

**The Impact of High-Involvement Management on Organizational Creativity:
A Case Study of the Algerian Electricity and Gas Distribution Company
(Sonelgaz), Ouargla, Algeria.**

تأثير الإدارة عالية المشاركة على الإبداع التنظيمي في المؤسسة:
دراسة حالة لشركة توزيع الكهرباء والغاز الجزائرية (سونلغاز)، ورقلة، الجزائر.

BENABID Abdelbasset¹, ARABA Elhadj²

¹ University of Adrar, Algerian African Economic Integration Laboratory-Adrar (Algeria),
benabid.basset@univ-adrar.edu.dz

² University of Ouargla (Algeria), araba.hadj@gmail.com

Received: 21/04/2026

Accepted: 08/06/2026

Published: 12/06/2026

Abstract:

This study examines the level of impact of high involvement management and organizational creativity in Sonelgaz Ouargla Company. The study analyzes the impact through the dimensions of both high involvement management (functional integration, training, motivation, compensation and technological support for work) and organizational creativity. To achieve the objectives of the study, the analytical descriptive approach and the questionnaire as a data collection tool is adopted. The questionnaire is distributed to a sample of 61 employees based on the simple random sampling method. To analyze data, the SPSS program is used. The results of the study are: there is a high level of high involvement management and organizational creativity in the company. In addition, there is an effect of the high involvement management dimension (functional integration) on organizational creativity and there are no statistically significant differences for organizational creativity in Sonelgaz, this is due to personal and functional variables (gender, age, educational level, job position and years of seniority).

Keywords: High-Involvement Management, Organizational Creativity, Sonelgaz Ouargla

JEL Classification Codes: M12, M10, D23, L20

المخلص:

هدفت هذه الدراسة إلى تحديد مستوى تأثير الإدارة عالية المشاركة على الإبداع التنظيمي في المؤسسة الجزائرية لتوزيع الكهرباء والغاز في ورقلة، وتحديد العلاقة بين أبعاد الإدارة عالية المشاركة (التكامل الوظيفي، والتدريب، والتحفيز، والتعويض، والدعم التقني للعمل) والإبداع التنظيمي. ولتحقيق أهداف الدراسة، تم الاعتماد على المنهج الوصفي التحليلي، واستُخدمت الاستبانة كأداة لجمع البيانات. وُزعت الاستبانة على عينة عشوائية بسيطة مكونة من 61 عاملاً. وتحليل البيانات استخدم برنامج SPSS. وقد توصلت الدراسة إلى عدد من النتائج، أهمها: وجود مستوى عالٍ من الإدارة عالية المشاركة والإبداع التنظيمي في المؤسسة محل الدراسة، ووجود تأثير لُبعد الإدارة عالية المشاركة (التكامل الوظيفي) على الإبداع التنظيمي، وعدم وجود فروق ذات دلالة إحصائية في الإبداع التنظيمي في هذه تبعاً للمتغيرات الشخصية والوظيفية (الجنس؛ العمر؛ المستوى التعليمي، المنصب وسنوات الأقدمية).

الكلمات المفتاحية: الإدارة عالية المشاركة، الإبداع التنظيمي، سونلغاز ورقلة

تصنيف JEL: M12, M10, D23, L20

Corresponding author: BENABID Abdelbasset, **e-mail:** benabid.basset@univ-adrar.edu.dz

Introduction

Many studies and scientific research indicate that economic organizations have made progress in the quality of their services by incorporating the skills and capabilities of their organizational human resources. This shows that high-involvement management is the primary and genuine factor in the economic institutions' environment for achieving quality in organizational innovation. Based on the principle of human resource management and involvement, which many institutions have adopted as an important topic for any economic organization, focusing on employee engagement, motivation, satisfaction, training, and teamwork is considered one of the most important dimensions that economic institutions strive to achieve. The adoption of high-involvement management concepts as one of the organizational requirements that institutions aim for is essential in the current era due to the rapid acceleration of the business environment of economic institutions worldwide towards excellence. In light of this, the following dimensions are measured in the institution under study: job engagement, motivation, training, and technological advancement. Since the prevailing mindset in economic institutions has become focused on building human resources psychologically, ethically, and socially by fostering successful relationships within the work environment, this indicates that economic institutions are striving to establish unified standards and values shared by all, which work towards shaping human resource behaviors.

1. Research Problem:

From the perspective of the importance of high-involvement management, this study aims to explore the extent of its impact on organizational innovation and to identify the key effects that contribute to its enhancement and improvement within the Algerian Electricity and Gas Distribution Company (Sonelgaz) in Ouargla. The study addresses the following research problem:

"What is the impact of high-involvement management on organizational innovation in the Algerian Electricity and Gas Distribution Company (Sonelgaz) - Ouargla?"

This research problem leads to a set of sub-questions, which are:

1. What is the level of implementation of high-involvement management in the institution under study?
2. What is the level of organizational innovation in the institution under study?
3. Is there a statistically significant relationship between high-involvement management and organizational innovation in the institution under study?
4. Are there statistically significant differences in the responses of the sample members regarding the impact of high-involvement management on organizational innovation in the institution under study, attributable to any or all of the personal and functional variables (gender, age, educational level, job position, and years of seniority)?

2. Study Hypotheses:

1. There is a high level of implementation of high-involvement management in the institution under study.
2. There is a high level of organizational innovation in the institution under study.
3. There is a statistically significant relationship between high-involvement management and organizational innovation in the institution under study.
4. There are no statistically significant differences in the responses of the sample members regarding the impact of high-involvement management on organizational

The Impact of High-Involvement Management on Organizational Creativity: A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz), Ouargla, Algeria.

innovation in the institution under study, attributable to any or all of the personal and functional variables (gender, age, educational level, job position, and years of seniority).

