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Title:

Diagnosing the Reality of High Containment Management Practices in Educational Organizations

Abstract

Current research addresses the role of a contemporary human resource performance topic at the field and cognitive levels of high containment management practices in educational organizations, by seeking to assess the actual reality of such performance practices (Managing higher containment) through a survey of the views of a sample of 34 academic leaders in the educational organization, using a resolution form prepared for this purpose, which was distributed throughout the sample and used some appropriate statistical methods to process and analyze data. The study also made a number of suggestions, including the need to strengthen the organization's management of research variables, as a basis for all educational activities and the quality of educational service.

Keywords: High containment.

Introduction

High containment practices in the age of knowledge take little place in the research, which I care about, as this concept appeared in the early 1980s, when the American psychological researcher (Lawler) was the first to refer to and express it as a management method that focuses on containing workers. It includes providing staff with opportunities for decision-making on the exercise of their functions, and by indicating a new administrative input and a sense that it must replace traditional models.

Organizations can achieve high containment through its elements of (functional integration, training, motivation, ICT and information sharing) These changes are designed to achieve their goals because of the importance of these variables in achieving high containment management in organizations in general and (educational) services in particular.

According to the above, the current research on the diagnosis of the intellectual perspectives on the level of one of the Iraqi educational organizations, Tikrit University in Salah al-Din in the Iraqi environment, which has a great knowledge stock, is largely linked to the formation of concepts and visions related to the future and ways of facing the present, which has become very dynamic. The importance of their analysis, continuous follow-up, control or impact has been further enhanced to ensure success and excellence, thus raising a central question as follows: Do high-containment management practices contribute to the diagnosis of the environment in which the research organization operates? In order to cover the research, the first included its methodological

framework, the second contained its cognitive framework, the third went to its practical side, and the fourth concluded with conclusions and proposals.

First Part : Methodological framework for research:

1. Problem of Research

Today, Iraqi organizations represented in educational organizations seek to develop and improve the ways of performing their educational cadres, and through adopting several entries, including the entrance of high containment. This is why the problem of looking into whether the management of these organizations decides to adopt high-containment practices can achieve the aims of the educational organization in improving and developing educational performance and quality of service. Generally, the research problem is determined by what follows: "How interested the educational organization is in adopting high-containment practices in developing and improving the educational process"

2. Importance of research

1. **Academic importance**: It is reflected in a relatively recent topic that has recently gained great importance in a group of interested researchers, making this research an cognitive addition to our libraries that will help researchers in this area to benefit from it in the near future.
2. **Field importance**: The interest of the administration of Iraqi educational organizations in general - the educational organization specifically discussed - was to be raised toward the importance of adopting high containment practices in all its educational activities.

3. **Objectives of Research:** From functional integration and training to motivation, information sharing, technology and communication are influenced by each other to generate a kind of apparent impact on individuals' behavior and work that is at the core of the organization discussed, and research seeks to achieve the following objectives:
   - providing direction The contemporary research focus researchers have presented and their potential for adoption in the Iraqi education environment.
   - Diagnosis and analysis of the actual reality of the educational organization researching practices of high containment.
   - To identify the extent to which the educational organization is accredited to be researching practices of high containment.

1. **Hypotheses of Research**

   The research is based on the premise that: "**The educational organization that is researched has high containment practices".** Five sub-assumptions emerge: Implementing the organization's research management of all high-containment practices" adopted by the research, which included (functional integration, training, stimulation, ICT and information sharing) with a minimum application rate of (%60).

2. **Approach of Research:**

Research has adopted the descriptive approach to identifying the areas of interest of individuals who are researching the practices of high containment in the educational organization, as well as adopting the indicative approach to measuring the extent to which such practices are applied.

3. **Sample of research:**

   A sample of the research has been used to include academic leadership in the educational organization. The 34 individuals are faculty deans, their assistants and heads of scientific departments.

4. **Limits of research**
   A. Temporal boundaries: Extended for the period (1/12/2019 through 5/2/2020).
   B. Spatial boundaries: The research was limited to a number of colleges of the University of Tikrit in Salahuddin.

