



## The reality of job engagement for the employees of Iraqi Residency Affairs Directorate

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### Abstract

The aim of this paper is to determine the role of job engagement in the Iraqi Residency Affairs Directorate and its impact on employees, as the job engagement variable based on the Rich's model included dimensions of cognitive engagement, emotional engagement and physical engagement. This variable has been studied in the Directorate of Residence Affairs which are one of the specialized directorates in the Iraqi Ministry of Interior. This study relied on a questionnaire as a main tool for measuring and collecting data based on the random sampling method. The sample size included 206 individuals among 400 individuals. However, the respondents were 190 whereas the final number for data analysis was 180. The researcher used the ready-made statistical programs (SPSS v.25 AMOS v.25). The results showed that the Iraqi Residency Affairs Directorate is distinguished by the presence of job engagement among most of its employees, whether in terms of cognitive, emotional or physical absorption, and this indicates that the success in achieving these feelings and motivation towards work is a reflection of the higher leadership that was able to inspire workers from in order to provide everything they can offer to the organization. This matter does not come without the presence of job loyalty among the workers, which was able to achieve job engagement.

**Keywords:** Job engagement, cognitive Engagement, Emotional Engagement, physical Engagement

## **1-Introduction:**

The historical roots of the current study are increasing in depth, overlap and breadth to the various interacting sciences, especially administrative, behavioral and others. This study dealt with job engagement as it is a physical, cognitive and emotional commitment of employees towards the organization, its values and organizational principles and the integration of employees towards their work through cooperation and interdependence with colleagues to improve and raise performance at work for the organization. Therefore, it is the measure through which the extent of the employee's association and immersion in the organization is determined that is, the feeling of the workers of intellectual, psychological and physical comfort, and the complete and permanent readiness to make the effort in their organizations to the fullest, due to the state of integration between them and the organization, as well as the willingness to make additional efforts for the benefit of the organization, where the importance of job engagement in all its dimensions is highlighted in that it increases the workers' sense of job satisfaction. So, It makes workers more careful and committed towards their job and their organization, and enhances efficiency and productivity, as job involvement is one of the most important motivational factors for workers as it guides good and desirable behavior and leads to reducing rates of delay and absence from work, as well as increases voluntary and cooperative behaviors, all of this is what you aspire to organizations towards their workforce, and the main purpose of the effort made by that organizer. It seeks to determine how to improve its position and how to dispose and optimally use limited resources in a more effective manner. This quest is called organizational excellence..

## **2-Job engagement**

Recently , the great interest in the concept of job engagement has increased by both researchers and academics in various social and administrative disciplines such as (organizational behavior management, organizational psychology, and human resources development) as a result of the decline and decline in the performance of workers in organizations due to job dissatisfaction resulting from the work climate. Unhealthy, insecure which leads to lack of enthusiasm and dedication to work. Khan 1990 argues that job engagement is the use of the organization's individuals themselves to work and perform organizational tasks and roles , Sweem (2008) believes that job engagement is commitment and communication of employees to the job engagement to it and the organization. On the other hand, he said that job absorption is the feeling that affects people who are aware and aware of the realization context, and work closely with their colleagues at work for the purpose of improving job performance for the benefit of the organization (Sweem, 2008: 26. Cherubin(2011) defines job engagement as the emotional attachment and harmony of the organization's workers to the extent that they care about the future of the organization and are fully prepared to work with their utmost effort even outside the official working hours (Cherubin, 2011: 17).

### **3-The importance of job engagement**

According to Bakker & Michael (, 2010:3-4),the importance of job engagement for the organization is distinguished by the amount of positive results provided by this behavior, which are as follows:

a- being involved in work tasks supports job performance by enhancing ability and motivation and focusing on job tasks.

b- job engagement has far-reaching effects that improve the performance of employees through the inherent energy of engagement and integration during work, and it also allows employees to achieve their job potential.

c- organizations work to motivate their employees to take the initiative and be proactive and not be restricted by the formal structure of the job to develop new knowledge and respond to distinct and unique opportunities.

d- supporting the activities and work of the organization by encouraging the initiatives of orientation and voluntary work of the employees.

e- job engagement encourages the empowerment of employees to prepare for their work and activities, expands their knowledge and increases their confidence in the relationship between the effort to develop a supportive work environment and enhance individual performance, which contributes to improving organizational performance completely and completely.

f- job engagement has an important role in building an intellectual and aware perspective towards efficiency, creativity, flexibility and integration in a positive way in career work, which contributes to new developments in the professional life of employees.

g- job engagement is based on making working individuals more eager to provide the best performance levels in completing work, tasks and functional activities (Andrew & Sofian, 2012:499).