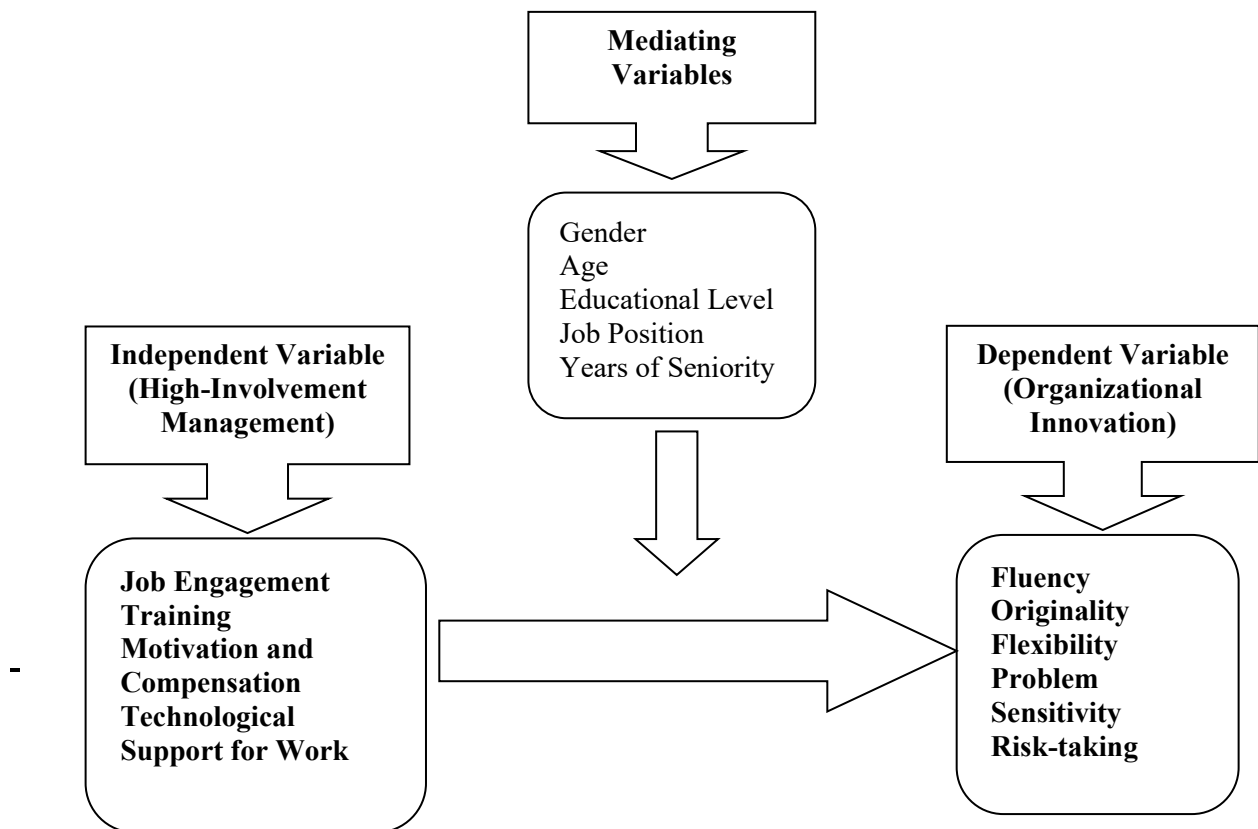
3. Study Objectives:

1. To identify the level of both high-involvement management and organizational innovation in the institution under study.
2. To determine the relationship between the dimensions of high-involvement management (job engagement, training, motivation and compensation, and technological support for work) and organizational innovation in the institution under study.
3. To develop a solid theoretical framework that helps in understanding the concepts of high-involvement management and organizational innovation.
4. To present a set of proposals to improve the current situation in the institution under study regarding the topic.

4. Study Methodology and Tools Used:

To address the study's topic, we employed the descriptive method by surveying various definitions, concepts, and general fundamentals related to high-involvement management and organizational innovation, as well as reviewing some previous studies relevant to the subject. For the practical aspect, we adopted the case study method using a questionnaire tool and SPSS version 27 software to analyze the data.

Figure (1): The Study Model Illustration



Source: Prepared by the researchers based on previous studies.

First: The Theoretical Framework:

Human resources are considered one of the most valuable assets available to an organization, as the success or failure of these organizations depends on the extent of their attention to their human resources. This can only be achieved through the utilization of all modern processes and techniques in the field of human resource management. Among these processes is high-involvement management, which constitutes a set of practices followed by modern management aimed at highly engaging the skills and capabilities of human resources (whether as individuals or teams) and developing relationships between roles to create organizational climates characterized by trust and mutual respect. This facilitates their participation in decision-making, problem-solving, and the sharing of information and knowledge, ultimately leading to the success of the organization. Recently, the most used term is “high performance work practices” which is related to the practices that could enhance both individual and organizational performance (Alatailat, Elrehail, & Emeagwali, 2019). The use of “high performance” assumes that employees’ participation always has a positive impact on organizational productivity and performance (Garg, N. (2019).) As the researcher (Ahmed Hamdan, et al, 2021) sees that managing high involvement 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, deeply involving staff members at all organizational levels is the main goal of high-containment management, also known as high-involvement management or high-commitment management. Its objective is to establish an atmosphere at work where staff members have a strong sense of accountability and ownership for the company's success, which fosters increased productivity, creativity, and organizational loyalty.

High performance work system refers to a set of coherent human resource management practices that companies can implement with their workforce to expect better performance (Chiang, Y. H, et al, 2012).

In the same context, The Vopio, 2015.4, described it as a package of practices that motivate and empower workers through greater empowerment and participation by the organization. (Appelbaum et al, 2000) had defined it as the high performance systems of work consisting of practices that facilitate individual participation and promote skill and motivation. 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). (Ahmed Khalaf Hamdan, 4, 2020)

"In light of the above, a comprehensive definition of high-involvement management can be presented as follows: a set of practices adopted by modern management aimed at achieving a high level of engagement with the skills and capabilities of human resources—whether as individuals or teams—and enhancing inter-functional relationships to create organizational climates characterized by trust and mutual respect. This, in turn, facilitates their participation in decision-making, problem-solving, and the sharing of information and knowledge, ultimately leading to the success of the organization."

The Importance of Managing High Involvement

"High-involvement management has garnered significant attention from human resources working in educational institutions, as it is considered an integral part of a comprehensive system that contributes to the quality of educational services. The importance of high-involvement management in organizations lies in its ability to enhance employees’ sense of belonging by involving and engaging human resources in shaping the organization’s future. High-involvement management serves as one of the key indicators for predicting various behavioral aspects, particularly employee turnover. It is expected that human resources who

**The Impact of High-Involvement Management on Organizational Creativity:
A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz),
Ouargla, Algeria.**

feel genuinely involved will tend to remain longer in the organization and contribute more actively toward achieving its goals." 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 involvement 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, equipments 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 import".

The Organizational Creativity:

The creativity-related topics have been systematically studied since the 1950s. Most of them have focused on psychometric perspectives that emphasize the individual, while much less attention has been given to the designs, social contexts, and organizational environments in which creativity emerges (Annika Blomberg, 2017, p. 80). Creativity is viewed as playing a crucial role in the economy (Bernard, 2006), helping countries generate more employment opportunities, achieve economic progress (Davies, 2002), and cope with increasing competition. Creativity is described as the ability to invent or discover something new—whether it is a novel approach to solving a problem, a new method or device, or an original piece or form of art (Juliana N. et al., 2021). More specifically, it can be described as "the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system" (Puccio GJ, Cabra JF, 2010), and Organizational creativity involves generating new and

useful ideas that can lead to innovation, supported by resources, management practices, and organizational motivation (Fellipe Silva Martins, et al, 2017).

Based on the above, we observe a divergence in providing a specific definition of creativity. Accordingly, we can derive the following definition: creativity is a cognitive mental process through which an individual interacts with the organizational and general environment, going beyond the familiar to arrive at something new and unconventional. This new outcome may be a new product, a new service, a new method, or a new process, the application of which brings benefits to the organization and to society at large.

The relationship between high performance management and organizational creativity.