5. **Methods of data and information collection:**

   In order to obtain the data and information needed to test the research hypotheses, the researcher has relied on the theoretical coverage of scientific references, especially foreign ones, and research on the Internet related to the subject matter of research, to build an appropriate scientific theoretical framework to address the research characteristics of the Arabic deed, within the limits of the researcher's attempts The field aspect was based on the identification form as a key data collection tool, which was built in the light of the literature on the subject.

   In order to express the accuracy of the resolution form variables for the discussed phenomenon, a test (alpha chrombach) was used to determine the stability of the measurement tool, which was at the total level of the search sample (%79) and is suitable for such studies as the minimum (%60).

   By distributing (34) forms to the academic leadership of the research organization. She received a full response rate (%100), and the researcher made field visits to the organization's site and conducted a number of interviews with those leaders to identify the dimensions of the problem identified by searching for her field site, obtaining information about the nature of her work and working with them regarding questions about the form. It may be important to note that the justification for selecting a researcher for this type of educational organization is his experience in exercising his or her functions as those responsible for educational activities at their workplace and in enabling them to contribute to adopting new approaches to their activities, such as those currently under consideration.

6. **Statistical analysis methods:**

   The researcher adopted the contents of the Social Science Statistical Package (SPSS) to perform appropriate analysis of research data and test its hypotheses that included (arithmetic circles, standard deviations, response measurement, coefficient of difference, and T-one sample).

7. **The default Research chart**

Source: Preparing By Researcher

Second Part: Theoretical Framework

1. High-rise containment and sophistication

Its high-containment management is now an important part of the culture of many organizations worldwide. Business organizations are currently operating in a very changing environment. As a result, leaders of environmental challenges have undertaken to reorient their organizations, change their concerns, shift their focus from revenue monitoring to client monitoring, and emphasize increased productivity to emphasizing continuous improvement, From short-term fiscal targets to satisfying workers by providing them with long-term jobs.

Today's organizations have taken cultural change not only by chance but by adopting a specific strategy of high containment and a measurable plan of action. Therefore, high containment management practices lie in creating high containment and high performance and their deployment or radiation among workers. This is through testing the right staff of the Organization, commitment to training, skills development, adoption of interpersonal and functional integration systems, as well as incentive pay systems. The concept of performance management is also one of the most important and positive developments in the field of human resource management in recent years, first formulated by (Beer & Ruh, 1976). But it was not recognized as a distinct concept until the mid-1980's, when management of high containment emerged and was pioneered by the American psychologist Lawler. In the end of 1990s, The American Society for Training and Development (ASTD) used the term high-performance labor systems to refer to those organizations that organized the flow of work around major business processes, and created teams to carry out those processes (Wood & Bryson,2008:3).

2. Concept of high containment

Most of authors refers to the development of concepts for managing high containment as they relate to an important resource of the organizations' resources and an important element of the organization's development and success: The human resource and the fact that this concept has become a key part of the organization's culture where it is defined (Chen, 2008:42). As a system of mutually dependant human resources practices, it can lead to superior performance through synergy between these practices. The NAdler & Grestein, 1992, has also been described as labor practices that raise levels of trust between workplaces It increases the core capacity of the workforce, thereby enhancing organizational participation (Armstrong, 2009:117). The Vopio, 2015.4, described it as a package of practices that motivate and empower workers through greater empowerment and participation by the organization. High containment is also the participation of workers in deciding how to do business, and high containment can be encouraged by training and reward that pay workers to participate in work, (Dooody, 2007:7). And (Appelbaum et al,2000) had defined it high performance systems of work consist of practices that facilitate individual participation and promote skill and motivation (Armstrong, 2009:116). Mohrman & Lawler, 1989, also expressed the employees'

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containment as: (A participatory process that uses the total energy of employees and is designed to encourage the commitment of workers to organizational success

From the above, managing high containment can be described "These are human-centered management practices that enhance and motivate their skills by raising their participation and developing their creativity to achieve superior performance".