### **4-The Dimensions of job engagement**

In this study, the researcher adopted the measurement of Standards (Kahn, 1990), who develops the dimensions of job engagement, which included three dimensions. They are as follows:

-Perceptual (cognitive) engagement is the complete engagement of employees in their work that they do within the organization, or the degree of participation and power in making decisions related to his job or the degree of importance of the job in the employee's life (Lepine .et al ,2010). Reliance on the personality traits of individuals, extraversion, diligence, experience, and openness with great learning and investing in cognitive exchange have a positive effect on cognitive absorption (Stemma & Furnham, 2012: 721).

-Emotional engagement (emotional engagement) that is the mixture of employment and self-expression for individuals to carry out tasks that require a certain level of emotions and positive behaviors, to perform the job role with workers in the organization (Kahn, 1990: 715). On the other hand, (May et al., 2004: 12-13) mentioned that emotional absorption is the deep levels that express the inner feeling of individuals while they are absorbing their work. And emotional absorption occurs when an individual worker who has comfort in the workplace and sympathizes with others and invests all their positive energies motivated by the desire to perform excellently with their colleagues in the workplace

-Physical engagement from the physical aspect, the engagement of workers is related to the physical energies that workers have exerted to accomplish their work and roles (Sandaray, 2011: 54). Likewise, the effect of physical immersion on realization results is very clear because it means investing physical energies by work (Lauring & Selmer, 2015: 639).

### **5-Strategies for Strengthening job engagement**

There are many strategies that work to achieve job engagement among employees. They are as follows:

#### **a. Starting from the first day:-**

Organizations must work on developing employee engagement from the first day of his work in the organization by introducing and directing him to the organization's work, tasks, vision, values, procedures and policies followed and prevailing in the organization.

#### **b. Starting from the top:-**

To develop and develop employee engagement requires a commitment from the senior management through a clear establishment of the vision, mission and values in the organization, as if the senior management is not fully convinced of that and committed to it, the job engagement will be just a slogan without application ( 93: Markos, Sridevi, 2010)

#### **c. Enhancing job engagement through two-way communication:-**

Employers should foster a two-way communication between themselves and employees and give them a chance to have a say in issues that matter to their lives and work. This will lead to employees' sense of belonging and will improve their job engagement.

#### **d. Giving satisfactory opportunities for development and progress:-**

To develop and enhance employee engagement, the management of the organization must give the employees complete freedom to choose the best methods it deems appropriate to accomplish their tasks, as long as this method makes them perform the tasks assigned to them to the fullest and completeness (Abu Shanab, 2016: 67).

#### **e. Making sure that the employees have everything they need to do their jobs:-**

To increase and develop job engagement, managers must make sure that employees have all the necessary resources they need such as physical, material and information resources for the purpose of carrying out their work effectively.

#### **f. Giving employees appropriate training:**

To increase and develop job engagement, the organization's management must train and develop employees and raise the level of their skills by giving appropriate training courses for their work tasks, as this strategy will increase their knowledge and the awareness of their work and increase their confidence in themselves and their ability to perform tasks without the need for much supervision from managers. In turn, it increases their level of job engagement (Woods & West, 2010:369)

**g. There is a feedback system:-**

Organizations must develop a special performance management system that ensures managers and workers accountability for the levels of participation they have, and conduct regular surveys to identify the factors that affect the job engagement of employees in the organization, and focus on the most important of these factors that will achieve job engagement (Mondy, 2008: 333)

**h. Incentives:-**

The management of the organization must use financial and non-financial benefits for employees who show a great deal of preoccupation with the tasks of their jobs. Many studies and management theories whose results have indicated that employees who receive financial and non-financial incentives tend to exert extra effort in the work assigned to them. Therefore, it is necessary to link the incentive system to the performance of employees (Lawler, 1995,123).

**6-Indications of job engagement**

Some studies dealt with a set of indicators that indicate the existence of job absorption among working individuals, as (Al-Mughrabi , 2004: 33) mentioned in his study that among the variables that indicate the absorption of the two worlds are the following:

- a. There are strong bonds of communication between the employee and the job and it is very difficult to break them.
- b. The employee's complete desire to occupy the job most of the time.
- c. Full and focused interest around his job.
- d. Maintaining and adhering to the work performance with a high degree of accuracy.
- e. All employees' personal goals are related and directed towards their job
- f. Think about the job and work even after the end of the official working time.

