

The Impact of High Involvement Management Practices on Employees' Organizational Commitment in Electricity Sector

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Abstract: This study investigates the impact of high involvement management practices (HIMPs) on organizational commitment among employees in the electricity industry, specifically in Irbid District Electricity Company in Jordan. The study aims to determine the level of HIM practices and the magnitude of employee commitment in the electricity sector, as well as to provide practical recommendations for managers and human resource professionals to enhance employees' organizational commitment through HIMPs. The study found that the total mean score for HIM practices is high, with training receiving the highest score among the four dimensions of HIMPs: training, job involvement, technical support, and motivation and compensation. The study also found a significant positive correlation between organizational commitment and each independent variable, with job engagement having the strongest relationship with organizational commitment. The regression analysis revealed that HIM practices, particularly job engagement, training, motivation and compensation, and technical support, have a substantial positive influence on employee organizational commitment at the Irbid Electricity Company.

Keywords: HIM practices, Organizational Commitment, Electricity sector

1. INTRODUCTION

The electricity sector is an indispensable industry that supplies energy to homes, businesses, and enterprises. It is also a highly competitive sector in which businesses must prioritize operational efficiency and employee performance to succeed (Pandey, 2020). High involvement management practices (HIMPs) have been recognized as an effective method for augmenting employee performance, boosting job satisfaction, and decreasing employee turnover (Kehoe & Wright, 2013). HIMPs are defined by Appelbaum et al. (2000) as a set of management practices that encourage employee participation in decision-making processes, cultivate a sense of ownership and commitment to the organization, and nurture a supportive and inclusive work environment.

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Organizational commitment is a crucial factor in achieving organizational objectives, such as higher employee performance. Mowday et al. (1979) defines organizational commitment as the degree to which employees identify with and are devoted to the organization's goals and values. For businesses to improve employee engagement, productivity, and overall performance, it is essential to understand the impact of HIMPs on organizational commitment in the electricity industry. This study seeks to investigate the relationship between HIMPs and organizational commitment among Jordanian employees of the Irbid District Electricity Company. The survey method is used to acquire data from employees in order to examine the impact of HIMPs on organizational commitment. This study's findings can provide valuable insights for businesses seeking to increase employee engagement and commitment through the implementation of HIMPs.

In recent years, high involvement management practices (HIMP) have gained popularity as a way to enhance organizational performance and employee outcomes. However, there is limited research on the effect of HIM practices on organizational commitment in the electricity industry. Organizational commitment is a critical factor in employee retention, job satisfaction, and productivity, and it is therefore essential for organizations to understand how to enhance employees' commitment. The electricity industry is a vital sector that plays a crucial role in the growth of the economy, and effective employee management is essential to its sustained success. Understanding the impact of HIMP on employee engagement in this industry may provide organizations seeking to enhance their management practices with valuable insights. Thus, this research tries to fill those gaps.

The major objectives of this study are: (a) to determine the level of HIM practices and the magnitude of employee's commitment in the electricity sector; (b) to determine the impact of HIM practices on the organizational commitment among employees in the electricity sector; (c) to provide managers and human resource professionals in the electricity sector with practical recommendations for enhancing employees' organizational commitment through high involvement management practices and employees' commitment, which can have major consequences for

business success, well-being, and employee retention in the electricity sector.

(d) to provide practical recommendations for managers and human resource professionals in the electricity sector to enhance employees' organizational commitment through high involvement management. High involvement management practices and employees' organizational commitment, which can have important implications for organizational performance, employee well-being, and retention in the electricity sector.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

High Involvement Management (HIM) is an approach to employee management that emphasizes employee participation, empowerment, and involvement. The objective is to create a work environment that encourages employee engagement, motivation, and dedication, resulting in improved business performance (Lawler, 2012).

Modern management theory focuses on accomplishing organizational objectives through administrative and functional employees. High involvement management practices necessitate therefore the participation of all employees in a spirit of teamwork (foesenek, 2013).

Many researchers (Gollan & Guest, 2019; Gao & Greenberg, 2021) agree that HIM is human resource practices that involve employee participation in decision-making, instill a sense of ownership and responsibility, and encourage employee engagement, contribution, and commitment to organizational objectives. Thus, high involvement management practices are characterized by the delegation of decision-making authority to employees, who are encouraged to take the initiative, participate in problem-solving, and contribute to efforts for continuous improvement. According to this concept, HIM is a significant source for generating ideas and creativity, enhancing employee problem-solving skills, and ensuring that employee skills are compatible with job requirements. It also helps employees acquire the necessary knowledge and skills and increases their level of job satisfaction (Wood and Menezes, 2016).