3. The importance of managing high containment

Management of high containment has been accepted by academics as management to improve organizational performance that demonstrates job satisfaction (Preuss, 2003,590) and the importance of managing containment is also reflected in improving the organization's ability to make management decisions and improve the ability of staff to make decisions in the workplace (Bryson, et.al., 2007,397). In addition, it is concerned with the effective management of human resources because the containment of personnel is a prerequisite for achieving the objectives of the organization and the staff (Al-Nuaimi and Hameed, 2015,41) and the management of containment is important for the following reasons: (Denisi & Griffin, 2001:233), (Armstrong, 2009:3).

1. The management of containment assessment plays an important role, as organizations often need to invest in their staff by providing additional training, activities and opportunities for their development. This training and development is intended to help workers to improve their performance.
2. Performance management is also important because it is essentially linked to the compensation system of the Organization. Organizations would prefer to provide greater compensation to high-performing workers in order to provide compensation on an equitable basis, the Organization, which would be able to know that it provided appropriate remuneration to workers and for reasonable reasons, needed to be able to do so.
3. Management of containment is important for legal reasons; organizations must be able to demonstrate that their promotions, transfers and disclaims (segregation), and the allocation of equivalents, among others.
4. Performance management is primarily concerned with improving performance in order to make the organization, team and individual effective, organizations need to get the right things
5. Performance management is concerned with meeting the needs and expectations of all shareholders of the organization, owners, management, employees, customers, equips and the general public. In particular, workers are treated as partners in the Organization, their interests must be respected, and they have a voice in the issues of concern to them. Their views must be taken into consideration .In light of the above, it can be said that "the importance of managing containment is reflected in focusing on the high trust relations between management and staff and focusing on the organizational culture based on the fact that the workers trust important management decisions in the workplace to achieve outstanding performance".

4. High containment management objectives

Working (HIM) To make work more effective and efficient by empowering workers and giving them greater freedom to make decisions to improve performance, the goal of managing high containment is to develop workers' perspectives and knowledge in order to think better ways to

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do their jobs and connect their work with what others do and initiate in Addressing and resolving new problems (Woods,et.al,2014.4) and managing high containment aims to increase employee satisfaction through teams, social networking and freedom of expression (Preuss,2003.19) G the goal of high containment management systems is to develop a perspective of high performance, which suggests that human resources are a system within a broader system of implementing the organization's strategy aimed at improving organizational, financial and operational performance (Armstrong, 2009.116). It also aims to promote innovation by giving workers more freedom of action, empowerment and decision-making (Bockerman,2015.6) and is intended to promote and generate ideas and opportunities for individuals to be able to make diverse decisions in the workplace (Lee & Bang,2012.131)

In the light of all the above, it can be said that the goal of managing containment "" is to make employees look at work and function because it is not just work but rather a profession by acquiring skills, knowledge, empowerment, performance compensation, and job satisfaction, which in turn supports the achievement of strategic objectives The organization ".

5. High containment practices

High containment practices are the creation and dissemination of harmony and performance between employees, ranging from appropriate selection of employees with commitment to training, skills development, employee empowerment, motivation practices, training evaluation, etc. (Rod and Hassan, 2010, 89) and the management of high containment from the point of view (Harmon, et, 2003,393). Sharing and enabling everyone to achieve the highest levels of productivity, employee and client satisfaction, and financial performance, including Wood & Bryson,2008.3 management of high containment Teamwork and teamwork practices that are ways to encourage collaboration and task delivery, as well as intensive teamwork training, functional flexibility and information sharing. According to Lawler, 2008:25), the practices and dimensions of managing high containment are as follows:

A. Functional integration:

The concept of functional integration is relatively modern, reflecting a positive situation in order to build a new relationship with work and focus on integration as a means of building a positive working environment for workers rather than a stress and fatigue environment. This is in line with the objectives of positive psychology to shift from fatigue and vulnerability to human resource development and development to optimize tasks (Garcia, 2006.11). He also indicated (Lowers Perrin, 2007) that functional integration is the degree to which an individual has made voluntary efforts in his or her work, above the minimum level of job acquisition, and in the quality of overtime, with high mental or labor force. Integration is also a positive, concrete situation that expresses the individual's satisfaction with his or her work, as a result of the individual's congruence with his or her job, and this integration or congruence generates the individual's sense of importance, pride, challenge, enthusiasm and inspiration. (Manchang & ChenWi, et.al, 2014.9).