**7- The characteristics and determinants of job engagement**

There is a set of determinants and characteristics of job involvement,. They are as follows (El-Sherbiny, 2015):

- a. Personal characteristics: such as values, motives, behaviors, and tendencies, as well as seniority and good morals of individuals.
- b. Functional characteristics: such as diversity in tasks, independence in work, participation, motivation, and feedback.
- c. Social characteristics: such as positive communication with colleagues, collective success, and participatory management. (Al-Rumaidi, Muhammad, 2020: 5)

While there are a number of fixed determinants upon which the levels of employee engagement depend in their jobs, such as the availability of strong motives for the worker within the organization, the continuous pursuit to achieve all goals efficiently, their connection and commitment to the organization, their sense of pride for their presence in the organization, their keenness on real participation in work, and sustainable thinking. On how to advance and improve the performance of the organization, and the effectiveness and efficiency in performing their tasks (Al-Nadi, 2016: 15).

## 8-Methodology

The study method is a design process through which plans are made for the purpose of collecting data, and the aim of this is to make the study clarify its purposes in a simple, coherent and systematic ways (Bashiwa et al., 2013: 159). The researcher relied on the descriptive-analytical approach because it is characterized by collecting real and realistic information. It investigates a phenomenon that actually exists in the community of the organization in question, and shows the relationship between the multiple phenomena, en a summary of the results and basic indicators through description in collecting data and information needed by study for the purpose of determining the results and standing on the most important indicators, so that the description is combined with the analysis of the research variables, and this fits with the variables investigated. This approach also helps in the intensive and comprehensive analysis of the problem under study, and its advantage include an accurate description of the required information and a comprehensive classification. In addition, it employs many research methods at the same time, including (observation, field coexistence, inquiry and answer, which in turn to access broader information and directly) , (Atiya, 2010: 138).

Table (1) Demographic characteristics of respondents

Demographic Factor	category	Frequency	Percentage (%)
Gender	male	141	78.3
	female	39	21.7
age	20-29	24	13.3
	30-39	112	62.2
	40-49	35	19.4
	50 - more above	9	5.0
Academic achievement	Intermediate stage	6	3.3
	high school	53	29.4
	BSC	100	55.6
	Higher Diploma	18	10.0
	M.A.	3	1.7
Experience years	1-less than 5 years	51	28.3
	6-less than 10	60	33.3
	11-less than 15	40	22.3
	16 above	29	16.1

## **9-Descriptive analysis and presentation and analysis of results In light of the answers of the researched sample**

### **A. Cognitive engagement**

Table 1 showed that the arithmetic mean, standard deviation, coefficient of variation, the order of relative importance of the item, and the level of answering the opinions of the study sample, as the relevant figures showed that the highest value was in the item that said (I devoted a very great deal of perseverance to accomplish my work at the required level 4.48 and with a grade of very good and with a standard deviation of 0.681, where its average relative weight was 89.6, where this item came at level 1 in terms of relative importance, and this indicates that most of the people in the concerned organization. They devote their efforts to serve the organization to which they belong in order to achieve business from them by the management. As for the lowest value, the sentence that reads (I feel tired and mentally occupied with my work) came with an average of 4.22 with a very good rating and a standard deviation of 0.911, where it reached an average relative weight of 84.4, where this sentence came to level 4 In terms of relative importance, which indicates that most of the employees of the Iraqi Residency Affairs Directorate are a result of perseverance. The effort in the work they do makes them become mentally exhausted and despite its positives, this may sometimes lead to work fees that may have a negative role in the future if it exceeds the specific energy that the worker can bear. 4.37 and at a very good level with a standard deviation of 0.60. This indicates that a very useful knowledge comprehension of most of the employees of the directorate studied, as the results indicate that there is a high concentration by the employees on work without being occupied with other tasks outside the work, and this high concentration by the employees, sometimes it may not need supervision by the top management, as a result of which the employee is busy doing his job and when the employee is characterized by this impulsivity, he will have a self-control above the control of the top management.