There is an interrelated and positive relationship between high-performance management and organizational creativity, as demonstrated by the following:

- HPWS typically include practices such as selective hiring, extensive training, employee involvement, performance-based rewards, and devolved management. These practices create a **work environment that nurtures intrinsic motivation, autonomy, and knowledge sharing**, all critical drivers of creativity at the individual and collective levels (Jeong, I. et Shin, SJ 2017)
- **High-performance work systems enhance employee creativity** by improving employees' perceptions of organizational support, which in turn fosters a more creative and innovative workforce. When employees feel supported and valued, their motivation and ability to generate new ideas increase significantly. (Tang, G. , Yu, B. , Cooke, FL et Chen, Y. 2017).
- Empirical research shows that organizations implementing high-performance management practices see **significant gains in creativity that translate into better organizational outcomes**, including higher profits, productivity, and innovation capacity (Xiaonan Yuan, Lin Xie,2022).
- The positive effect of high-performance management on creativity is often mediated by **collective learning and a climate for creativity** within teams or branches. This means that HPWS not only impact individual creativity but also stimulate a culture and social context where creative ideas can flourish and be implemented (Jeong, I. et Shin, SJ 2017).
- Moreover, **employee well-being and transformational leadership** act as important moderators in this relationship. High-performance management boosts employee well-being, which enhances creativity, while transformational leaders further amplify this effect by providing inspiration and support (Mohsin Rajabali Habib Ali a, Ali Mohamed Jin b,2022).

Second: The Practical Framework of the Study:

1. The Presentation of the Institution:

The National Company for Electricity and Gas is established by Decree No. 6959 on July 26, 1969, published in the Official Gazette on August 1, 1969. Sonelgaz is created to replace the Electricity and Gas of Algeria (EGA), which was dissolved based on the same aforementioned decree.

Since its establishment, the company has not only sold energy but also ensured the exploitation of natural gas and electricity in industrial and other sectors. It was entrusted with the mission of producing, transmitting, and distributing electricity and natural gas.

The Impact of High-Involvement Management on Organizational Creativity: A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz), Ouargla, Algeria.

In 1983, five independent subsidiaries were created to replace the work units, each specializing in a specific field, thus enabling the company to meet the requirements of the national economy. These subsidiaries are:

- **KAHRIF:** Lighting.
- **KARHAKIB:** Installation of electrical infrastructure and networks.
- **KANAGAZ:** Construction of gas transport and distribution pipelines.
- **ETTARKIF:** Field engineering works.
- **AMC:** Manufacturing of meters and measurement and monitoring devices.

The company changed its legal nature and became a public industrial and commercial institution by Executive Decision No. 91-475 dated December 14, 1991. According to Executive Decision No. 95/280 dated September 17, 1995, Sonelgaz is defined as an institution that:

1. Ensures the distribution of electrical and gas energy.
2. Maintains quality and safety standards at the lowest prices, within the framework of its public service mission.

Subsequently, based on Law 02/01 dated February 5, 2002, regarding electricity and gas, the legal nature of the company changed, and it became a joint-stock company (SPA).

2. The Description of the Study Sample:

The population of this study consists of employees from the Algerian Electricity and Gas Distribution Company (Sonelgaz) in Ouargla, totaling 65 workers. We distributed 61 questionnaires to all the employees of the institution under study, and they were all retrieved completely, resulting in a response rate of 100%. The number of invalid questionnaires was 3, accounting for 4.94%. As for the questionnaires valid for analysis, there were 58, which represents a rate of 95.08%.

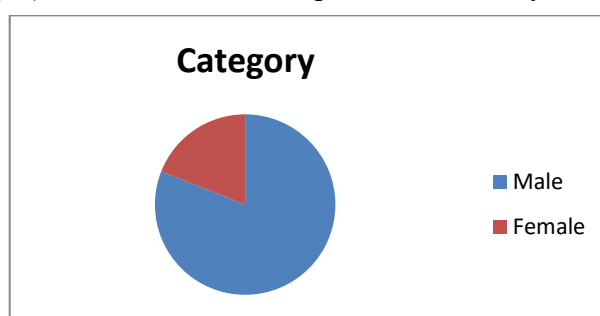
2.1. By Gender Variable:

Table 01: Distribution of Sample Members by Gender

Category	Frequency	Percentage
Male	47	%81
Female	11	%19
Total	58	%100

Source: Prepared by the researchers based on the outputs of SPSS v27.

Figure No. (02): Distribution of Sample Individuals by Gender Variable



Source: Prepared by the researchers based on the outputs of SPSS v27.

The table above shows that the majority percentage is male, which is likely due to the nature of the work in the institution that requires risk-taking and strength, qualities that are more commonly found in males.

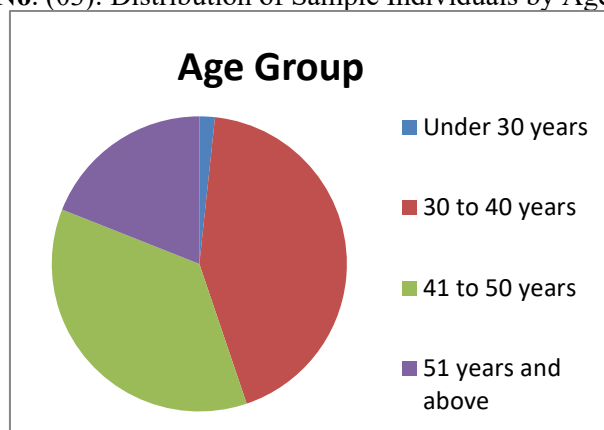
2.2. According to the Age Variable:

Table No. 02: Distribution of Sample Individuals by Age Variable

Age Group	Frequency	Percentage
Under 30 years	1	1,7%
30 to 40 years	25	43,1%
41 to 50 years	21	36,2%
51 years and above	11	19,0%
Total	58	100%

Source: Prepared by the researchers based on the outputs of SPSS v27.

Figure No. (03): Distribution of Sample Individuals by Age Variable



Source: Prepared by the researchers based on the outputs of SPSS v27.

We observe from the table above that the majority of individuals fall within the two age groups of (30 to 40 years) and (41 to 50 years), with percentages of (43.1% and 36.2%) respectively. This is logical as these two age groups are the most capable of performing tasks, seeking knowledge,

The Impact of High-Involvement Management on Organizational Creativity: A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz), Ouargla, Algeria.

proving their competence, and fulfilling duties as required. Meanwhile, the number of respondents aged over 51 years is (11) respondents, making up 19%, and the lower percentage is due to their proximity to retirement age. As for the age group under 30 years, there is (1) respondent, representing 1.7%, and the lower percentage is due to recent employment within the institution.

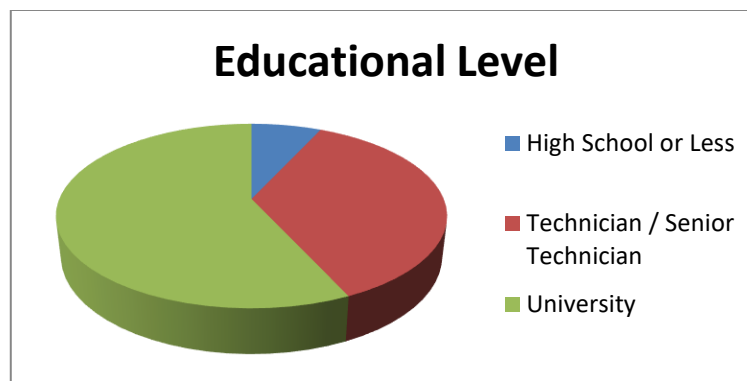
3.2. According to the Educational Level Variable:

Table No. 03: Distribution of Sample Individuals by Educational Level Variable

Educational Level	Frequency	Percentage
High School or Less	4	6,9%
Technician / Senior Technician	21	36,2%
University	33	56,9%
Total	58	100%

Source: Prepared by the researchers based on the outputs of SPSS v27.

