organization and its dimensions (social responsibility, service quality, creativity).

4- The fourth main hypothesis: There is a significant effect of reward and incentives on the reputation of the organization and its dimensions (social responsibility, service quality, creativity)

**Secondly - High-Involvement Management**

**1-the concept of High-Involvement Management**

The idea of containment practices dates back to the 1950s, when they were working with self-directed teams to transfer power to lower levels so that workers could participate in decision-making (Lawler, 2018: 2). Lawler first introduced the concept of high containment practices about 34 years ago, He explained that they are practices that focus on the participation of employees, and from his point of view they are practices that facilitate the participation of the individual and enhance skill and motivation High containment practices are considered one of the most important modern terms in organizational human resources, which are shrouded in ambiguity. The concept of High-Involvement Management practices was expressed as a description of a management approach that emphasizes the participation of human resources in order to reduce costs, pursue business and improve performance to meet challenges, which were closer to what was called (Walton) and expressed in high commitment practices (Walton,1985:77). (HCM High-commitment-Management) In order to be familiar with what has been presented in the libraries of administrative thought about the concepts of high containment practices, Table (1) reviews this for a number of researchers and writers

**Table (1) Definitions of according High-Involvement Management to some researchers**

sequence	Source	the definition
1	(Lawler,2003:157)	The more collaborative approach between management and human resources for commitment and participation in decision-making and decision-making, which leads to an increase in production, quality and job satisfaction
2	(GUY,2003:24)	They are administrative practices through which the organization can improve organizational performance by allowing freedom for actions and decisions for which the employee is responsible.
3	Gollan,2005:18))	A set of initiatives on the basis of which results are determined, enhances the profitability and sustainability of companies, and meets the aspirations and desires of employees in the workplace.
4	Ahmed,2014:230))	Practices that are based on the positive effects of KPIs, such as increased productivity, decreased employment rates, decreased absenteeism, and improved work culture and environment in general
5	(Voipio,2015:4))	A set of practices that motivate the employee, enhance his skill and give him more empowerment in managing the organization

6	Wood,20 16:3))	An administrative track that focuses on the participation of human resources to support the economic performance of organizations by reducing costs and improving directed work.
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Source: Prepared by researchers according to the sources mentioned in the main table

## 2- High-Involvement Management practices:

**A - Participation in decision-making:** - Given the rapid change in the environment as a result of the continuous development of this, most organizations in the world seek to grow and stay at the forefront. Decision-making leads to improving organizational performance and striving to achieve common goals between management and employees (Roseline & Ademola, 2014: 93, Participation in decision-making is an initiative in the division of power between senior management and employees, because participation in decision-making is the most appropriate solution to facing the problems and obstacles facing the organization. It is enjoyed by the employee and is the basis for achieving the success of the organization, especially when he treats people with fairness and respect. When employees participate in decision-making, it is a matter of great importance in the survival of the organization, especially when there is harmony in the work between the employer and the employee and that the participation of employees makes them feel responsible and that they are an active part in the organization. This principle is a source of frustration for the management of organizations. It is a source of pressure for it. Participation in decision-making may be classified into two types: (Al-Joufi, 2010:36)

1 - Participation in decision-making When the organization is exposed to a problem or an obstacle through decision-making, it is agreed that there are several alternatives or solutions to solve this problem by searching for the information that caused its occurrence.

2 - Participation in decision-making. Here, the choice of the best alternative is reached from among the alternatives that have been reached through decision-making and carried out by the higher management.

**B - Sharing information:** The success of organizations depends on the availability of information to employees, where the employee is fully prepared to assume responsibility. Improving organizational performance, in turn, increases the participation of members of the organization with freedom of opinion and decision-making, and that one of the main components of high containment practices is to give workers sufficient information that in turn leads to the success of the organization, achieving its goals and enhancing confidence among them. It can be achieved by sharing information .

1- It helps the organization to achieve positive results when given to employees and to work efficiently and effectively.

