# HIGH INVOLVEMENT MANAGEMENT AND ITS ROLE IN PROMOTING FEELINGS OF ORGANIZATIONAL BELONGING AN ANALYTICAL STUDY OF THE OPINIONS OF A NUMBER OF EMPLOYEES AT THE OIL TRAINING INSTITUTE – BAIJI

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| Article history: | | Abstract: |
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| **Received:** | January 20th 2023 | The research aims to test the relationship and effect between the practices of high containment management and the feelings of organizational affiliation, and in order to achieve this, the dimensions of the practices of high containment management were adopted, represented by (functional integration, training, motivation, information sharing, work teams), and the dimensions of organizational affiliation were adopted, represented by (emotional affiliation, normative affiliation, and continuous affiliation). As the Petroleum Training Institute was chosen as a field for the study, and the questionnaire was used as the main tool for collecting data and information that was prepared for this purpose, The research community was represented by a number of workers, amounting to 38 individuals, to represent the research sample, as 35 questionnaires that were valid for analysis were retrieved, and the researcher used a number of statistical methods to analyze the practical side of the research, such as the arithmetic mean, standard deviation, Pearson's correlation coefficient, and the simple regression coefficient. The research concluded that the management of high containment significantly affects the promotion of feelings of organizational belonging |
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## INTRODUCTION

The modern systems of educational institutions are witnessing many changes and developments, especially in their administrative and technical practices, as a result of the intensity of competition, which prompted them to adopt modern management strategies, systems, and concepts through which they can respond quickly to the environment and meet customer requirements. In light of this, many organizations adopt advanced management systems that, in turn, strengthen the mechanism for applying high containment management practices to their employees and how to train, develop, and motivate them as a necessity in light of global requirements.

Competition exists, and this reflects the ability to create, innovate, and excel, as well as bridge the knowledge gap and reach areas capable of achieving the requirements of survival, competition, and leadership in the business world, which in turn may be reflected in enhancing their sense of business. business; a job belonging to their institution, Since the requirements of work today are more than they were in the past, organizations cannot survive and continue unless integration and belonging are achieved among workers at work. Therefore, the issue of organizational affiliation in general has become one of the problems that enter the fabric of contemporary administrative thought, and its importance and seriousness have gradually increased as a result of the acceleration of the impact of the decline in functional affiliation.

And the threat of administrative organizations, so it was necessary for the management of organizations to search for modern means to improve the work environment and achieve ethical communication between workers, and among these methods is the practice of "high containment management, and for and for the purpose of ripening this concept, The research structure was formed by the following investigations:

**RESEARCH METHODOLOGY**
**Research Problem:**

Creating a suitable work environment and creating a level of sense of organizational belonging has become one of the basic tasks facing business organizations, and among the practices used by organizations management to create this feeling is the approach of high containment management, which is characterized by an important role in increasing the level of employees' sense of organizational belonging and is summarized as follows: The problem lies in a number of the following questions:

1. What is the level of nature of the research variables (containment management) (organizational affiliation)?
2. What is the level of role played by the management of high containment in promoting feelings of organizational belonging and the possibility of controlling them in the concerned organization?
3. Does the research field reflect the perceptions of the research sample regarding the relationship and the impact of high containment management on organizational affiliation?

**The Importance of Research and Its Objectives:**

1. The research presents modern topics in the field of management that researchers can benefit from in future research.
2. The research is considered a modest scientific contribution in revealing the level of importance in the studied sample with regard to the paragraphs related to organizational affiliation.
3. Determine the dimensions of high containment management (functional integration, training, motivation and compensation, work teams) and the dimensions of organizational affiliation (emotional affiliation, normative affiliation, continuous affiliation).
4. Evaluate the extent of adoption of highly contained work practices in organizations and study the extent and degree of adoption of highly contained work applications.