Figure No. (04): Distribution of Sample Individuals by Educational Level



Source: Prepared by the researchers based on the outputs of SPSS v27.

We observe from the data in the table above, which relates to the distribution of study sample individuals according to educational level, that those with a university level represent the largest percentage at (56.9%), with a total of 33 respondents. This is followed by those holding technician/senior technician certificates at (36.2%). Meanwhile, those with a high school education or less represent (6.9%), with a total of 4 respondents. From this, we conclude that the institution largely attracts individuals with a higher educational level, particularly at the university level, which is quite natural given the nature of the institution's activities and its management needs.

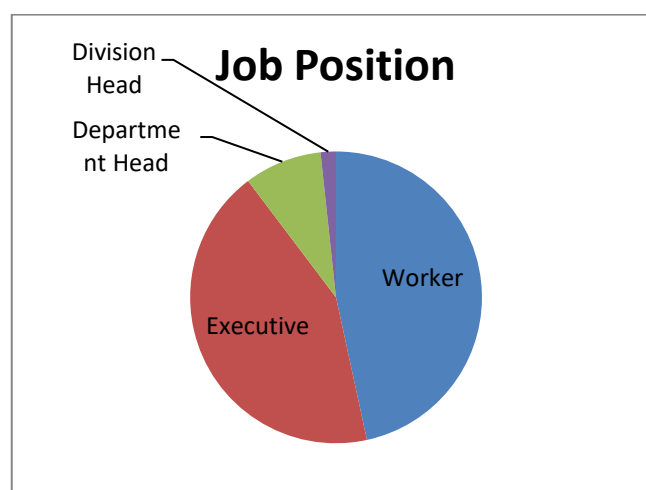
4.2. According to the Job Position Variable:

Table No. 04: Distribution of Sample Individuals by Job Position Variable

Job Position	Frequency	Percentage
Worker	27	46,6%
Executive	25	43,1%
Department Head	5	8,6%
Division Head	1	1,7%
Total	58	100%

Source: Prepared by the researchers based on the outputs of SPSS v27.

Figure No. (05): Distribution of Sample Individuals by Job Position Variable



Source: Prepared by the researchers based on the outputs of SPSS v27.

The results from the table above show that the positions of "Worker" and "Executive" have the largest and nearly similar percentages, estimated at 46.6% and 43.1%, with 27 and 25 respondents, respectively. Following in second place is the position of Department Head at 8.6%, while the last job position is held by one Division Head (1) at 1.7%. This indicates that the institution relies more on workers and executives in its operations than on heads and managers.

5.2. According to the Years of Seniority Variable:

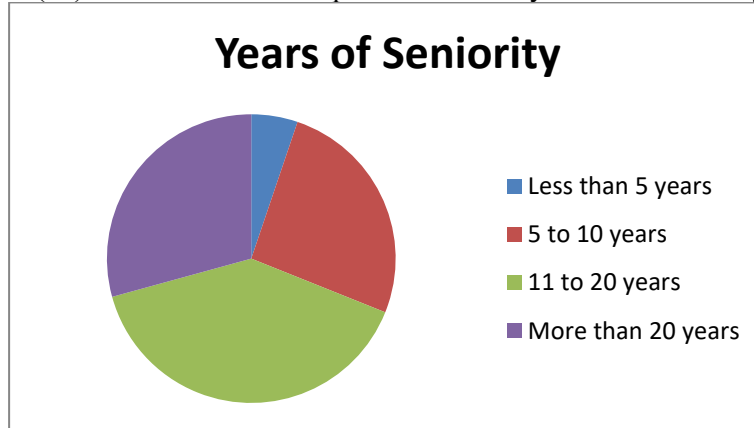
Table No. 05: Distribution of Sample Individuals by Years of Seniority Variable

Years of Seniority	Frequency	Percentage
Less than 5 years	3	5,2%
5 to 10 years	15	25,9%
11 to 20 years	23	39,7%
More than 20 years	17	29,3%
Total	58	100%

The Impact of High-Involvement Management on Organizational Creativity: A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz), Ouargla, Algeria.

Source: Prepared by the researchers based on the outputs of SPSS v27.

Figure No. (06): Distribution of Sample Individuals by Years of Seniority Variable



Source: Prepared by the researchers based on the outputs of SPSS v27.

The table above illustrates the distribution of individuals by years of seniority, showing that the largest percentage (39.7%) falls within the group of individuals with (11 to 20 years), totaling 23 respondents. This result indicates that the institution comprises a cadre of experienced and knowledgeable individuals who are working towards improving the institution through their understanding of the job and its requirements. This is essential and sufficient for the institution's survival, development of its strategy, and prosperity. Following this, the group with "More than 20 years" represents 29.3%, totaling 17 respondents, which indicates a presence of experience and seniority in the institution, playing a significant and effective role in qualifying the institution's workers to acquire experience and knowledge in their work. Next is the group with "5 to 10 years" at 25.9%, comprising 15 respondents, which is a moderate percentage due to the institution's increasing growth and includes individuals who are semi-qualified and possess intermediate experience, on their way to gaining job knowledge. Finally, the group with "Less than 5 years" accounts for 5.2%, with 3 respondents, which is a weak percentage, indicating that they have limited experience due to their recent employment within the institution.

Presentation and Discussion of Study Results:

3-1. Reliability and Stability of Study Variables:

Table No. 06: Cronbach's Alpha Coefficient for Measuring the Stability of Study Variables

Reliability Coefficient	Number of Items	Dimensions
93.3%	38	High Containment Management and Organizational Creativity

Source: Prepared by the researchers based on the outputs of SPSS v27.

We observe from the table above that the Cronbach's Alpha coefficient for all the items in the questionnaire reached 0.933, indicating that the study tool has high reliability. This reflects the consistency of the results that the questionnaire could yield if the same sample individuals were surveyed again. It also indicates that the responses exhibit a high level of credibility, which gives

us complete confidence in the validity of the questionnaire and its suitability for analyzing and interpreting the study results and testing its hypotheses.

3-2- Testing the Study Hypotheses:

First Hypothesis: There is a high level of application of high-involvement management in the organization under study. To address this hypothesis and verify its validity, we calculated the means and standard deviations of the responses of the study sample to the statements represented in the questionnaire, which measure the dimensions of high-involvement management relevant to the study.

First Dimension: Job Engagement: The results of the statements measuring the job engagement dimension will be presented and then analyzed.

First: Presentation of the results.

Table (07): Values of Means and Standard Deviations for the "Job Engagement" Dimension."

No.	Statements	Mean	Standard Deviation	Agreement Level	Statement Rank
01	The administrative procedures related to work practices contribute to achieving job engagement within the organization.	2,48	0,628	High	3
02	The organization's management provides increasing opportunities for participation in decision-making.	2,09	0,732	Medium	5
03	The organization's management motivates us to commit to achieving its goals.	2,53	0,681	High	2
04	I have a strong desire to remain in the organization where I work.	2,47	0,754	High	4
05	I am highly motivated to put in more effort for the benefit of the organization I work for.	2,69	0,568	High	1
	Overall mean for the job engagement dimension:	2,45	0,477	High	

Source: Prepared by the researchers based on the outputs of SPSS v27.