2 - The organization benefits from the experience and skills of individuals when they have appropriate information for it.

3- The organization assists in decision-making and enhances the services it provides to auditors to meet their needs (Al-Enezi and others) pointed out the possibility of delivering information to the organization, which is an important factor linked to empowerment because possessing information gives employees a sense of owning and understanding the roles that achieve success for the organization, and that the information management system is a necessary thing in terms of computers, software and others, and it should not be a system It is used by managers only to empty the information, because this can cause

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dissatisfaction with the employees, so the information needs to be understood, depth and details in order to be evaluated and used correctly. It is used to obtain information about employees

**C - Training:** - Training is one of the most important topics in high containment practices, which has received great attention nowadays due to the feeling of insecurity of many human resources and the risk of losing work, and this feeling can lead to frustration of human resources, which affects their performance and thus It causes a decrease in the productivity of the organization, and in order to improve performance, it must be provided as it enhances the knowledge, skills and abilities of employees as well as doing various work, and this is important in decision-making as it helps them with strong participation in issues related to management by presenting them with new and advanced ideas, and points out (Dessler, 2012: 264). It is one of the methods used to increase new or existing employees with the skills and experience necessary for the success of the organization. (Al-Anzi, 2018:194) described three goals that the training can achieve:

- 1 - The objectives of the traditional management, that is, when hiring new individuals, they are introduced to the organization and what are the objectives, policies and programs related to the work.
- 2 - Creative goals, that is, through which high-level goals are achieved as a result of innovation and experience, which achieve increased productivity and enhance employee affiliation.
- 3 - Organizational objectives When the organization is exposed to problems, solutions must be provided. Therefore, scientific methods must be used that need skills and abilities that are useful in choosing the best alternative.

**D- Incentives and remuneration:** Including the returns on the incentives and reward that the individual can obtain when starting a currency in the organization until the end of his relationship with it, and it can be monetary or non-cash returns paid to him in the form of a salary or end-of-service compensation (retirement) in return for the service he provided For the organization, the incentives provided by the organization to the employee increase the productivity of work and thus increase the wages, and because the employee's productivity is affected by the effort he makes, and this must be noticeable by the management. Therefore, financial participation motivates the employees to be more committed to the goals of the organization, meaning that it leads to higher job performance and sees (Lawler, 1989) that the reward offered by the organization to employees must be based on the skill, experience and participation of the employee in decision-making. (Ward and Hassan, 2010:90) defined returns as being provided to employees in order to increase additional efforts for the purpose of increasing and improving organizational performance because it is the main element In the high containment equation, and thus when given to the employee, he makes use of his skills, experience and ability for the benefit of achieving the goals of the organization As Armstrong 2000:155-156 defines the reward in two types, it can be financial, non-financial, or preventive. The financial lies in the salaries of employees determined by the top management. The non-financial lies in the work relations, participation in decision-making, training opportunities, and management motivation for employees. Goal setting, positive feedback, and reinforcement can be effective rewards for your team and its members As for the preventive, it contributes to maintaining the level of performance and prevents it from deteriorating, and it is considered as external influences determined by the management and directed towards the employees in order to determine their direction towards achieving the goals of the organization, and its decline reduces job satisfaction and loyalty and this is reflected negatively on raising the morale at work.

(Ahmad.etal, 2014:230) identifies the most important practical advantages that can be achieved through a process of motivating working individuals, which are:

- 1- Desire to stay within the organization.
- 2- The high motivation of human resources towards work.
- 3- Increasing job satisfaction with the organization's work

### Third - organization reputation

#### 1- The concept of organization reputation

Many researchers differed in defining an accurate definition of it because of the exchange and differences of viewpoints and because it differs in different disciplines, which are marketing, behavior, sociology, economics and accounting, and because of its widespread spread, which led to errors such as their belief that it focuses on what the organization does and not on the procedures and behavior that it follows ( Kahit, 104: 2018)