**The Hypothetical Scheme of The Research:**

The systematic treatment of the research problem requires the design of a hypothetical scheme, as shown in Figure 1, which indicates the existence of a relationship (correlation and effect) with the dimensions of high containment management as an independent variable and the organizational affiliation as the dependent variable.
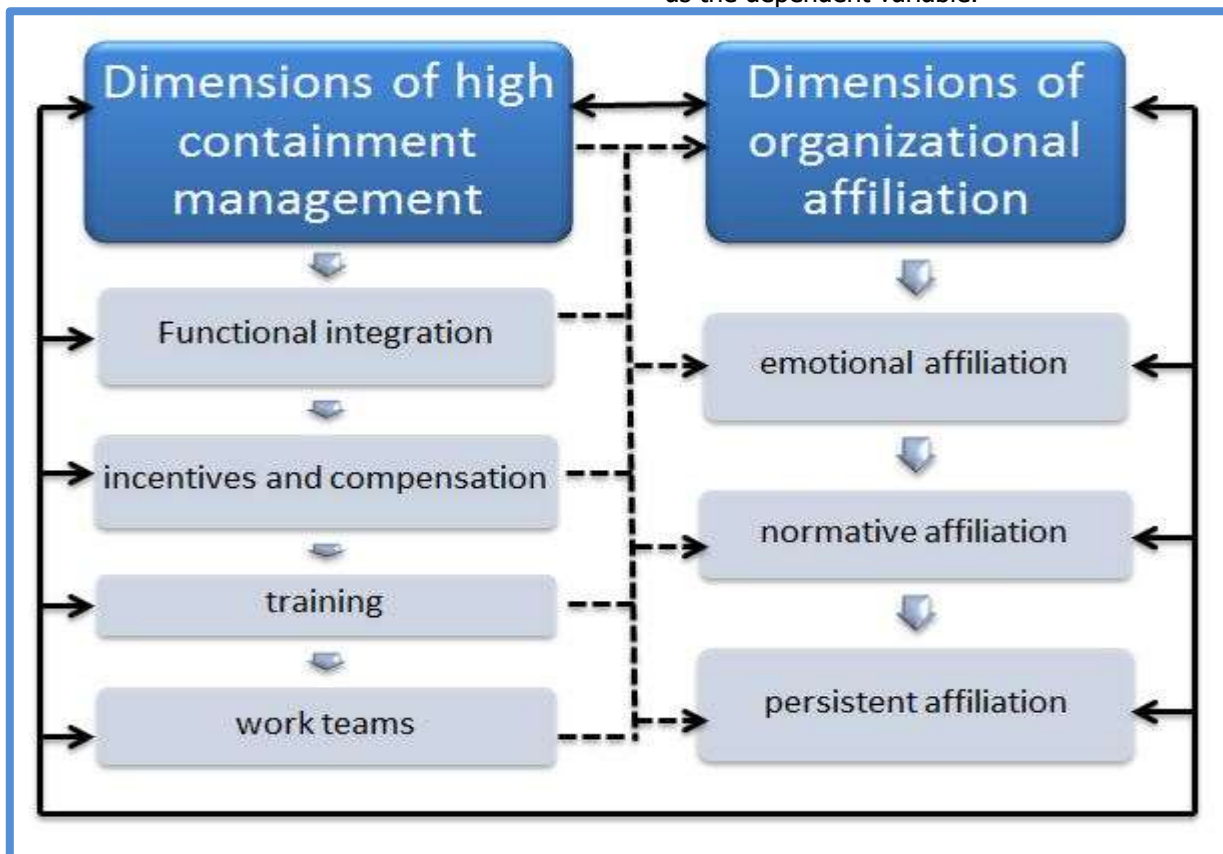


**Figure (1)**

**The Hypothetical Scheme of The Research**
**Research Hypotheses:**
**The First Main Hypothesis Is:** There is a significant correlation between the dimensions of high containment management combined with organizational affiliation combined at the level of the organization under study, and the following sub-hypotheses are derived from it:

1. There is a significant correlation between the dimensions of high inclusion management and organizational affiliation.
2. There is a significant correlation between the dimensions of high containment management (combined) and each dimension of organizational affiliation.

**The Second Main Hypothesis** is that there is a significant effect of the dimensions of high containment management (combined) on the organizational affiliation (combined) at the level of the organization under study, and the following sub-hypotheses are derived from it:

1. There is a significant impact of each dimension of high inclusion management on organizational affiliation (combined) at the level of the organization under research.
2. There is a significant effect of the dimensions of high containment management (combined) on each dimension of organizational affiliation at the level of the organization under research.

**Data Collection and Processing Tools:**
The researcher relied on the questionnaire, which was prepared based on the theoretical aspect of the research, in addition to taking the opinions of a number of professors specialized in the field of current research. The interview was also relied upon to collect data from the working individuals. Where the sample included a random group of individuals, so that 38 questionnaires were distributed, and through which 35 questionnaires were retrieved Thus, the response rate is 92%, The model included three main axes. The first axis included the personal data of the respondents and included age, gender, educational attainment, and years of service; the second axis included statements related to high containment management; and the third axis included data related to organizational affiliation. A five-item Likert scale was used to measure the variables and dimensions of the research.

**LITERATURE REVIEW**
**First: High Containment Management**
High Containment Management has become an intellectual starting point for many departments that aspire to make their organizations leaders in order to achieve a competitive advantage. Since the

environment has become the dominant feature across the space of these organizations and their success has become dependent on their human capital and their ability to contain their working employees, as a starting point for facing these environmental challenges, it is necessary to focus on high containment management as one of the main variables in this dilemma and to know its concepts, importance, and dimensions.

**The Concept of High Containment Management**
The concept of high containment has been of great importance to business organizations today, as it contributes to achieving the main success factors that the organization seeks to achieve through its ability to achieve a competitive advantage for itself through its human resources and being a strategic resource that leads to the development of dynamic capabilities. Organizations (Al-Asadi, 2019, 44) In the same context, it is indicated that high containment is a term recently used in the scientific community, which some writers and researchers have considered a kind of participatory initiative that appeared in the literature of modern management (Butts, 2009, 123).

That is, high containment systems seemed to express a set of practices that encourage the participation of workers to enable them in the work that they do, and the use of this term revolves around the participation of workers in decision-making and encouraging them to work through a set of practices such as wages, compensation, training, work teams, and integration. Which would motivate workers to be more involved and involved in the work (Doody, 2007, 7), and with the aim of knowing what was presented in the libraries of administrative thought about the concept of high containment, it was defined (Al-Rabiawi, 2019, 46) as a package of advanced practices that work consistently for the purpose of achieving the organization's goals of high-level performance, such as increasing employee productivity and high quality, and maintaining an advanced position among organizations through the participation of employees in decision-making, information, returns, and knowledge To improve employee relations and affect their performance by improving productivity.