Second: Results Analysis: By reviewing the data from the table above, which reflects or translates the responses of the study sample regarding the job engagement dimension, the aim was to understand the study sample's perspective on this dimension. The results show an overall mean of (2.45) with a response dispersion of (0.477). These results were derived from the five statements that make up this dimension. It is clear that the most important statement is: *"I am highly motivated to put in more effort for the benefit of the organization I work for,"* with a mean of (2.69). This is followed by the statement: *"The organization's management motivates us to commit to achieving its goals,"* with a mean of (2.53). The lowest-ranked statement in this dimension is: *"The organization's management provides increasing opportunities for participation in decision-making,"* with a lower mean of (2.09).

**The Impact of High-Involvement Management on Organizational Creativity:
A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz),
Ouargla, Algeria.**

From the responses of the studied sample to the five statements measuring the level of job engagement, we can observe that the sample members believe they have a strong motivation to put in more effort for the benefit of the organization. At the same time, they have a high desire to remain in the organization. They perceive that the administrative procedures related to work practices drive them to commit to achieving the organization's goals and significantly contribute to job engagement within the organization. They also view the organization's management as providing moderate opportunities for participation in decision-making.

Second Dimension: Training: The results of the statements measuring the training dimension will be presented and then analyzed.

First: Presentation of the results.

Table (08): Values of Means and Standard Deviations for the "Training" Dimension

No.	Statements	Mean	Standard Deviation	Agreement Level	Statement Rank
01	The organization's management relies on scientifically and systematically identifying employees' training needs.	2,29	0,749	Medium	4
02	The organization's management ensures employee participation in training courses aimed at developing contemporary work methods..	2,57	0,705	High	1
03	The organization's management uses the results of training program evaluations to improve individual performance.	2,45	0,799	High	2
04	The organization's management diversifies its training programs to cover all necessary areas for its development.	2,33	0,758	Medium	3
	Overall mean for the training dimension	2,41	0,584	High	

Source: Prepared by the researchers based on the outputs of SPSS v27.

Second: Results Analysis: From the table above, which includes four statements for the training dimension, the overall mean is (2.41) with a response dispersion of (0.584), indicating a (high level) of agreement. This result was obtained from the four statements that make up this dimension, where the highest mean was (2.57) with a standard deviation of (0.705), and the lowest mean was (2.29) with a standard deviation of (0.749). The responses from the studied sample to these statements measuring the organization's training for its employees indicate that it was rated high according to the mean scale for this dimension, which corresponds to a high level on the three-point Likert scale, falling between (2.34 and 3). From the data, we conclude that the means and standard deviations for the training dimension appeared at a high level.

The Third Dimension: Motivation and Compensation:

First: Presentation of Results:

Table (09): Arithmetic Mean and Standard Deviation Values for the Dimension "Motivation and Compensation."

No.	Statements	Mean	Standard Deviation	Agreement Level	Statement Rank
01	The compensation provided by the organization strengthens my loyalty to work.	2,28	0,696	Medium	4
02	The compensation provided by the organization helps me work in a positive and fair organizational climate.	2,24	0,823	Medium	5
03	The incentives provided by the organization contribute to improving my performance.	2,47	0,731	High	1
04	The incentives provided by the organization lead to working efficiently and effectively.	2,47	0,731	High	2
05	The variety of incentives provided by the organization helps enhance my organizational commitment.	2,47	0,706	High	3
	Overall Mean for the Dimension "Motivation and Compensation"	2,38	0, 604	High	

Source: Prepared by the researchers based on the outputs of SPSS v27.

Second: Analysis of the Results:

Based on the table above, which includes five statements related to the dimension of motivation and compensation, the overall arithmetic mean was (2.38), with a standard deviation of (0.604), indicating a high level of agreement. This result was derived from the five statements that make up this dimension. The table shows that three statements had the same level of agreement, with an arithmetic mean of (2.47), including the following statements: "The incentives provided by the organization contribute to improving my performance," "The incentives provided by the organization lead to working efficiently and effectively," and "The variety of incentives provided by the organization helps enhance my organizational commitment." These statements had standard deviations of (0.731/0.731/0.706), respectively. The lowest arithmetic mean was (2.24) with a standard deviation of (0.823), associated with the statement, "The compensation provided by the organization helps me work in a positive and fair organizational climate."

From the responses of the sample to these five statements, which measure the dimension of motivation and compensation, it can be seen that the participants believe the organization provides the necessary incentives that significantly contribute to working efficiently and effectively, improving their performance, and enhancing their organizational commitment. On the other hand, the participants also felt that the compensation offered by the organization strengthens their loyalty

**The Impact of High-Involvement Management on Organizational Creativity:
A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz),
Ouargla, Algeria.**

and helps them work in a positive and fair organizational climate. This conclusion is based on the arithmetic mean, which fell at a high level according to the three-point Likert scale, ranging between (2.34 to 3), indicating a high degree of agreement. Therefore, we conclude that the arithmetic means and standard deviations for the dimension of motivation and compensation appeared at a high level.

The Fourth Dimension: Technological Support for Work

First: Presentation of Results:

Table (10): The values of the arithmetic means and standard deviations for the dimension of "Technological Support for Work."

No.	Statements	Mean	Standard Deviation	Agreement Level	Statement Rank
01	The technology currently used in the organization helps the organization evolve for the better.	2,50	0,682	High Degree	1
02	The technology currently used in the organization provides effective technical solutions.	2,43	0,704	High Degree	3
03	Investments in the technology used in the organization support employees' efforts to improve performance.	2,43	0,775	High Degree	2
04	The technology currently used in the organization enables the reduction of employee development and training costs.	2,36	0,72	High Degree	4
	Overall Average for the Dimension of Technological Support for Work	2,43	0,648	High Degree	

Source: Prepared by the researchers based on the outputs of SPSS v27.

Second: Results Analysis:

Based on the above table, which includes four statements regarding the dimension of Technological Support for Work, with an arithmetic mean of (2.43) and a standard deviation of (0.648) for the responses of the sample, we observe that the most important statement is: "The technology currently used in the organization helps the organization evolve for the better," with an arithmetic mean of (2.50). This is followed by the statements: "Investments in the technology used in the organization support employees' efforts to improve performance" and "The technology currently used in the organization provides effective technical solutions," both with an arithmetic mean of (2.43). Finally, the statement "The technology currently used in the organization enables the reduction of employee development and training costs" has an arithmetic mean of (2.36), which is the lowest compared to the other arithmetic means for the statements related to the dimension of Technological Support for Work.

From the responses of the studied sample on these four statements, which measure the technological support for work within the organization, we observe that this dimension has a

high level of approval according to the three-point Likert scale, as it falls between (2.34 and 3), indicating a high degree. This suggests that technological support for work within the organization is available at a high level.

Accordingly, we accept the first hypothesis, which indicates a high level of application of high-involvement management in the organization under study.

The Second Hypothesis: There is a high level of organizational innovation in the organization under study.

To address this hypothesis and verify its validity, we calculated the arithmetic means and standard deviations of the responses from the study sample on the statements measuring the dimensions of organizational innovation in the organization being studied.