Table (2) some definitions of organization reputation

sequence	Source	the definition
1	Schulz&Johann, 2018:40)	An intangible resource that is difficult to replicate, which provides and maintains a competitive advantage for organizations and thus leads to meeting the needs and desires of customers
2	Al-Tamimi, 2019: 20)	"One of the main pillars upon which the organization's entity is based through a clear image and an appropriate atmosphere that led to the influx of customers to be dealt with
3	(Attar,2012:1)	A set of values attributed to the organization, which are trust, originality, credibility, integrity and responsibility, where the individual feels these qualities through the image he holds about it.
4	(Teodoresco&Marcellis,2012:7)	One of the most important intangible assets that the organization seeks to preserve because of the important role in its growth and survival when it recognizes crises
5	(Al-Baghdadi, 2018: 102)	"A set of characteristics according to the views of external stakeholders or a group of stakeholders, which serve as a source of competitive advantage, or cumulative reactions that represent a sense of the reliability of the organization or characteristics that derive from its actions
6	(Sabah, 49:2020)	One of the most important assets that depends on the mental impression, which is used as a means to attract auditors, as the reputation of the organization is affected by the quality of its employees. Therefore, organizations strive to create a good impression for them

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7	Schulz&Johann, 2018:40)	An intangible resource that is difficult to replicate, which provides and maintains a competitive advantage for organizations and thus leads to meeting the needs and desires of customers
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Source: Prepared by researchers according to the contents of the above table

**2 - Dimensions of: organization reputation**

**A- Social Responsibility:** The opinions of writers and researchers differ in presenting their concepts of social responsibility.. There is no specific standard or indicator on which the organization depends, and managers see this as an obligation, while others see it as a reactive attitude, and others consider it a desirable behavior (Lee et al, 2017: 3 ). It is expressed as a set of practices carried out by management officials that often have a positive impact on the quality of the organization's products, and represents the personal behavior and values of business managers, which are similar to the beliefs and tendencies that lead them to form foundations or rules. In addition, they represent a diverse group One of the important activities that all organizations must perform on a voluntary or obligatory basis, to meet internal and external expectations, because it adds value to the organization and it enhances the reputation of the organization, directly or indirectly (Futa, 2013: 118-119) and sees (Hristea, 58 2011) as the organization's contribution to the development of society, as it represents one of the means of sustainable development through which the organization can combine social concerns It also represents a means to establish ideal practices to create wealth and improve the level of sustainable development of society, while the organization integrates the individual's social and environmental concerns and its interaction with stakeholders on a voluntary basis through social responsibility. A successful organization depends on the ability to integrate social and environmental goals with the organization's operations by meeting the needs and desires of the customer, as it does not depend on creating social projects, but must be proactive in educating and training its employees to enhance the organization's environment (Cohen et al, 2017: 26), It was shown (Al Rafu, 24:2011) that it is the management's thought of committing to follow the duties that aim to develop values that help the community and include the message and goals to achieve a balance between the welfare of the community and the interests of the organization. It also possesses many aspects such as charitable giving and reducing negative effects, and adopts business practices and fair environmental practices, while (Abdul Karim 2021:20) showed that social responsibility contributes to reducing conflict between organizations and local communities, especially if it is able to eliminate poverty and unemployment, and in turn enhances the reputation of the organization.

**B- Service quality:** The well-being, continuity and survival of organizations depend mainly on the quality of the services they provide, which in turn depends on the organization's practices in building reputation. Jud, meaning the good, was defined by Juran as "the product's suitability for use." Crosby defined it as "the conformity with the needs to specifications," and defined it (Al-Najjar and Kamel, 2017: 31) with the ability to meet the needs of customers and achieve more than or He goes beyond those needs or requirements and points out (Al-Najjar and Jawad, 2017: 43-44) It consists of dimensions (tangibility, reliability, responsiveness, permissibility and empathy), and it is also defined as "consumer judgment regarding discrimination in service quality and specifications", or "customer-directed evaluation of service performance based on customer feeling and degree of enjoyment". It is the basis because it is an evaluation