Despite the numerous studies that have addressed the concept of HIM (González-Romá et al., 2020, Gollan & Guest, 2019; Gao & Greenberg, 2021) there is no consensus among researchers and practitioners regarding the nature of the activities that comprise the practices of this management. However, this study will focus on the following aspects because they are relevant to the research topic and compatible with the other variables of the study: (1) Job engagement: it is a psychological condition characterized by zeal, dedication, and participation in work activities. Typically, engaged employees are more productive, innovative, and less likely to leave their jobs. (2) Training: relates to the organization's planned efforts to increase the efficiency of its employees in proportion to their duties. The training effort's objective is to provide employees with the knowledge, skill, and ability

concentrated in a particular training program (Zatzick and Ineversity, 2016); (3) Motivation and Compensation: motivation is defined as all the means that enable employees to perform their duties diligently and honestly, encourage them to perform their work cautiously, and reward them for their accomplishments; While compensation is defined as a set of policies and procedures aimed at compensating individuals consistently and fairly; (4) Technical support: using hardware, software, and databases, this support comprises a new method for achieving the competitive advantage of the organization through the efficient exchange of information between all employees (Becker, & Huselid, (2020). Additionally, technology support refers to a collection of computer hardware, auxiliary equipment, software, services, and resources that are used to support the work phases (Demir et al., 2021).

Organizational commitment is the extent to which employees are loyal and identify with their organization. It is a psychological state that describes the extent to which employees experience a sense of loyalty and attachment to their organization and are willing to exert effort and continue working. Organizational commitment has three primary dimensions (Kim, S., & Han, K. 2021; Veld, & Veld-Merkoulova, 2020): (1) Affective commitment: this refers to the sense of connection and identification that an employee has with their organization. It demonstrates an employee's commitment to the organization's values and objectives and their desire to remain a part of it; (2) Continuance commitment: This refers to how an employee perceives the costs linked to departing the organization, such as the loss of advantages, connections, and job security. Employees with high levels of continuance commitment believe they cannot afford to quit the organization and therefore must remain; (3) Normative commitment: This refers to an employee's obligation or sense of duty to stay with the organization. It demonstrates an employee's belief in the ethical and moral responsibilities associated with their employment, like devotion to peers, clients, or the goals of the company.

Multiple studies have demonstrated an association between HIM practices and organizational commitment. For example, Lasat (2011) found that employees who worked in organizations that adopted HIM practices exhibited greater levels of affective and normative commitment. Affective commitment refers to the personal connection that employees have to their organization, whereas normative commitment refers to the duty that employees feel to stay in the organization. Moreover, HIM techniques have been reported to increase employee engagement, which is a significant predictor of organizational commitment. Employee engagement refers to the extent to which employees are invested in their work and committed to the company's goals and values. Appelbaum et al. (2000) discovered that organizations that implemented HIM techniques had greater employee engagement and organizational commitment. Additionally, HIM practices result in an increasingly positive work environment, which influences organizational

commitment. For example, HIM techniques such as employee participation in decision-making and job design lead to a feeling of control and ownership among staff members, which in return increases job satisfaction and commitment. According to a 1995 study by Kinnie et al., organizations that implemented HIM practices had greater levels of job satisfaction and organizational commitment.

In closing, HIM practices influence organizational commitment positively. By enabling employees, providing opportunities for development and training, and promoting open dialogue and cooperation, organizations can cultivate employee commitment and engagement by creating a more positive work environment. In order to increase retention and efficiency of staff, organizations ought to think about adopting HIM practices (Lasat, M. M. (2011). Thus, the above evidence leads to the following hypotheses:

- H₁:** Job engagement positively affects employees' Commitment at Irbid District Electricity Company.
- H₂:** Training positively affects employees' Commitment at Irbid District Electricity.
- H₃:** Motivation and Compensation affects employees' Commitment at Irbid District Electricity.
- H₄:** Technical support affects employees' Commitment at Irbid District Electricity

III. METHODOLOGY

A. Population and Sample

According to the report of the Board of Directors for the year 2020, the study population comprises of all 1,258 employees of the Electricity Company of Irid Governorate in northern Jordan. A table (Sakaran and Bougie, 2016) was utilized to determine the study's sample size, which was 300 individuals. The questionnaire was distributed to a soft random sample of 320 Electricity Company employees to ensure that the study population was adequately represented. 312 questionnaires were retrieved, but 12 questionnaires that were invalid for statistical analysis were eliminated, leaving 300 questionnaires as the sample size.

B. Questionnaire Instrument

Using previous research, a questionnaire was employed to collect data from the study sample. The questionnaire was divided into three sections, the first of which contained the study sample's personal and functional data. The second section included 20 items used by Al-Batran (2020; Golan 2010) to assess the level of HIM practices in four areas (job involvement, training, motivation and compensation, and technical support). The final component included 15 items developed by (Lawler 2008; Al-Ajmi 2020) to assess organizational commitment across three dimensions (emotional, continuity, and normative).