Based on the above, it can be said that "building the climate and organizational environment that support functional integration must be the focus Functional. By pursuing these matters, the Department is truly interested in the subject of functional integration and has given itself an effective model."

B. Training

Managers have an active role in identifying training needs and helping to ensure that individuals use training in their work (Noé et al., 1994:419). The organization needs to do everything possible to facilitate the development of individual skills in all types of technical training methods in order to solve any problems that arise in the organization. Training should also be viewed as a long-term investment whose results are not quickly reflected, as there is first a cost and then a profit that is made by improving performance, productivity, and reducing turnover (Huselid,1995,98), more clearly (Naimi and Hameed, 2015, 42). This is the process by which new or existing employees are provided with the skills required to perform their jobs. The importance of training is also evident through improved service delivery, increased productivity and cost-saving staff morale as well as provision of standby resources in the Organization as well as work accidents (Mulang,2015.192), (Smither,2005.45).

Based on the above, the training is a planned activity and is intended to bring about changes in aspects "We have a number of training programs and the development of their abilities and skills, which will have an impact on increasing the objectives of the Organization in order to bring about behavioral, technical and mental changes and develop skills to meet the needs of the Organization more effectively and in the future."

C. Motivation

Motivation is the effect of the physical and moral means available to satisfy the needs and desires, material and moral, of individuals. The lack of appropriate incentives may be reflected in the level of employee satisfaction, loyalty and motivation, and this can lead to the loss of staff, a sense of business importance, low morale, and a desire to perform effectively (rhokun, et.al, 2010.229) as well as between (Al-Ameri and Al-Ghalbi, 2007, 2). Incentives are an administrative practice that aims to influence workers by driving motives, desires and needs for the purpose of fulfilling them, and to make them ready to do their best to achieve the Organization's goals. High containment organizations therefore need distinct incentive and compensation systems that ensure a certain form of profit-sharing, which increases the continued loyalty of employees, because their fate is linked to the success of the organization. High containment organizations therefore need distinct incentive and compensation systems that ensure a certain form of profit-sharing, which increases the continued loyalty of employees, because their fate is linked to the success of the organization. Through these systems, all employees will feel that they are owners of the organization and not employees of the organization (Lawler, 2008).

Based on the above, motivation is the "creation of an appropriate regulatory climate that contributes to a climate of job satisfaction for individuals, driving them to increase productivity and achieve goals by improving performance and productivity, reducing costs and accidents Work".

D. Share information:

Sharing information is an important practice and dimension of managing high containment as

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it means information about the quantity and quality of output, costs, revenues, profitability and customer feedback, and transparency is important because it helps employees see the link between their business and the organization's performance, thereby expanding the cognitive aspect of information sharing (Konrap, 2006:2). In fact, it will not be possible to operate efficiently and effectively without adequate information on all aspects of the work (Iverson, et.al, 2005,79), and the ultimate goal of using performance assessments is for the organization to be able to gather and share information to raise the level of performance of the various businesses (Denisi & Griffin, 2001:236) and between (Ibrahim and Saad, 2015, 570). Information sharing improves organizational performance because it increases the degree of employee engagement and interaction with the vision and vision of the organization's overall strategy and also helps workers reduce uncertainty by providing them with a deep understanding of their work environment.

E. Information and communication technology

ICT is one of the most important and urgent practices in the work of managing high containment in organizations, since (Guy,2003,32) has indicated that workers' access to available technology contributes to their training and enabling them to make critical decisions if necessary. The MCNABB, 2006:283) is a collection of computers, supporting equipment, software, services and resources that have been associated and applied to support stages of work, making digital information generated and stored easy to use and shared. The use of technology is also a strategic tool in addressing the major challenges and in keeping with technological progress to ensure the success and continuity of future work of organizations (Qassim, 2015, 115). (Hussein, 2010, 324) that said Information technology and tools are new, efficient methods and methods for exchanging information among all users. Using a variety of databased hardware, software and rules used by organizations to achieve a competitive advantage using information to increase the rate of performance.