that will affect the organization and the customer, whether it is positive or negative. It adopts the final image of the organization's reputation and customer-oriented service (Malik, 2014: 70), as indicated by Shammot, 2011: 1321) To the chaotic environment and the high intensity of competition between organizations, regardless of their differences, whether they are service or production, as the entry of organizations into the global market all over the world, led to the expansion of the process of selecting the commodity or service for the customer, which prompted the organizations to increase the quality of their products and services, And its interest in doing business that allows it to find products that meet the requirements of customers, and to manage operational processes that reach the highest levels of performance and quality, and (Shammot, 2011:1319) indicates that good service according to the customer's eyes is what matches what is expected, and on this basis the organization To be keen to meet these expectations and to search for the standards that customers desire as a high quality service provided to them by the organization

**C- Creativity:** Creativity in organizations does not come from large companies due to the genius of the idea only, but rather comes from the team effort (Boënne, 2014:8), so the concepts put forward about the meaning of organizational creativity differed, and in order to reach a clear and precise meaning, it is necessary to know the meaning of the word (innovation), the linguistic meaning as explained by the Oxford Dictionary is a new thing that has been produced and invented (Oxford, 2006:418), but from the idiomatic point of view it means looking at things in new ways (Ivancevich et al, 1997:545). Creativity is described as a process that results in a new, unfamiliar product (Fichman, 2001:429). It is defined as the ability to suggest a new answer to a previously posed problem by taking advantage of available opportunities (Chuang, 2005:303), and also represents the ability to On the use of prior knowledge based on the principle of organizational learning for that organization. (Ramos et al, 2011, 672) It is a type of different and unexpected useful and appropriate behaviors and behaviors (Lega & Calciolari, 2012: 25) and the fact that organizations that aspire to achieve success do not stop at the limits of efficiency and effectiveness, so creativity must be one of the most important qualities that her distinction (Lichtent, 2011:75), Therefore, creativity is fundamental to the development of organizations, and it is not achieved through products and services only, but rather through a set of renewable procedures and processes, and is also achieved through the introduction of creative management practices, and on the basis of what the organization possesses of administrative skills and professional competencies and their impact on the process of making The decision, and the professor of the organization (Daft, 2008: 57) believes that creativity is the idea or the organization adopts a new method in its management, or the provision of its goods and services, or the search for its markets, or its general environment, while (Kotler, 2000:355) believes that creativity Refers to presenting a good, service, or idea that is understood and perceived by any customer as new and useful. As for (Al-Kitbi: 2007) it is the application of something distinctive and modern, and therefore creativity can have many forms

#### **Fourthly - Practical side**

First: The first main hypothesis (there is a significant effect of participation in decision-making on the reputation of the organization)

The results recorded a significant influence relationship for the dimension of participation in decision-making on the reputation of the organization, as the calculated (F) value was (45.270), which is greater than the tabular value at the level of significance (0.05, 0.01) and below the degree of freedom (1, 148), and (R<sup>2</sup>) explained its percentage. (23%) of the amount of contributions made to achieving the organization's reputation, and the value of ( $\beta$ ) amounted to (0.572) and indicates that the change that occurs in participation

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Significance level (0.05)	The calculated F value	R <sup>2</sup> parameter value	beta coefficient value $\beta$	constant value a	dependent variable	independent variable
moral	18.565	%11	0.404	2.798	Social Responsibility	Participation in decision making
moral	40.220	%21	0.588	1.915	Quality of service	
moral	53.797	%27	0.724	0.678	creativity	
moral	45.270	%23	0.572	1.797	the reputation of the organization	

in decision-making by one unit leads to an increase in achieving the organization's reputation by (0.572), and this indicates interest The directorate investigated by applying participation in decision-making with employees, which is positively reflected on enhancing the reputation of the organization and this leads us to accept the first main hypothesis, The table below shows the results of the impact of participation in decision-making on the reputation of the organization in its dimensions (social responsibility, service quality, creativity)