The researcher believes that high containment management is a package of practices based on relationships based on trust between management and employees and based on the ability of workers to make decisions in the work environment, which enables workers to develop their skills and knowledge to make important administrative decisions about work activities and events to increase productivity.

Through the above concepts, we can define high containment management, It is a package of practices

based on relationships and trust between management and employees that enable employees to make decisions in the work environment, This also enables them to develop their skills and knowledge to make important managerial decisions regarding work activities and events to increase productivity.

## 1. The Importance of High Containment Management

Organizations that rely on high containment management in their approach will see this reflected in the satisfaction rate of their employees through the advantages offered to them. This, in turn, leads to an improvement in their level of performance and motivates them to adhere to and adapt to the work environment (Vugt, 2015, 6; Doucet et al., 2015, 1061); they demonstrate that the importance of high containment management may have a significant impact on several critical outcomes for organizations and employees at the same time. such as high levels of commitment, a low turnover rate, increased productivity, and profits This contributes to increasing the ability of managers to motivate their employees by involving them in all decisions that make the individual feel part of the organization itself and thus lead to increased loyalty to it. While Boxall et al. (2019, 12) went further, saying that the importance of participation enables them to adapt to those individual needs. That is, the participation of employees in decision-making is of great importance in serving customers and knowing their future needs according to data that enables them to make decisions that serve customers directly, and that is when advanced knowledge becomes more important to provide that service with high skill. (Al-Obaidi and Al-Saadi, 2018, 44) and (Al-Dami and Al-Saadoun, 2019, 373) agree that the importance of high containment management lies in the following:

a) Clarity of vision between the strategic objectives and the message that the organization wants to achieve can be achieved by communicating it to all levels of the organization and enlisting the participation of its employees.
b) Employees' awareness of their objectives and responsibilities according to their basic capabilities contributes to improving the level of organizational performance through the participation and motivation of employees.
c) Harmony of the objectives of the organization and its employees with each other can be achieved by focusing on work data in the light of creating a positive work environment characterized by high trust and in a mutual way between management and its human resources, enhancing functional relationships among employees that have a

positive impact on the comprehensive high integration program and their effective contribution to the decision-making process,
d) Follow the approach of decentralization, compensation, empowerment, management by objectives, and application of the concepts of total quality and continuous improvement in all aspects of work.
e) The ability of the organization to contain self-managed work teams and mobilize individuals to develop organizational change processes and information technology and keep pace with its external environment while being a means of obtaining inputs and using creative ideas to preserve its human resources.

## 2. Dimensions Of High Containment Management:

Organizations have taken care of their human resources in various forms, perhaps the most prominent of which is the containment of their human resources according to the philosophy of high inclusion management. And within the framework of its endeavor to achieve its desired goals within the limits of its financial, material, human, and knowledge resources, the high containment administration unites all of these resources. In addition to containing the capabilities and skills of human resources and directing them towards achieving the goals set for the organization, After the preliminary surveys were conducted by the researcher about the dimensions of the high containment management variable, this was adopted by previous researchers, most of whom were in a similar field. This led the researcher to focus on these dimensions. Because it is the most realistic measure and in the form that achieves the objectives of the study itself, as follows:

### A. Functional Integration:

The concept of complementarity emerged within theories of motivation, in which Maslow posited that individuals seek to satisfy their respectability needs by participating in their jobs, Subsequently, multiple conceptions of functional integration have appeared in the literature on organizational psychology, organization, and organizational behavior. The use of functional integration methods by the management of organizations has become very important as a means of increasing productivity, adapting workers, and increasing their job satisfaction, and this is what achieves harmony between their personal goals and the goals of the organization itself (Haji and Muhammad, 2019, 57). , As it expresses a new positive situation about work and focuses on it as one of the basic means to build a positive work environment for workers and adapt them to work more through the activity that workers devote in their

efforts towards achieving high performance in their institutions, which also contributes to increasing workers' self-confidence and aspirations and high participation in achieving the objectives of the organization efficiently and effectively (Mxenge et al., 2014, 140), Functional integration can be described as a mental combination of feelings, thoughts, behavioral, and emotional factors. It is characterized by energy, effectiveness, and high engagement. This is what generates in the individual a sense of importance, enthusiasm, challenge, and inspiration to represent the level of assimilation of workers and their dedication to their jobs, and this reflects the degree of compatibility of workers with their work roles (Chang et al., 2014, 9).

### B. Incentives And Compensation:

Incentives are among the most important activities aimed at raising production efficiency and improving work methods. While it is an effective tool in addressing many problems that organizations suffer from in various fields and one of the development tools that aim at change and development (Youssef, 28; 2020), High containment management usually includes compensation plans, motivates the employee, and provides them with attractive incentives. Where he explained (Lawler, 1986) that rewards should be based on the skills and abilities that workers possess, and this is what enables them to share profits or collaborative decision-making processes between them. While Peutere et al. (2020) believe that the physical environment plays a more important role in manufacturing and requires that employees have enough flexibility to adapt to changes in the environment, the services sector is less dependent on the ability of employees to respond to those physical changes. He explained (Al-Obaidi, Al-Saadi, 2018, 46) that motivation is all the means and factors that urge workers to perform their duties with diligence and sincerity, encourage them to make greater efforts in their performance, and reward them for that. the work they did. To achieve the highest levels of performance in order to reach the goals of the organization efficiently and effectively.