In the light of the above, It can be said that ICT is the infrastructure that organizations have to keep up with the technological development of the modern business environment. In addition to employing them in all fields of work to develop and improve the production processes in organizations".

Third Part: Practical framework

I.**Description of the variables (practices) of high containment and their diagnosis in light of the responses of individuals researched in the educational organization**: This includes a description of the responses of individuals researched to the elements of research variables at the educational organization level discussed, as presented in table (1)

Table (1): Arithmetic circles, standard deviations and response rate (*****) for the responses of individuals researched to research variables

Variables	Arithmetic mean	Standard Deviations	Response%	T
Functional Integration	3.76	0.62	75	35.464

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Training	3.23	0.67	65	27.872
Motivation	3.11	0.66	62	27.456
Information and Communication Technologies	3.29	0.59	66	32.455
Information Sharing	3.28	0.81	66	23.560

Source: Table Prepared by   Investigator based on SPSS output.

i. (*) Research attitudes toward search variables are based on the RSVP to scale area index at three equal levels: The first is between 0.01-0.33 and the lower level of perceived status is. The second level is between 0.34-0.67 and represents the average level of the perceived situation. The third level is between 0.68-1.00 and represents the high level of perceived condition.

Table data (1) indicate that the responses of individuals researched tend to agree on research variables (Functional integration, training, stimulation, ICT, information sharing) where the mean value between (3.76-3.11) and the standard deviation value (0.81-0.59) suggests that there is a degree of harmony on the part of individuals researched toward research variables. The variable (functional integration) had the greatest value of the arithmetic mean in a language of (3.76), a standard deviation of (0.62) and a response rate (75%) the third level of the perceived situation, which means that the educational organization allows academic leaders to participate in decisions related to the educational process.

The other variables are also of good value for the mean and standard deviation, where the mean and standard deviation are good and as indicated in the table, and   the response rate in the second level language for the remaining variables (training, stimulation, information and communication technologies, information sharing). This means that the level of awareness of the research personnel has reached the second level of the scale - the average level of the perceived situation - which indicates the importance of implementing the practices of high containment in the educational organization discussed. Based on the above, we will accept the main premise of the research that "The educational organization researching that has practices of high containment"

The results showed that there was a great consensus in the search variables. In terms of the value (T) calculated for each paragraph, which was much greater than its tabular value (1.679) at a level of meaning (0.05), this indicates the interest of the educational organization in involving its educational cadres in all educational activities, which leads to the quality of education in the educational organization discussed.

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Fourth Part : Conclusions and Suggestions

First: Conclusions
1. The results of the research hypothesis test showed that individuals researched the elements of variables through mathematical circles and standard deviation, which means that the educational research organization is aware of the haste or some of the high-containment practices adopted by the research.

2. Research results indicate that there is a moderate response rate from the individuals researched the variants in general, which means that the level of awareness of the two research subjects has reached the second level of scale area, which represents the average level of perceived status, thereby raising awareness among the individuals who are researched about the nature of the questions they are asked about the subject matter.

3. The results of the analysis show that the sub-variable (functional integration) has the largest percentage in the research variables as it has received the level 3 response ratio, which represents the higher level of perceived status, which means that the educational organization discussed is giving greater attention to functional integration.

4. The results of the analysis indicated the interest of the management of the educational organization, which is engaged in applying high containment practices, in terms of the calculated value (T) that was much greater than its tabular value for all high containment practices adopted in the research.

Second: Suggestions

1. Focus on high-containment management practices and create the requirements and structures needed to be employed by the educational organization in search of harmony in the educational process.

2. The need for the management of the educational organization discussed to promote awareness of the concepts of high-containment practices adopted by academics' current research equally with a view to achieving the higher level of benefit from adopting this concept and reaping its benefits.

3. It would be useful to focus the management of the educational organization on the dissemination of a spirit of cooperation and participation among academics and the promotion of concepts of high containment within the educational organization.

4. Allocate the resources and resources necessary for the successful management of high containment, and facilitate access to the information, knowledge and skills needed to disseminate expertise and develop knowledge and at all organizational levels of the research organization.

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