IV. DATA ANALYSIS AND RESULTS

A. Demographics information of the respondents

The research sample's response rate was 93%. Males make up the largest proportion (64.7%), followed by females (35.3%), of varying ages, as 54.3% of respondents were under the age of forty, compared to 45.3% of respondents over the age of forty. The majority of participants obtained a bachelor's degree (48.3%), followed by a diploma (two years of education) (23%), and high school or less (26%), while only 2.7% earned graduate degrees. The survey sample for employees was 74.3%, while for department heads it was 17.3%, for deputy/assistant directors it was 5%, and for general directors it was only 3.5%. 51.7% of respondents have less than ten years of service, while 29.3% have between 10 and 15 years of service.

B. The extent of High Involvement Management practices

The following tables (1,2) demonstrate the extent of HIM practices and the degree of employees' commitment in Irbid electricity company.

TABLE I: Extent of HIM practices by Employees 'Irbid Electricity company.

NO.	Dimensions	Mean	SD	Rank	level
1	Training	3.79	.365	1	High
2	Job involvement	3.74	.456	2	High
3	Technological support	3.71	.477	3	High
4	Motivation and compensation	3.61	.520	4	High
	HIM practices	3.71	.347		High

TABLE II: Degree of Employees' commitment at Irbid Electricity Company

No.	Dimension	Mean	SD	Rank	Level
1	Emotional	3.91	.473	1	High
2	Continuous	3.75	.470	2	High
3	Normative	3.55	.533	3	High
	Overall	3.74	.391		High

Hypotheses testing

TABLE III: HIM practices and employee organizational commitment at Irbid Electricity Company: multiple regression analysis.

H	B	SD	T	Sig.	R	R ²
Job Engagement –> Organizational Commitment	.243	.044	5.578	.000	.738	.545
Training-> Organizational Commitment	.278	.047	5.915	.000		
Motivation and compensation-> Organizational Commitment	.168	.039	4.263	.000		
Tech. support-> Organizational Commitment	.168	.037	4.599	.000		

V. DISCUSSION

Table (1) summarizes the scope of HIM activities across four dimensions: training, job involvement, technical support, and motivation and compensation. According to the findings, the total mean score for HIM practices is 3.71, which is considered high. Training scored the highest mean score of 3.79 out of the four categories, suggesting that the organization spends heavily in staff training and development. Involvement on the job and technological support received high mean scores of 3.74 and 3.71, respectively, showing that employees are urged to take part in decision-making and are given with the technological resources necessary to perform their duties effectively. Motivation and compensation obtained the lowest average rating of 3.61, indicating room for improvement.

The correlation coefficient (R) between organizational commitment and each independent variable is displayed in Table 3. Organizational commitment and job engagement had the highest correlation (R =.243), followed by training (R =.278), motivation and compensation (R =.168), and technical support (R =.168). Table 3 also displays the coefficient of determination (R-squared), which demonstrates how much variation in the dependent variable is accounted for by the independent variables. The R-squared value of .545 suggests that the independent variables account for 54.5% of the variance in organizational commitment. With p-values less than .001, each independent variable is an important indicator

of organizational commitment. The regression coefficients (B) for each independent variable revealed the magnitude and direction of the relationship with the dependent variable. The relationship between job engagement and organizational commitment is the strongest (B =.243), followed by training (B =.278), motivation and compensation (B =.168), and technical support (B =.168).

In conclusion, the findings of the linear regression analysis indicate that HIM practices, particularly job engagement, training, motivation and compensation, and technical support, have a substantial positive influence on employee organizational commitment at Irbid Electricity Company. These four hypotheses are thus supported by the study's findings.

This research concurs with Hsu and Hung's (2020) study, which used regression analysis to investigate the effects of training and development on employees' organizational commitment in the Taiwanese hotel industry. The study discovered that training and development had a positive impact on employee commitment to the organization. These findings are consistent with the presented study, which found that training positively affected organizational commitment. It also concurs with the findings of (Khalid & Akhtar, 2017), which used regression analysis to examine the relationship between compensation and organizational commitment in the Pakistani banking sector. According to the study, compensation had a positive influence on organizational commitment. This finding is consistent with the study presented, which also found that motivation and compensation positively affected organizational commitment.

Table 3 showed that job engagement, training, motivation and compensation, and technical support have a significant positive impact on organizational commitment. This means that employees who are engaged, receive more training, feel motivated and well-compensated tend to be more committed to the organization, and who receive adequate technical support tend to be more committed to the organization.

Practical and Theoretical Implications

Following a discussion of the results, the following suggestions can be made to enhance the commitment of employees in the electricity industry. First, the necessity of enabling and providing employees with ample opportunities to actively participate in decision-making, particularly with regard to career-related matters. Second, the need for the company's management to implement the results of evaluating the training programs in order to ensure that the training contributes to the improvement and growth of employee performance. Third, work to increase investment in the company's technology and provide it to aid organizational development and enhance employee performance.

Future research should examine the impact of other variables, such as leadership style, work-life balance, and job satisfaction, on organizational commitment in the electric industry. Future research should investigate the influence of organizational culture on organizational commitment in the healthcare sector. Promoting a culture of high involvement management necessitates bridging the gap between studies addressing the issue of HIM practices in general and studies addressing this concept in various work environments.

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