**Table (2) The arithmetic mean and standard deviation of the answers of the researched sample about the cognitive engagement dimension**

ITEMS	THE SCALE						ARITHMETIC MEAN	STANDARD DEVIATION	AVERAGE RELATIVE WEIGHT	RELATIVE IMPORTANCE	THE DIRECTION OF THE ANSWER
	Strongly Disagree	I do not agree	neutral	I agree	I totally agree						
1 I focus on my job only and don't get distracted by other things.		--	4	12	61	103	4.46	0.72	89.2	2	I totally agree
	%	--	2.2	6.7	33.9	57.2					
2 I give a great deal of attention to my assigned job without requiring close supervision.		--	5	21	66	88	4.32	0.787	86.4	3	I totally agree
	%	--	2.8	11.7	36.7	48.9					
3 I feel overwhelmed and overwhelmed with my job.		4	5	20	70	81	4.22	0.911	84.4	4	agree
	%	2.2	2.8	11.1	38.9	45					
4 I dedicate a great deal of perseverance to get my work done to the required standard.		--	2	13	62	103	4.48	0.681	89.6	1	I totally agree
	%	--	1.1	7.2	34.4	57.2					
general middle							4.37	0.60			

### **B. Emotional engagement**

The outputs shown in Table 2 related to the dimension of emotional participation indicated that the largest value in the item that states (I feel proud and proud because I work in this job) with a mean 4,37 and a very good grade and standard deviation 0.845, as the average relative weight of it is 87.4, where this item came at the level 1 in terms of relative importance, and this leads to that most of the people in the organization included in the research feel proud and proud as a result of their belonging to this organization, and therefore when you have an organization you feel Being proud and proud of belonging to it, this will reflect positively on your performance within the organization, and the worst value came in the item that says (I feel a very strong emotional connection and integration with my current job). Where this item came in sequence 4 , in terms of relative importance, which indicates the feeling of most people of connection and integration with the organization in which they work, as well as the work entrusted to them. Thus, this indicates the lack of dispersion of the answers of the sample and their assertion that as a result of people's feeling of communication and integration towards the organization in which they work, as well as a sense of belonging.



This was reflected positively on the overall performance of the organization in question and raising the levels of people's motivation towards the work assigned to them.

Table (3) The arithmetic mean and standard deviation of the answers of the researched sample about the emotional engagement dimension

ITEMS	THE SCALE					ARITHMETIC MEAN	STANDARD DEVIATION	AVERAGE RELATIVE WEIGHT	IMPORTANCE	THE DIRECTION OF THE ANSWER RELATIVE
	Strongly Disagree	I do not agree	neutral	I agree	I totally agree					
1 I feel a very strong emotional connection to my current job.		4	6	28	65	4.14	0.95	82.8	4	I agree
	%	2.2	3.3	15.6	36.1					
2 I feel proud and honored to be working in this job.		2	4	19	56	4.37	0.845	87.4	1	I totally agree
	%	1.1	2.2	10.6	31.1					
3 I feel overwhelming and continuous motivation towards my current job.		---	5	29	62	4.25	0.825	85	2	I agree
	%	---	2.8	16.1	34.4					
4 I look happy, inspired and productive in my current job.		2	7	25	61	4.22	0.907	84.4	3	I agree
	%	1.1	3.9	13.9	33.9					
general middle						4.24	0.79			

### C. Physical engagement

It is clear that from the outputs which are shown in table 4 related to the dimension of physical integration that the highest value was in the item that reads (I always seek to discover new ways to perform the job that I do) with an average 4.42 and a very good level and a standard deviation of 0.776 as Its average relative weight is 88.4 as this item is at level 1 in terms of materiality which indicates that employees in the researched organization often find that they seek and try to discover new ways of doing the work they do in order to try to raise the bar general. As for the lowest value, it came in the item that reads (I use most of my intellectual and creative abilities and functional experience to perform the work I do) with an average of 4.31 and a very good level with a standard deviation of 0.77, where its average relative weight was 86.2. Where this item came at level 4 in terms of relative importance, and this indicates that most workers invest most of their time in the organization trying to raise the general level of the organization, as well as in harnessing all the creative abilities and practical experiences that they possess to perform the work in the best way. The

arithmetic mean after physical absorption 4.37 achieved a very good level with a standard deviation 0.64. This indicates that the higher the worker's satisfaction with the work he does, the more he seeks to harness all his mental and physical abilities and efforts. In order to raise the general level of the organization to which he belongs, and this is what the researcher found among the employees of this organization who are trying as much as possible to reduce the problems they may face at work, whatever the difficulties and challenges. they may encounter.