### C. Training:

It is one of the simplest methods used in providing human resources with the skills and capabilities necessary to perform their jobs successfully (Dessler, 2012: 389), as the primary purpose of training is to diagnose knowledge, skills, and abilities in a way that depends on the specific training program, which helps in the formation of an educational organization. Its members attempt to invest in new learning tools and apply what they have learned to improve the quality of the product or service (Bernouti, 2001, 443), since

training increases workers' understanding of their role in the organization's operations and the specific important knowledge of that, and since managers have an active role in diagnosing training needs and helping to ensure The use of individuals for training in their work (Noe et al., 1994, 419), where training indicates that it is a planned effort by the organization to facilitate the learning, knowledge, and work-related skills required of the working individuals, as the main purpose of the training efforts is mainly for the working individuals to develop their abilities and knowledge, The specific and required skill or ability that top management focuses on in the training program can help broaden the employees' understanding and awareness of new things and details (Al-Obaidi, Al-Saadi, 2018; 46).

### D. Work teams:

Work teams are one of the components of the organizational structure, and their effectiveness is achieved through their ability to manage their operations because they are an integral part of the components of organizational development (Abdullah, 240, 2019). Work teams also depend mainly on the leadership skills that a work or organizational leader possesses, such as negotiation, the ability to motivate and solve problems facing workers and the organization, the distribution of tasks and resources, and maintaining group goals and morale. It also works to develop effective management skills within the work team, which contributes to the establishment of a system to monitor the team's performance and prove its efficiency in achieving its goals (Polis et al., 2017). Therefore, teamwork is an essential element in the management of high containment and the success of any project to enter the market. Globally, and for this reason, many of these organizations increasingly rely on containing their human resources through work teams to achieve their organizational goals with high efficiency (Rosmalin, 2012, 4), such as Al-Haidrawy et al. (2015), who confirm that work teams are a group of individuals within a department that contain the capabilities and performance skills of team members based on the tasks they share according to their outputs and act as an effective social unit to manage their relationships within organizational boundaries.

### Second: Organizational Affiliation
### 1. The concept of organizational affiliation:

Organizational affiliation is one of the basic concepts in management and behavioral sciences that focuses on understanding the feelings and behavior of employees towards the organizations in which they work. It is a collective term to denote the degree of affiliation, loyalty, and relationship that an individual feels to the organization in which he works. It can be defined as the desire of the employee to do his best for

the organization and his strong desire to stay in it. We always note that he tends to accept organizational goals and values, which can be understood from his unwillingness to leave the organization for reasons related to salary increase, job position, professional freedom, or work-related issues (Szyrocka & Abbas, 2020: 1348). It also expresses a psychological and social state that indicates the compatibility of the goals of the workers with the goals of the organization, the feeling of each party's duties towards the other party, and adherence to the values and goals of the organization, which is a strong feeling. The feeling of belonging to it, defending it, and the desire to continue in it, Job affiliation is defined as the individual's acceptance of the organization's goals and values, his feeling of loyalty to it, and his desire to continue working in it and making efforts to advance it (Al-Fadhli, 2020; 222 It is also an indication of the individual's complete conviction of the objectives of the organization in which he works and his acceptance of its values. Organizational affiliation is always linked to individual satisfaction, as acceptance and job satisfaction are among the important factors in achieving organizational affiliation, which reflects the extent of employee attachment to the organization, their dedication to it and its mission, and the extent of their satisfaction with the jobs they occupy. It is also defined as the individual's intention to maintain his association with the organization in which he works and to work with enthusiasm, passion, and rationality. Therefore, it intends to show maximum concern for its working members to make them continue to feel and communicate with it until its goals are achieved (Pekkan & alşkan, 2022: 706). Organizational affiliation is one of the humanitarian goals that all organizations seek to achieve because of its effectiveness in work continuity and work stability, as well as in developing positive motives among workers and increasing their satisfaction. And the desire of the individual to give part of his time in order to contribute to the success and continuity of the organization, and the willingness to exert greater effort, do voluntary work, and assume additional responsibilities; and that the concept of organizational affiliation in its entirety differs from the concept of job satisfaction. The individual may be satisfied with his work, but he hates the institution in which he works and would like to practice the same work in another institution; and vice versa, the individual may admire the work, but he is not satisfied with the institution in which he works (Al-Shammari and Al-Kinani, 2019: 548).