The First Dimension: Fluency

First: Presentation of Results:

Table (11): Values of the Arithmetic Means and Standard Deviations for the Dimension of Fluency

No.	Statements	Mean	Standard Deviation	Agreement Level	Statement Rank
01	I possess the skills that help me manage discussions fluently.	2,69	370,5	High Degree	1
02	I can generate a large number of ideas in a short period of time.	2,57	0,624	High Degree	4
03	I have the ability to propose quick solutions to address work issues.	2,6	0,62	High Degree	3
04	I have strong discussion and dialogue skills regarding work.	2,69	0,537	High Degree	2
	Overall Average for the Dimension of Fluency	2,64	0,461	High Degree	

Source: Prepared by the researchers based on the outputs of SPSS v27.

Second: Results Analysis:

Reviewing the data in the above table, which represents the responses of the study sample regarding the dimension of fluency, aimed to gauge the sample's orientation toward this dimension. The results yielded an arithmetic mean of (2.64) with a standard deviation of (0.461). This result was obtained through the four statements comprising this dimension, where the highest arithmetic mean value reached (2.69) with a standard deviation of (0.537), and the lowest arithmetic mean was (2.57) with a standard deviation of (0.624).

From the level of agreement across the four statements in this dimension, we observe a high approval level for each statement, according to the three-point Likert scale, where the arithmetic mean ranged from (2.34 to 3), indicating that all responses were affirmative. Thus, the findings in this table suggest that employees in the organization have a high level of fluency in their work.

The Second Dimension: Originality

The results of the statements measuring the ability to work will be presented and analyzed.

**The Impact of High-Involvement Management on Organizational Creativity:
A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz),
Ouargla, Algeria.**

First: Presentation of Results:

**Table (12): Values of the Arithmetic Means and Standard Deviations for
the Dimension of Originality**

No.	Statements	Mean	Standard Deviation	Agreement Level	Statement Rank
01	I feel bored with the repetition of procedures followed to complete work.	2,14	0,782	Moderate Degree	4
02	I strive to present creative ideas and new methods in my field of work.	2,62	0,557	High Degree	2
03	I possess the skills that enable me to propose innovative ideas.	2,60	0,560	High Degree	3
04	I accomplish assigned tasks in multiple ways.	2,76	0,506	High Degree	1
	Overall Average for the Dimension of Originality	2,53	0,403	High Degree	

Source: Prepared by the researchers based on the outputs of SPSS v27.

Second: Results Analysis:

By reviewing the data in the above table, which reflects the responses of the study sample regarding the dimension of originality, the aim was to determine the sample's orientation toward this dimension. The results yielded an arithmetic mean of (2.53) with a standard deviation of (0.403). This result was derived from the four statements comprising this dimension, where the highest arithmetic mean value reached (2.76) with a standard deviation of (0.506), and the lowest arithmetic mean was (2.14) with a standard deviation of (0.782).

From the level of agreement across the four statements in this dimension, we observe that the approval level was high for most statements, according to the three-point Likert scale, where the arithmetic mean ranged from (2.34 to 3), indicating that most responses were affirmative. Thus, the findings in this table suggest that employees in the organization have multiple methods, creative ideas, and new approaches that they apply in their work, as reflected in the high values of the arithmetic means and standard deviations for the dimension of originality.

The Third Dimension: Flexibility

The results of the statements measuring the dimension of flexibility will be presented and analyzed.

First: Presentation of Results:

Table (13): Values of the Arithmetic Means and Standard Deviations for the Dimension of Flexibility

No.	Statements	Mean	Standard Deviation	Agreement Level	Statement Rank
01	I have the ability to see things from different perspectives.	2,57	0,704	High Degree	5
02	I can adapt to new changes in the work environment.	2,67	0,574	High Degree	4
03	I change my opinion when I am convinced of its incorrectness.	2,76	0,506	High Degree	1
04	I have the ability to propose diverse ideas for developing work spontaneously and easily.	2,67	0,604	High Degree	3
05	I value opposing opinions and criticisms to benefit from them.	2,69	0,627	High Degree	2
	Overall Average for the Dimension of Flexibility	2,67	0,506	High Degree	

Source: Prepared by the researchers based on the outputs of SPSS v27.

Second: Results Analysis:

By reviewing the data in the above table, which reflects the responses of the study sample regarding the dimension of flexibility, the aim was to determine the sample's orientation toward this dimension. The results yielded an arithmetic mean of (2.67) with a standard deviation of (0.506). This result was derived from the five statements comprising this dimension, where the highest arithmetic mean value reached (2.76) with a standard deviation of (0.506), and the lowest arithmetic mean was (2.57) with a standard deviation of (0.704).

From the level of agreement across the five statements in this dimension, we observe that the approval level was high for all statements, according to the three-point Likert scale, where the arithmetic mean ranged from (2.34 to 3), indicating that all responses were high. The findings in this table suggest that employees in the organization exhibit a high level of flexibility in their work, as reflected in the high values of the arithmetic means and standard deviations for the dimension of flexibility.

**The Impact of High-Involvement Management on Organizational Creativity:
A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz),
Ouargla, Algeria.**

The Fourth Dimension: Sensitivity to Problems

First: Presentation of Results:

**Table (14): Values of the Arithmetic Means and Standard Deviations
for the Dimension of Sensitivity to Problems**

No.	Statements	Mean	Standard Deviation	Agreement Level	Statement Rank
01	I anticipate work problems before they occur.	2,07	0,722	Moderate Degree	4
02	I develop possible scenarios to address potential work problems.	2,26	0,690	Moderate Degree	3
03	I strive to identify shortcomings or weaknesses in my work.	2,57	0,652	High Degree	2
04	I have the ability to simplify ideas when facing difficulties and challenges.	2,79	0,450	High Degree	1
	Overall Average for the Dimension of Sensitivity to Problems	2,42	0,439	High Degree	

Source: Prepared by the researchers based on the outputs of SPSS v27.

Second: Results Analysis:

By reviewing the data in the above table, which reflects the responses of the study sample regarding the dimension of sensitivity to problems, the aim was to determine the sample's orientation toward this dimension. The results yielded an arithmetic mean of (2.42) with a standard deviation of (0.439). This result was derived from the four statements comprising this dimension, where the highest arithmetic mean value reached (2.79) with a standard deviation of (0.450), and the lowest arithmetic mean was (2.07) with a standard deviation of (0.722).

From the level of agreement across the four statements in this dimension, we observe that the approval level was high for two statements and moderate for the other two. Thus, the findings in this table suggest that employees in the organization have the ability to address work-related problems. Accordingly, the arithmetic means and standard deviations for the dimension of sensitivity to problems were found to be at high levels.

The Fifth Dimension: Risk-Taking

First: Presentation of Results:

**Table (15): Values of the Arithmetic Means and Standard Deviations for
the Dimension of Risk-Taking**

No.	Statements	Mean	Standard Deviation	Agreement Level	Statement Rank
01	I take responsibility for my work and am prepared to face the consequences..	2,71	0,562	High Degree	1

02	I undertake difficult and complex tasks.	2,28	0,696	Moderate Degree	3
03	I propose new methods to improve work, even knowing the associated risks.	2,47	0,655	High Degree	2
	Overall Average for the Dimension of Risk-Taking	2,48	0,484	High Degree	

Source: Prepared by the researchers based on the outputs of SPSS v27.