Table (3) The Effect of participation in decision-making on the reputation of the organization

Source: Prepared by the researcher based on the results of the electronic calculator

Second: The second main hypothesis (there is a significant effect of sharing information on the reputation of the organization)

It is clear to the researcher that there is no significant effect relationship, as the calculated (F) value was (1.9142) which is less than the tabular value at the level of significance (0.05, 0.01) and below the degree of freedom (1, 148), and (R<sup>2</sup>) explained its percentage (1%) of the amount of contributions What happened in

achieving the reputation of the organization, and the value of ( $\beta$ ) amounted to (0.137) and indicates that the change that occurs in sharing information by one unit leads to an increase in achieving the reputation of the organization by (0.137), and this indicates a weak impact after sharing information on the reputation of the organization , This leads us to not accept the validity of the second main hypothesis. The table below shows the results of the impact of sharing information on the reputation of the organization in its dimensions (social responsibility, service quality, creativity)

Table (4) The Effect of sharing information on the reputation of the organization

Significance level (0.05)	The calculated F value	R <sup>2</sup> parameter value	beta coefficient value $\beta$	constant value a	dependent variable	independent variable
moral	15.961	%10	0.492	1.598	Social Responsibility	Sharing information
No moral	1.8127	%1	0.127	2.014	Quality of service	

No moral	<b>1.6498</b>	<b>%1</b>	<b>0.192</b>	<b>2.715</b>	<b>creativity</b>	
No moral	<b>1.9142</b>	<b>%1</b>	<b>0.137</b>	<b>2.776</b>	<b>the reputation of the organization</b>	

Source: Prepared by the researcher based on the results of the electronic calculator

Third: The third main hypothesis (there is a significant effect of training on the reputation of the organization)

It is clear to the researcher that there is a significant effect relationship, as the calculated (F) value was (132.626), which is greater than the tabular value at the level of significance (0.05, 0.01) and below the degree of freedom (1, 148), and (R2) explained its percentage (47%) of the amount of contributions made In achieving the reputation of the organization, and the value of ( $\beta$ ) amounted to (0.666) and indicates that the change that occurs in training by one unit leads to an increase in achieving the reputation of the organization by (0.666), and this indicates a strong impact after training on the reputation of the organization and all its dimensions and thus This leads us to accept the validity of the third sub-hypothesis of the third main hypothesis. The table below shows the results of the impact of training on the reputation of the organization in its dimensions (social responsibility, service quality, creativity)

Table (5) The effect of training on the reputation of the organization

Significance level (0.05)	The calculated F value	R <sup>2</sup> parameter value	beta coefficient value $\beta$	constant value a	dependent variable	independent variable
moral	<b>86.598</b>	<b>%37</b>	<b>0.602</b>	<b>1.905</b>	<b>Social Responsibility</b>	training
moral	<b>88.868</b>	<b>%38</b>	<b>0.638</b>	<b>1.741</b>	<b>Quality of service</b>	
moral	<b>113.214</b>	<b>%43</b>	<b>0.756</b>	<b>0.608</b>	<b>creativity</b>	
moral	<b>132.626</b>	<b>%47</b>	<b>0.666</b>	<b>1.417</b>	<b>the reputation of the organization</b>	

Source: Prepared by the researcher based on the results of the electronic calculator

Fourth: The fourth main hypothesis (there is a significant effect of incentives and reward on the reputation of the organization)

It is clear to the researcher that there is no significant effect relationship, as the calculated (F) value was (1.155), which is less than the tabular value at the level of significance (0.05, 0.01) and below the degree of freedom (1, 148), and (R2) explained its percentage (1%) of the amount of contributions The value of ( $\beta$ ) reached (0.133) and indicates that the change in incentives and reward by one unit leads to an increase in achieving the organization's reputation by (0.133), and this indicates that there is no effect of the incentives and reward dimension on the reputation of the organization. The organization and its dimensions, and this leads us to not accept the fourth sub-hypothesis of the third main hypothesis, a table showing the results of the impact of incentives and reward on the reputation of the organization in its dimensions (social responsibility, service quality, creativity)