**Table (4) The arithmetic mean and standard deviation of the answers of the researched sample about the Physical engagement dimension**

ITEMS	THE SCALE						ARITHMETIC MEAN	STANDARD DEVIATION	AVERAGE RELATIVE WEIGHT	ANSWER RELATIVE IMPORTANCE	THE DIRECTION OF THE ANSWER
	Strongly Disagree	I do not agree	neutral	I agree	I totally agree						
1 I put all my effort and mental and physical energy to reduce work problems.		---	1	21	63	95	4.4	0.714	88	2	I totally agree
	%	---	0.6	11.7	35	52.8					
2 I use most of my intellectual and creative potential and my job experience to do the work I do.		---	5	19	72	84	4.31	0.77	86.2	4	I totally agree
	%	---	2.8	10.6	40	46.7					
3 I always try to find new ways to do the work I do		1	2	20	55	102	4.42	0.776	88.4	1	I totally agree
	%	0.6	1.1	11.1	30.6	56.7					
4 I always strive to do my job, and the more I find the work I do difficult, the more determined I am to do it.		---	2	17	73	88	4.37	0.701	87.4	3	I totally agree
	%	---	1.1	9.4	40.6	48.9					
general middle							4.37	0.64			

Generally speaking, the variable of functional participation showed that there is an arithmetic mean 4.33 with a very good level and a standard deviation 0.579, which leads to the lack of dispersion of the sample answers and its confirmation of a very good presence of functional participation in the Iraqi Residency Affairs Organization investigated and for all dimensions of functional participation with high and very good numbers. For the purpose of arranging the importance of the dimensions of the functional correlation variable, the average relative weight was used depending on the arithmetic mean and standard

deviation as shown in table 5, where it became clear that the dimensions (emotional correlation) came in the first place in terms of the dimensions of the functional correlation variable, as most of the answers . The sample was in agreement about this dimension compared to the other dimensions.

**Table (5) Ranking of importance according to the coefficient of variation for the dimensions of the job engagement variable**

	Dimensions of the job engagement variable	Arithmetic mean	standard deviation	C.V Variation coefficient	Variable order
1	cognitive engagement	4.37	0.596	13.655	3
2	emotional engagement	4.24	0.788	18.563	1
3	physical engagement	4.37	0.637	14.558	2
	job engagement	4.33	0.579		

## 10-Conclusions

a- The results showed that there is a clear cognitive engagement among most of the employees of the organization in question, as most of the employees have a high focus on the job tasks they perform, and often we find them trying to give their maximum to the job .

b- The results presented that the Iraqi Residency Affairs Directorate is distinguished by the presence of job engagement among most of its employees, whether in terms of cognitive, emotional or physical engagement, therefore, this indicates that the success in achieving these feelings and motivation towards work.

## 11-Recommendations

a- Despite the presence of cognitive engagement among the employees of the directorate, there is some mental preoccupation and pressure on the employees, which may lead to a negative role in the future.

b- In order to encourage employees to achieve their job engagement, it is necessary to allocate a set of awards to employees in order to increase the effectiveness of their job performance. The administration can achieve this by several means, including allocating a reward for the ideal employee in the directorate, which is done on a monthly basis, or a reward in form of a letter of thanks given to the employee who masters his work with skill more than once a year, and a rewarding bonus and a letter of thanks given by the minister.

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## واقع الاستغراق الوظيفي لموظفي مديرية شؤون الإقامة العراقية

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### المستخلص:

الهدف من البحث هو تحديد واقع الاستغراق الوظيفي في مديرية شؤون الإقامة العراقية واثاره على الموظفين ، حيث اشتمل متغير الاستغراق الوظيفي على أبعاد نموذج (ريتش ، 2010) (الاستغراق المعرفي ، الاستغراق العاطفي ، الاستغراق الجسدي). وقد تم دراسة هذا المتغير في مديرية شؤون الإقامة وهي من المديرية المتخصصة في وزارة الداخلية العراقية ، واعتمد البحث على الاستبيان كأداة رئيسية لقياس وجمع البيانات بالاعتماد على طريقة أخذ العينات العشوائية في نطاقها، واشتملت العينة على (206) فرداً من مجموع (400) مجتمع البحث اذ تم استرجاع (190) وعددهم وكانت الاستبانة الصالحة للتحليل البيانات (180) استخدم الباحث البرامج الإحصائية الجاهزة (SPSS v.25 AMOS v.25). بينما أظهرت النتائج أن مديرية شؤون الإقامة العراقية تتميز بوجود استغراق وظيفي لدى معظم موظفيها من حيث الاستغراق المعرفي أو العاطفي أو الجسدي ، وبالتالي فإن هذا يشير إلى النجاح في تحقيق هذه المشاعر والدافع نحو العمل.

نوع البحث: تصنيف الورقة الخاصة بك تحت أحد هذه التصنيفات: ورقة بحثية ؛ دراسة حالة؛ مراجعة ادبية.

المصطلحات الرئيسية للبحث: الاستغراق الوظيفي ، الاستغراق المعرفي او الإدراكي ، الاستغراق العاطفي او الشعوري ، الاستغراق الجسدي او المادي.

\*البحث مستل من رسالة ماجستير