Second: Results Analysis:

By reviewing the data in the above table, which reflects the responses of the study sample regarding the dimension of risk-taking, the aim was to determine the sample's orientation toward this dimension. The results yielded an arithmetic mean of (2.48) with a standard deviation of (0.484). This result was derived from the three statements comprising this dimension, where the highest arithmetic mean value reached (2.71) with a standard deviation of (0.562), and the lowest arithmetic mean was (2.28) with a standard deviation of (0.696).

From the level of agreement across the three statements in this dimension, we observe that the approval level was high for two statements, according to the three-point Likert scale, where the arithmetic mean ranged from (2.34 to 3), indicating that most responses were affirmative. Thus, the findings in this table suggest that employees in the organization exhibit a sense of responsibility, propose new methods to improve their work, and take on difficult and complex tasks despite being aware of the associated risks. Accordingly, the arithmetic means and standard deviations for the dimension of risk-taking were found to be at high levels.

From this, we accept the second hypothesis, which indicates that there is a high level of organizational creativity in the organization under study.

Third Hypothesis: There is a statistically significant relationship between high containment management and organizational creativity in the organization under study.

We can test this by conducting a linear regression analysis using the Entry method at a significance level of 0.05, where the independent variable is high containment management and the dependent variable is organizational creativity. The following table illustrates the type of relationship between the high containment management axis and organizational creativity. We used linear regression to show the type of correlation between the independent and dependent variables.

First: Presentation of Results:

Table (16): Results of the Regression Analysis to Test the Relationship Between the Independent Variable (High Containment Management) and the Dependent Variable (Organizational Creativity):

Source	Sum of Squares	Degrees of Freedom	Mean Squares	Significance Level	Coefficient of Determination (R ²)	Correlation Coefficient (R)	Regression Constant
Regression	2,093	1	2,093	0.000	.0268	0,518	0,421
Error	5,719	56	0,102				
Total	7,811	57					

Source: Prepared by the researchers based on the outputs of SPSS v27.

The Impact of High-Involvement Management on Organizational Creativity: A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz), Ouargla, Algeria.

Second: Results Analysis:

From the previous table, we conducted a linear regression analysis, and the results of the variance analysis, as shown in Table (16), indicate that the significance level (sig) is equal to (0.000), which is less than the significance level (0.05). This confirms the validity of the third hypothesis, which states: "There is a statistically significant relationship between high containment management and organizational creativity in the organization under study."

The correlation coefficient between high containment management and organizational creativity is $R=0.518$, indicating a relatively strong positive correlation between the two variables ($\text{sig}=0.00 < \alpha=0.05$). The coefficient of determination $R^2=0.268$ means that the dimensions of the independent variable (high containment management) explain approximately 26.8% of the variance in the dependent variable (organizational creativity), while the remaining 73.2% is attributed to other factors influencing the level of organizational creativity. It also implies that an increase in the focus on high containment management leads to an increase in organizational creativity, explaining approximately 26.8% of the variation in the variable (organizational creativity), based on the value of the coefficient of determination.

Thus, the regression equation that expresses the relationship between the independent variable (high containment management xxx) and the dependent variable (organizational creativity yyy) can be written as follows:

$$Y=a+bx$$

$$Y=0.421+1.532x$$

Where:

X: Independent variable (high containment management).

Y: Dependent variable (organizational creativity).

Fourth Hypothesis: There are no statistically significant differences between the responses of the sample individuals regarding the impact of high containment management on organizational creativity in the organization under study, attributed to one or more of the personal and job-related variables (gender, age, education level, job position, and years of service).

To test this hypothesis, a T-Test should be applied when the variable can take on two responses, and ANOVA should be used when there are more than two responses.

Gender Variable and Nature of Work (T-Test): This test is based on demonstrating the relationship between the dependent variable and personal variables that have only two responses. The goal is to determine whether the relationship between gender and the dependent variable (organizational creativity) is statistically significant or not.

• **First: Presentation of Results:**

Table (17): T-Test for the Gender Variable.

Independent samples test										
		Levene's test for equality of variances		t-test for equality of means						
		F	Sig.	t	Ddl	Sig. (two-tailed)	Mean difference	Standard error difference	95% confidence interval of the difference	
									Lower	Upper
Organizational Creativity	Hypothesis of equal variances	,024	,877	,213	56	,832	,02661	,12504	-,22388	,27710
	Hypothesis of unequal variances			,229	16,510	,821	,02661	,11599	-,21867	,27188

Source: Prepared by the researchers based on the outputs of SPSS v27.

• **Second: Analysis of Results:**

The table above for the T-Test indicates that the significance level for Levene's test for the homogeneity of variances (males - females) is 0.877, which suggests that there is homogeneity between the two samples. The significance level for the T-Test is 0.8320, which is greater than the significance level of 0.05. Therefore, there are no statistically significant differences based on the gender variable concerning the contribution of the dimensions of high containment management to organizational creativity.

2- One-Way ANOVA: To test the effects of the remaining independent variables on the dependent variable:

The results will be presented in a table that illustrates the results of the variance analysis between the averages of employees' perceptions regarding organizational creativity based on the variables (age, education level, job position, and years of service).

First: Presentation of Results:

Table (18): Differences in Organizational Creativity Attributes linked to Variables (Age, Education Level, Job Position, and Years of Service).

ANOVA						
		Sum of Squares	ddl	Mean Square	F	Sig.
Age	Intergroup	28,670	44	,652	1,225	,360
	Intergroup	6,917	13	,532		
	Total	35,586	57			
	Intergroup	20,000	44	,455	2,364	,047

**The Impact of High-Involvement Management on Organizational Creativity:
A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz),
Ouargla, Algeria.**

Education Level	Intergroup	2,500	13	,192		
	Total	22,500	57			
Job Position	Intergroup	21,687	44	,493	,864	,659
	Intergroup	7,417	13	,571		
	Total	29,103	57			
Years of Service	Intergroup	30,057	44	,683	,650	,858
	Intergroup	13,667	13	1,051		
	Total	43,724	57			

Source: Prepared by the researchers based on the outputs of SPSS v27.

Secondly: Analysis of Results:

This table shows that the value of (F) for organizational creativity according to the age variable is estimated at (1.225), which is significant at the degrees of freedom (ddl) within groups (13) and between groups (2) with a significance level of (0.360), which is greater than the significance level adopted in the study (0.05). This means that there are no statistically significant differences in organizational creativity attributed to the age variable, and it also indicates that high containment management does not vary among the study sample based on their ages.

And the value of (F) for organizational creativity according to the education level variable is estimated at (2.364), which is significant at the degrees of freedom within groups (13) and between groups (2) with a significance level of (0.0470). This means that there are no statistically significant differences regarding the education level.

Moreover, the value of (F) for organizational creativity according to the job position variable is estimated at (0.864), which is significant at the degrees of freedom within groups (13) and between groups (2) with a significance level of (0.659). This means that there are no statistically significant differences in organizational creativity based on the job position variable.

The value of (F) for organizational creativity according to the years of service variable is estimated at (0.650) with a significance level of (0.858). This means that there are no statistically significant differences in organizational creativity based on years of service.

Based on the above, it can be stated that the results of the statistical analysis indicate that there are no statistically significant differences in organizational creativity attributed to personal and job-related variables (age, education level, job position, and years of service).