**The Importance of Organizational Affiliation**

The importance of organizational affiliation for some researchers emerges from the fact that it gives workers psychological stability and helps to achieve the best return, not only for the organization but also for the individual. It raises his morale and enhances his self-confidence, as well as his sense of achieving himself and obtaining a position that satisfies him, and helps him to possess enthusiasm by creating creativity on the one hand and reducing losses due to wastage caused by misuse of capacities and rapid consumption of human resources on the other. In addition to generating the desire to continue working in the organization, which leads to lower labor turnover (Mohamed et al., 2019: 12), it can help us to some extent explain how individuals find their purpose in life. Management professionals have pointed out that organizations that rely solely on employees to perform their official duties are weak and unsustainable in the long run. Organizations often require employees to perform tasks that go beyond their formal role (Darawshe, 2016: 393). There are several reasons for the growing interest in this concept, including its importance as one of the basic indicators for predicting many behavioral aspects. Especially labor turnover, and contributes to attracting workers and managers, and human behavioral scientists, because it represents desirable behavior, and increases employees' motivation to perform well when their perceptions of managers, the company, and co-workers are positive. (Decono, 2008, 11)

While the importance of organizational affiliation is due to the fact that the behavior of individuals with true affiliation differs from other working individuals in the following ways (Rasheed, 2018: 97),

A. significant contribution to reducing labor turnover.

B. creativity in order to achieve goals.

C. reducing the efforts of superiors in directing subordinates.

D. a high level of trust between employees and between them and their superiors.

E. acceptance of change and development for the prosperity of the organization.

F. Satisfaction with work and striving to do more

**2. The Dimensions of Organizational Affiliation:**

The manifestations of organizational affiliation differ according to the driving force behind it, and these dimensions, which we will mention in succession, are all similar in the desire of the individual to remain in his work in the organization, even if the motives differ. Here we will address the most agreed-upon dimensions by researchers, as follows:

**1. Emotional affiliation**: which expresses the degree to which the individual is affected by the values and goals of the organization and is the result of psychological attachment to the organization and his

strong belief in its values and goals and his desire to stay in it, An individual's emotional affiliation is affected by the degree of his awareness of the characteristics that characterize his work in terms of independence and required skills. This dimension of affiliation depends on knowing the degree to which the individual feels that the organizational environment in which he operates allows him to actively participate in decision-making. In the same sense, emotional affiliation refers to the psychological attachment of the individual to the organization (Rasheed, 2018: 98). Emotional affiliation is defined as the degree to which working individuals feel closely connected to the organization and increase their attachment to its goals (Futuh, 2022: 19). It also refers to the degree of the individual's feeling of emotional and psychological attachment to the organization, with the desire to be loyal to it, to integrate with it, to belong to it, and to unite with its identity. This aspect of belonging is affected by the degree to which the individual feels that the organizational environment allows him to actively participate in the decision-making process, whether with regard to work or the individual himself (Al-Salem, 2015: 51).

**A. Normative affiliation:** refers to the level of moral commitment that drives an individual to adopt the values and goals of the organization and to consider them as part of his own values and goals. It also refers to the feeling that an individual is obligated to stay in the organization due to the pressure of others. It reflects feelings of pledge and commitment to continue working within the organization. This feeling is reinforced by the good support the individual receives from the organization and by allowing him to participate in the implementation of the procedures and the completion of the work. Employed individuals, for whom the moral affiliation is strong, largely consider the following question: What would others say if he left the organization?

He does not want to cause distress to his organization or make a bad impression on colleagues by leaving; therefore, he is morally obligated, even if it is to the detriment of himself. Workers with high levels of normative affiliation stay within the organization because they feel expected or obligated to stay (Sukkar, 2018:532; This type of loyalty refers to the employee's commitment and how they feel connected to the organization by promoting and supporting it well. That is, employees feel the obligation to continue their work in the organization.

In other words, it refers to the moral attachment of the employee to the organization without regard to the

utilitarian aspects that can be achieved in the case of joining another organization, This type of affiliation reflects a sense of responsibility and commitment to the organization and makes the employee stay with the organization and pay back what the organization gave him, and the employee feels this way only based on the values that stem from his background, such as his upbringing or his social environment before joining the organization (Szyrocka & Abbas, 2020: 1349).

**B. Persistent Affiliation:** Persistent affiliation refers to the desire of an individual to stay in a particular organization because he believes that leaving it will cost him a lot. Workers with continuous affiliation remain in the organization because they are forced to do so, that is, they are forced to do so. Either the reason is the realization that there are no alternatives or the fear of the sacrifice that accompanies leaving work in the organization (Al-Shammari and Al-Kinani, 2019: 548). Continuous affiliation refers to the strength of an individual's desire to stay at work in a particular organization because he believes that leaving will cost him a lot, in addition to his awareness of the benefits and privileges that he gets in return. Their continuity and loyalty to the organization compared to the costs associated with leaving the organization The working individuals who are associated with their organizations remain on the basis of continuous affiliation within the organization because they need it. An individual's assessment of his stay in the organization is influenced by a combination of factors such as his age and years of service in the organization, and that continuing affiliation is affected by anything that might make the worker's departure from the organization difficult. On the other hand, the results showed that experience affects the survival of the individual in the organization and increases his loyalty to it, and that a person's affiliation is affected by his experiences before and after joining the organization.

And that the increase in investments and the lack of alternatives increase the continuous affiliation, and the working individuals with the continuous high affiliation go astray in their work due to their need for it, where it expresses the employee's awareness of the profit and loss account in his continuation with the organization (Boscar, 2019: 58)

That the previous three dimensions are all similar in the individual's desire to remain in his work in the organization, and if the motives are different, then in the continuous affiliation it is a utilitarian interest, in the emotional one it is affected by the values and goals of the organization, and the normative is the

working individual's feeling that he belongs to the organization and is part of its composition.