Table (6): The effect of incentives and rewards on the reputation of the organization

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Significance level (0.05)	The calculated F value	R <sup>2</sup> parameter value	beta coefficient value $\beta$	constant value a	dependent variable	independent variable
No moral	0.867	%1	0.128	2.204	Social Responsibility	incentives and rewards
No moral	0.707	%1	0.182	2.397	Quality of service	
Moral	55.43	%27	0.690	1.381	creativity	
No moral	1.155	%1	0.133	2.994	the reputation of the organization	

Source: Prepared by the researcher based on the results of the electronic calculator

### Fifth – CONCLUSIONS

1- The researcher explains through field visits to the surveyed directorate and during the period of distributing the questionnaire that the surveyed sample and the working managers possess limited information in all departments of the directorate and in various organizational formations about high containment practices.

2 - The senior management does not have a sufficient perception of its role in implementing high containment practices, although it has administrative requirements that support their application in the surveyed directorate, in addition to the lack of support and commitment by the senior management to adopt the application of all high containment practices.

3- Participation in decision-making and training is one of the most applied practices in the surveyed directorate, while participation in information, incentives and reward is the least applied, which leads to the lack of integration of these practices in the surveyed directorate.

4- The services provided by the researched directorate are the supporting factor in the auditor's evaluation of them, and hence his role in improving the reputation of the organization, that is, there is an effective relationship in the quality of service and improving the reputation of the organization

5 - The results showed that the Directorate of Education seeks to communicate with the external environment to update a database for holding charitable seminars, combating pollution, and taking into account orphan students and people with special needs.

6- The surveyed directorate is interested in the complaints and opinions of the auditors as a base upon which to build new ideas

7 - The surveyed directorate has indicators of improving the organization's reputation well, and that the service quality dimension is one of the most important dimensions due to the nature of the directorate's service and renewal work for the benefit of the auditors.

8 - It turns out that the Directorate realizes the importance of its reputation, but it has limitations in adopting the scientific foundations and other dimensions, as it did not use them in an optimal way to help it build a high level organizational reputation.

### Sixthly – Recommendations

1- We call on the Baghdad Directorate of Education Al-Karkh/2 to pay attention to the removal of high inclusion management (participation in decision-making, information sharing, training, incentives and reward) in general and to employ it in service work environments because it contributes to creating a service climate for institutional work in which trust and mutual respect prevail between Human resources in order to achieve a high quality educational level.

2-The necessity of providing a work environment that encourages the organization to adopt a culture of participation through the establishment of development programs for employees to inform them of the importance of the auditor's role in achieving the organization's reputation as well as holding seminars between management and employees and instilling a spirit of trust among them

3- The surveyed directorate is moving towards adopting the application of high containment practices because of its great importance, through which it will be able to reveal the strengths and focus on them and weaknesses and work to address them by the senior management

4- Working on the involvement of the auditors and taking their views and their imagined suggestions in their minds regarding the nature and specifications of the service they desire and which works to satisfy their needs

5- The necessity of establishing the directorate in question, workshops and training programs in which employees participate, and working to develop expertise and efficiency to achieve high performance and enhance the reputation of the organization

6- Enhancing the process of sharing information because it is considered one of the most important and most effective practices of employee inclusion, through the delivery of information by the senior management to the employees in a timely and high accuracy to complete the work in the correct manner, as well as enabling the access to information that enhances the opportunity for participation and contribution

7- Follow up of the surveyed directorate to establish open and effective communication systems to enhance communication between working individuals and thus achieve harmony and cooperation between the various departments of the directorate.

8- The directorate should work on developing an integrated information system for the process of searching for creative and innovative ideas, following them up and benefiting from them in the field of work.

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