This confirms the validity of the fourth hypothesis, which states that there are no statistically significant differences between the responses of the sample individuals regarding the impact of high involvement management on organizational creativity in the institution under study, attributed to any or all of the personal and job-related variables (gender, age, education level, job position, and years of service).

Conclusion:

In our research, we aimed to highlight two managerial approaches that are relatively among the latest methods developed by modern management thought. This study served as a connecting link to demonstrate the role played by high involvement management in achieving organizational creativity in the economic institution under study. After conducting the current study in both its theoretical and practical aspects, we arrived at a set of results and recommendations that can be presented as follows:

1- Study Results:

1. High involvement management plays a vital role in achieving organizational creativity.
2. There is a high level of application of high involvement management in the institution under study.
3. There is a high level of organizational creativity in the institution under study.
4. There is a relatively strong positive relationship between the independent variable of high containment management and the dependent variable of organizational creativity in the institution.
5. There are no statistically significant differences in the responses of the sample individuals regarding the impact of the independent variable on the dependent variable based on personal or occupational variables in the institution under study.

2- Suggestions:

1. The economic institution under study should continue to optimally utilize its human resources while making real investments in intellectual capital in order to keep pace with and address various changes in the environment.
2. Develop a strategy based on precise criteria to identify creative and talented individuals and invest their creative energies in enhancing competitive advantage.
3. Educate employees by conducting training sessions that clarify the relationship between high involvement management and organizational creativity.
4. Establish an incubator management system for creativity or create what is known as an "idea bank" responsible for supporting and encouraging innovators and outstanding performers.
5. Increase the level of organizational creativity present within the institution and work to enhance it.
6. Encourage managers on the necessity of adopting high involvement management, which leads to the success of the organization as a whole.
7. Create an organizational climate that recognizes the importance of high involvement management, which brings about improvements in performance systems.

The Impact of High-Involvement Management on Organizational Creativity: A Case Study of the Algerian Electricity and Gas Distribution Company (Sonelgaz), Ouargla, Algeria.

References:

- Alatailat, M., Elrehail, H., & Emeagwali, O.L. (2019). **High Performance Work Practices, Organizational Performance and Strategic Thinking**. *International Journal of Organizational Analysis*, 27, 370-395.
<https://doi.org/10.1108/IJOA-10-2017-1260>.
- Garg, N. (2019). High Performance Work Practices and Organizational Performance-Mediation Analysis of Explanatory Theories. *International Journal of Productivity and Performance Management*, 68, 797-816.
<https://doi.org/10.1108/IJPPM-03-2018-0092>.
- Chiang, Y. H., and C. C. Hsu. "Perceived High Performance Work System and Individual Creativity Performance in Work Teams", 2012 IEEE International Conference on Management of Innovation & Technology (ICMIT), June 2012: 532–537, Crossref, Web. <https://doi.org/10.1109/icmit.2012.6225862>.
- Voipio, Anssi, (2011), **Do High-Involvement Management Practices Enhance Employees' Innovative Behavior?**, Alto University, School of Business.
- Appelbaum, Steven H., Hebert, Danielle & Leroux, Sylvie, (2000), **Empowerment: Power, Culture And Leadership-A Strategy or Fad for the Millennium?**, *Journal Of Work Place Learning: Employee Counseling Today*, Vol. 11, No. 7.
- Ahmed Khalaf Hamdan, Shireen Ismael Khaleel, and Layth Abdulrazzaq Kamil, **Diagnosing the Reality of High Containment Management Practices in Educational Organizations**, *Journal for Advancement of Marketing Education* 07 Eco, ISSUE: 28,2020.
- Denisi, Angelo S. & Griffin, Ricky W., (2001), **Human Resources Management**, Houghton Mifflin Company, New York.
- Armstrong, Michael,(2009), **"Performance Management Key Strategies and Practical Guidelines"**, Clays Ltd, Ives Plc, British.
- Annika Blomberg, **Antecedents of organizational creativity: drivers, barriers or both?**, *Journal of Innovation Management*, JIM 5, 1 (2017) 78-104, HANDLE: <http://hdl.handle.net/10216/103566>, SM: Jan/2016AM: Feb/2017.
- Burnard, P. (2006). Reflecting on the creativity agenda in education. *Cambridge Journal of Education*, 36, 313-318, doi:10.1080/ 03057640600865801.
- Davies, D. Creative teachers for creative learners - a literature review. Undated, Internet Available: www.ttrb.ac.uk/attachments/c3096c7b-da04-41ef-a7ac-50535306e8fb.pdf.2002
- Juliana, N. , Hui, H. , Clement, M. , Solomon, E. and Elvis, O. (2021) The Impact of Creativity and Innovation on Entrepreneurship Development: Evidence from Nigeria. *Open Journal of Business and Management*, 9, 1743-1770. doi: 10.4236/ojbm.2021.94095.
- Puccio GJ, Cabra JF. Créativité organisationnelle : une approche systémique. Dans : Kaufman JC, Sternberg RJ (dir.). *Manuel de créativité de Cambridge . Manuels de psychologie de Cambridge*. Presses universitaires de Cambridge ; 2010 : 145-173.
- Fellipe Silva Martins, Eduardo Biagi Almeida Santos, Leonardo Vils, **ORGANIZATIONAL CREATIVITY IN INNOVATION – A MULTICRITERIA DECISION ANALYSIS**, *INDEPENDENT JOURNAL OF MANAGEMENT & PRODUCTION (IJM&P)*, v. 8, n. 4, October - December 2017, <http://www.ijmp.jor.br/>, DOI: 10.14807/ijmp.v8i4.643.
- Jeong, I. et Shin, SJ (2017). Pratiques de travail à haute performance et créativité organisationnelle pendant le changement organisationnel : une perspective d'apprentissage collectif. *Journal of Management* , 45 (3), 909-925. <https://doi.org/10.1177/0149206316685156> (ouvrage original publié en 2019).
- Tang, G. , Yu, B. , Cooke, FL et Chen, Y. (2017), « Système de travail à haute performance et créativité des employés : les rôles du soutien organisationnel perçu et de la gestion décentralisée », *Personnel Review* , vol. 46 n° 7, pp. 1318-1334. <https://doi.org/10.1108/PR-09-2016-0235>.

- Xiaonan Yuan, Lin Xie, High-Performance Work System and Employee Creativity, *Advances in Economics, Business and Management Research*, volume 214, Proceedings of the 2022 International Conference on Creative Industry and Knowledge Economy (CIKE 2022), DOI:10.2991/aebmr.k.220404.111.
- Jeong, I. et Shin, SJ (2017). Pratiques de travail à haute performance et créativité organisationnelle pendant le changement organisationnel : une perspective d'apprentissage collectif. *Journal of Management* , 45 (3), 909-925. <https://doi.org/10.1177/0149206316685156> (ouvrage original publié en 2019).
- Mohsin Rajabali Habib Ali a, Ali Mohamed Jin b, THE EFFECT OF EMPLOYEE CREATIVITY ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF TILE AND CARPET CENTRE, *global scientific journal*, GSJ: Volume 10, Issue 9, September 2022, Online: ISSN 2320-9186, <https://www.globalscientificjournal.com>.