## PRACTICAL RESULTS
### First: The Correlation Analysis

With the aim of identifying the nature of the relationship between high containment management and organizational affiliation in the research sample organization, This search is intended to validate the default search schema. For this purpose, the researcher relied on a set of analytical tools, which we will mention successively, according to the context of their use. The first main hypotheses and their sub-hypotheses were tested as follows:

1. Correlations between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (as a whole), which state that there is a significant correlation between the dimensions of the two variables in the organization of the study sample, The data in Table No. 2 indicate that there is a significant correlation between the dimensions of containment management (as a whole) and the dimensions of organizational affiliation (as a whole) in the organizations of the study sample. Where the value of the correlation coefficient was (0.904 *) with a significant degree (0.05), and thus the first main hypothesis was accepted.

Table (2): The correlation between the dimensions of high containment management and the dimensions of organizational affiliation (as a whole)

| dependent variable<br>the independent variable | Dimensions of<br>organizational affiliation |
|---|---|
| **Dimensions of high containment administration** | **0.904*** |

N=35                                          P≤0.05
Source: prepared by the researcher based on the outputs of the statistical analysis of the SPSS program.

A. The relationship between high containment management (functional integration) and organizational affiliation This axis undertakes the task of verifying the validity of the first sub-hypothesis emanating from the first main hypothesis, which states that there is a significant correlation between the dimensions of high containment management (functional integration) and organizational affiliation. The data in Table No. 3 indicate that there is a significant correlation between the dimensions of high containment management (functional integration) and organizational affiliation. The value of the correlation coefficient was 0.675 at a significant level of 0.05, thus the first sub-hypothesis was accepted.

B. The relationship between the dimensions of high containment management (motivation and compensation) and organizational affiliation This axis undertakes the task of verifying the validity of the first sub-hypothesis emanating from the first main hypothesis, which states that there is a significant correlation between the dimensions of high containment management (motivation and compensation) and organizational affiliation. The data in Table No. 3 indicate that there is a significant correlation between the dimensions of high containment management (motivation and compensation) and organizational

affiliation, where the correlation value was (0.825 *) at a significant level (0.05), and thus the second hypothesis is accepted.

C. The relationship between the dimensions of high containment management (training) and organizational affiliation This axis undertakes the task of verifying the validity of the first sub-hypothesis emanating from the first main hypothesis, which states that there is a significant correlation between the high dimensions. Containment management (training) and organizational affiliation, as indicated by the data in Table No. il, where the correlation value was 0.702 at a significant level. (0.05), thus accepting this hypothesis.

D. Dimensions of the relationship between high containment management (work teams) and organizational affiliation: This axis undertakes the task of verifying the validity of the first sub-hypothesis emanating from the first main hypothesis, which states that there is a significant correlation between the dimensions of high containment management (work teams) and organizational affiliation, as the table data indicates. (3) that there is a significant correlation between the dimensions of high containment management (work teams) and organizational affiliation, where the correlation value was (0.825 *) at a

significant level (0.05), and therefore this hypothesis is acceptable.

**Table 3: Associations between the dimensions of high containment management (combined) and the organizational affiliation variable**

| Dimensions of high containment management | functional integration | Incentives and compensation | Training | work teams |
|---|---|---|---|---|
| organizational affiliation | 0.675* | 0.825* | 0.702* | 0.825* |

N=35                                                                                                 P≤0.05

Source: prepared by the researcher based on the outputs of the statistical analysis of the SPSS program

1. The correlations between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (individually), This axis focuses on validating the second sub-hypothesis, which emerges from the first main hypothesis, which states that there is a significant correlation between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (individually), as follows:

A. The relationship between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (emotional affiliation) is as follows: This axis undertakes the task of verifying the validity of the second sub-hypothesis emanating from the first main hypothesis, which states that there is a statistically significant correlation between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (emotional affiliation), where the data of Table No. 4 indicate that there is a statistically significant correlation between the dimensions of high containment management and the dimensions of organizational affiliation (emotional affiliation), as the value of the correlation coefficient was (0.834) at a significant level (0.05). Thus, this hypothesis is accepted.

B. The relationship between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (normative affiliation) is as follows: This axis undertakes the task of verifying the validity of the second sub-hypothesis emanating from the first main hypothesis, which states that there is a statistically significant correlation between the dimensions of high containment management (as a whole). And the dimensions of organizational affiliation (normative affiliation), as the data in Table No. 4 indicate that there is a significant correlation between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (normative affiliation), where the correlation value was 0.676 at a significant level of 0.05. Thus, this hypothesis is accepted.

C. The relationship between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (continuous affiliation), This axis undertakes the task of verifying the validity of the second sub-hypothesis emanating from the first main hypothesis, which states that there is a statistically significant correlation between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (continuous affiliation). The data in Table No. 4 indicate that there is a significant correlation between the dimensions of high containment management and the dimensions of organizational affiliation (continuous affiliation), where the correlation value was 0.875 at a significant level of 0.05, and thus this hypothesis is accepted.

**Table No. (4) The correlation between the dimensions of high containment management (as a whole) and the dimensions of organizational affiliation (individual)**

| Dimensions of organizational affiliation | emotional affiliation | normative affiliation | persistent affiliation |
|---|---|---|---|
| High containment management | 0.834* | 0.676* | 0.875* |

N=35                                                                                                 P≤0.05

**Source: prepared by the researcher based on the outputs of the statistical analysis of the SPSS program**

**Second: Analyzing the Impact of The Variables and Dimensions of The Study**

1. **The impact of the dimensions of high containment management (as a whole) on organizational affiliation:** This axis focuses on validating the relationship contained in the second main hypothesis, which states that there is a significant impact of the dimensions of high containment management (as a whole) on organizational affiliation. Table (5) of the regression analysis shows that the model is significant according to the calculated value (F) of (141.871), which is higher than the tabular value (F) of (4.23). At the degree of freedom (1.31), and at a significant level (0.05), the value of the coefficient of determination (R2) was 0.820, as this indicator indicates the ability of the independent variable represented in the dimensions of high containment management to explain the impact that occurs on the dependent variable represented by organizational affiliation by about 82%, and that 18% of the change in the dependent variable is due to small random variables. out of control and were not considered, or variables that were not included in the regression model. In light of this, the second main hypothesis was accepted, which is the presence of a significant positive effect of the dimensions of high containment management on organizational affiliation

**Table No. (5) The impact of the dimensions of high containment management on organizational affiliation (as a whole)**

| dependent variable / the independent variable | organizational affiliation | | F | | T | | R² |
|---|---|---|---|---|---|---|---|
| **Dimensions of high containment administration** | B0 | B1 | Calculated | tabular | calculated | tabular | 0.820 |
| | 0.336 | 0.905 | 141.872 | 4.23 | 11.910 | 1.68 | |

N=35                                                                P≤0.05

**Source: prepared by the researcher based on the outputs of the statistical analysis of the SPSS program**

1. The impact of the dimensions of high containment management (individually) on organizational affiliation is as follows:

A. Impact of Functional Integration on Organizational Affiliation This axis focuses on verifying the validity of the relationship contained in the first sub-hypothesis and emanating from the second main hypothesis, which states that there is a significant impact of the functional integration dimension on organizational affiliation. And as in Table No. 6 of the regression analysis, which proves that the model is significant according to the calculated value (F) of (22.753), which is greater than the tabular value (F) of (4.16), with a degree of freedom of 1.31 and a significant level of 0.05, The value of the determination coefficient (R) was 0.422, which indicates the ability of the independent dimension of functional integration to explain the effect of the dependent variable represented by organizational affiliation by about 42% and that 58% of the change in the dependent variable is due to random variables. Out of control was not included in the regression model.

B. The impact of incentives and compensation on organizational affiliation This axis focuses on verifying the validity of the hypothesis that there is a significant impact of motivation and compensation dimensions on organizational affiliation, as in the case of Table No. 6 related to the regression analysis, which proves that the model is significant according to the calculated value (F) of (60.164), greater than the tabulated value (F) of (4.16), with a degree of freedom of 1.31 and a significant level of 0.05. Where the value of the coefficient of determination (R) was 0.659, this indicates the ability of the independent dimension of incentives and compensation to explain the effect on the dependent variable represented by organizational affiliation by about 66% and that 44% of the change in the dependent variable is due to random variables

that are out of control and were not included in the regression model.

C. Impact (after training) on organizational affiliation
This axis focuses on verifying the hypothesis that there is a significant impact of the training dimension on organizational affiliation. As is the case in Table No. 6 related to regression analysis, which proves that the model is significant according to the calculated value (F) of (36.700), which is greater than the tabular value (F) of (4.16), At the degree of freedom (1.31) and at the level of significance (0.05), the value of the coefficient of determination (R) was 0.541, which indicates the ability of the independent dimension represented by the training dimension in interpretation. The dependent variable is represented by organizational affiliation at about 54, and that (46) of the change in the dependent variable is due to random variables out of control that were not taken into account or were not included in the regression model.

D. The impact of the work team dimension on organizational affiliation: This axis focuses on proving the validity of the hypothesis that there is a significant impact of the work teams' dimension on organizational affiliation. Table No. 6 of the regression analysis shows that the model is statistically significant according to the calculated value (F) of (70.830), which is greater than the tabular value (F) of (4.16) with a degree of freedom (1.31), At a significant level (0.05), the value of the coefficient of determination (R) was 0.695, which indicates the ability of the independent dimension represented by the work teams to explain the effect of the dependent variable of organizational affiliation. About 69 percent and 31 percent of the change in the dependent variable are due to random variables that are out of control and were not taken into account or not included in the regression model.

**Table (6) The impact of the dimensions of high containment management (individual) on organizational affiliation**

| dependent variable / the independent variable | organizational affiliation | | F | | T | | $R^2$ |
|---|---|---|---|---|---|---|---|
| Dimensions of high containment administration | B0 | B1 | Calculated | tabular | calculated | tabular | —— |
| functional integration | 1.156 | 0.650 | 22.753 | 4.16 | 4.769 | 1.68 | 0.422 |
| Incentives and compensation | 1.177 | 0.811 | 60.164 | 4.16 | 7.756 | 1.68 | 0.659 |
| Training | 1.181 | 0.735 | 36.699 | 4.16 | 6.055 | 1.68 | 0.541 |
| work teams | 1.006 | 0.833 | 70.830 | 4.16 | 8.415 | 1.68 | 0.695 |

N=35                                                                   P≤0.05

**Source: prepared by the researcher based on the outputs of the statistical analysis of the SPSS program**

**In Light of This, The First Sub-Hypothesis Was Accepted from The Second Main Hypothesis That There Is a Significant Positive Effect of The Dimensions of High Containment Management (Individually) On Organizational Affiliation.**

1. **The impact of the dimensions of high containment management (combined) on each dimension of organizational affiliation (individually)**

A. The impact of the dimensions of high containment management on the dimension of emotional affiliation is the focus of this section, which focuses on validating the hypothesis that there is a significant effect of the combined dimensions of high containment management on the dimension of emotional affiliation. Table 7 of the regression analysis shows that the model is significant according to the calculated F value of 71.214, which is greater than the tabular value of F of 4.16 with a degree of freedom of 1.31. The level of significance was 0.05, and the value of the coefficient of determination (R) was 0.697, which indicates the ability of the independent variable represented by the dimensions of high containment management to explain the effect that occurs on the dimension of emotional affiliation with 69%. And that (31% of the change in the dependent variable is due to random variables out of control or to variables not included in the regression model).

B. The impact of the dimensions of high containment management (combined) on the dimension (normative affiliation) Table 7 of the regression analysis shows that the model is significant according to the calculated value (F) of (25.910), which is greater than the tabular value of (F) of (4.16) at two degrees of freedom (1.31) at a significant level (0.05). The value of the coefficient of determination (R) is 0.455, which indicates the ability of the independent variable represented by the dimensions of high containment management to explain the effect that occurs on the standard dimension by about 45% and that 55% of the change in the dependent variable is due to the randomness of the controlling or non-included variables in the regression model.

C. The impact of the dimensions of high containment management (combined) on the dimension of continued belongingness This axis focuses on verifying the validity of the hypothesis that states that there is a significant impact of the dimensions of high containment management on the dimension (continued affiliation). Table No. 7 of the regression analysis shows that the model is significant according to the calculated F value of 100.765, which is greater than its tabular value of 4.16 with a degree of freedom of 1.31. At a significant level (0.05), the value of the coefficient of determination (R) was 0.765, which indicates the ability of the independent variable represented by the dimensions of high containment management to explain the effect that occurs on the continuous affiliation dimension by about 76% and that 24% of the change in the dependent variable is due to random variables that are out of control or to variables that were not included in the regression model.

**Table (7) The impact of the dimensions of high containment management (combined) on the dimensions of organizational affiliation (individual)**

| the independent variable dependent variable | High containment management | | F | | T | | R² |
|---|---|---|---|---|---|---|---|
| Dimensions of organizational affiliation | B0 | B1 | Calculated | tabular | calculated | tabular | —— |
| emotional affiliation | -0.339 | 0.835 | 71.214 | 4.16 | 8.439 | 1.68 | 0.697 |
| normative affiliation | 1.327 | 0.675 | 25.910 | 4.16 | 5.090 | 1.68 | 0.455 |
| persistent affiliation | -0.041 | 0.874 | 100.765 | 4.16 | 10.038 | 1.68 | 0.765 |

N=35                                                                                     P≤0.05

**Source: prepared by the researcher based on the outputs of the statistical analysis of the SPSS program**

**CONCLUSIONS AND RECOMMENDATIONS**
**Conclusions:**
By studying the dimensions of high containment management as an (independent) variable and organizational affiliation as a (dependent) variable, the research reached many results, which can be presented as follows:

1. Management in the concerned organization is interested in supporting administrative practices to contain a large number of its human resources, whether through functional integration, training and development, motivation and compensation, or encouraging individual workers to form work teams to exchange knowledge and information. In order to ensure the strengthening of their commitment and belonging to it.
2. The results showed that the management of high containment in the Petroleum Training Institute is applied at a good level, and the focus was on the four axes in close proportions, but there is a need to reapply it in an organized manner so that all dimensions have the same level of importance.
3. The results of the statistical analysis confirmed the interest of the study sample in comprehensive management that is high in its dimensions and well-suited to provide a constructive and sound work environment to make working individuals more loyal and to contribute significantly to achieving the goals of their organization.
4. High Containment Management is closely linked to organizational affiliation, which confirms that the Petroleum Training Institute was able to use the High Containment Management hubs to enhance feelings of organizational affiliation.
5. There is a significant effect of the management of high integration in enhancing the feelings of organizational belonging, which indicates that the Petroleum Training Institute was able to use the dimensions of high containment management to enhance the feelings of organizational belonging well

**Recommendations:**
In light of the results, we present some recommendations and proposals that we believe are appropriate to modify the course of the study sample organization and other organizations in the future.
1. Work to consolidate the concept of high inclusion management among faculty members and administrative staff by involving them in decision-making, exchanging information and knowledge, and encouraging them to work in a team spirit.
2. The Petroleum Training Institute should focus on all the axes of high containment management proposed by the research in their theoretical aspect, as they represent one of the main pillars in supporting and enhancing the feelings of organizational belonging among workers.
3. Spreading feelings of organizational belonging in the minds of all employees is a positive behavior that allows organizations to improve their performance and raise their levels.
4. Paying attention to the system of rewards and motivational wages for employees is one of the most important factors that contribute to the emergence of feelings of organizational belonging.

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