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Analysis and diagnosis of the reality of job engagement: A survey study in a sample of selected Iraqi universities

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Abstract

The aim of this research is to determine the availability of job engagement and its dimensions in selected Iraqi universities. To achieve the research objectives, the researchers adopted a Descriptive-Analytical Approach to describe the phenomenon under investigation. The research targeted three Iraqi universities (Tikrit University, Kirkuk University, Samarra University) as the study field, with a total population size of (364) academic leaders. The questionnaire was formulated as the main data collection tool, and the final sample size of the research, after excluding invalid forms for statistical analysis, was (179). The survey was conducted both in the field and electronically. The research findings revealed the availability of job engagement in the selected Iraqi universities according to the perception of academic leaders. Furthermore, the research provided a set of recommendations, including the development of job engagement among employees and the provision of opportunities for them to deeply engage in their daily tasks in order to achieve their universities' goals.

Keywords: Job engagement, academic leaders, selected Iraqi universities

Introduction

Organizations today operate in the era of globalization and external openness, which has greatly increased competitiveness among themselves. This calls for organizations to pay attention to their human resources, make them self- and continuously linked to their work environment, and develop their work spirit and passion. Therefore, job embeddedness is considered one of the most important strategies that organizations adopt in order to meet the needs and desires of its employees, which reflects positively on their job satisfaction and thus their productivity. Thus, the high ability of employees to immerse themselves in their organizations makes it possible for organizations to retain them as talents that must be developed and utilized. Accordingly, the need arose to study the concept of job absorption to determine the extent of the possibility of benefiting from its content.

The first axis: methodological framework

First: Research Problem

The rapid developments taking place in the contemporary business environment are among the most important challenges that cast a shadow on both production and service organizations, including educational institutions that possess highly qualified human resources in various specializations. To enhance this, they must adopt new concepts through which they can develop. The philosophical and cognitive principles of their work environment and arrangements for the development of these human resources in general, as they are an important wealth, and the most appropriate option for transferring these educational institutions from their current reality to a better reality full of quality, creativity, and leadership, thus enhancing their behaviors and knowledge. In order to achieve a high level of distinguished performance at the level of educational jobs, and to make work systems more generous, the research problem was crystallized in a central question, which is, "What is the extent of Job Engagement in the selected Iraqi universities?"

Second: Importance of research

The importance of the research is evident in clarifying the concept of job immersion, due to the lack of studies related to this concept in Iraqi universities, as well as providing a modest knowledge addition to Iraqi libraries in particular and Arab libraries in general, and conducting future studies regarding job immersion.

Third: Research objectives

The current research aims to achieve a set of objectives:

1. Identifying the level of employment availability in selected Iraqi universities.
2. The academic leaders in the Iraqi universities, the research sample, also familiarized themselves with the concept of Job Engagement, its importance and its role in the success of universities and their continued provision of educational services.

Fourth: Research methodology

The research adopted the descriptive approach to describe the extent of job embeddedness in the selected Iraqi universities (University of Tikrit, University of Kirkuk, and University of Samarra), where the analytical approach based on field research was used by distributing the questionnaire to academic leaders.

Fifth: Limits of research

The research was prepared over a period of time extending from 12/2/2024 to 25/7/2024 spatial boundaries were represented to search With a selection of universities Iraqi represented by (University of Tikrit, University of Kirkuk, University of Samarra) which was chosen to be the research field, which included the number of academic leaders working in those universities (364), and the research was defined cognitively in the concept of job engagement and the dimensions that the concept includes.

The second axis: The theoretical framework**First: The concept of Job Engagement**

Before going into the details of "Job Engagement" in terms of its concept, importance, factors that lead to its development among employees, and its dimensions that most researchers have agreed upon, it is necessary to explain the meaning of the word "absorption," which is translated into English "Engagement." In most research, this word is translated into (immersion, connection, integration, commitment, participation), and it is used by researchers according to its consistency with their field of research.

The focus and interest on the issue of job embeddedness worldwide has clearly increased now, and thus it has become a topic of concern not only for human resources managers, but has also become a source of concern for many organizations with their various activities through how to enhance employee interaction within his work environment, which is directly reflected on the organization.

Where between (Yongxing, et al, 2017:708) ^[4] Job Engagement represents an active and positive state of the employee related to work, characterized by being energetic, dedicated, and highly focused in order to immerse him in his work environment and make him feel happy and passionate about completing his work through the high levels of energy and flexibility that the employee issues toward his work. from His side male (Thevanes, & Dirojan, 2018:3) ^[5] Job Engagement is the degree to which an employee is

determined to be psychologically ready to commit and immerse himself in his job and perform it to the fullest extent, as organizations focus on enhancing absorption among their employees to achieve organizational goals and objectives.

While he mentioned (Al-Rumaidi and Abu Zaid, 2020:5) ^[26] Job Engagement is the integration, assimilation, and mental, psychological, and mental compatibility of the employee with his job that he performs in a way that creates a feeling of comfort and happiness in the workplace.

in this the connection was mentioned (Ozyilmaz, 2020:4) ^[6] Job Engagement represents the harnessing of the personal self of the organization's members, with all their job titles, in participation, connection, and integration in their work, where they employ their capabilities and express themselves physically, cognitively, and emotionally as indicators of participation in the work. while in between (Yuan, Z & Zhong 2021:63) ^[7] Job Engagement refers to the process of mobilizing and harnessing physical, mental and mental energies by employees towards their organization in order to implement and accomplish the tasks and roles assigned to them in the work environment.

From a point of view (Norouzinik, et al, 2022:5) ^[8] Job Engagement represents an emotional motivational state emanating from the person's self that has no association with specific events or behaviors that focuses on work and immersion in it through the individual's high energy and mental flexibility to perform the tasks assigned to him, which makes him psychologically linked to his work and dependent in one way or another on it. .

In line with the above The researchers know Job embeddedness is a relationship of engagement and integration that enhances an employee's positive behavior towards...His organization and who he expressed his state of activity and dedication to work, which enhances his self-confidence as a result of the interest that management gives to him by providing a safe and healthy work environment that makes them more Passion and love for work.

Second: The importance of Job Engagement

The importance of Job Engagement in organizations is highlighted by the fact that it contributes to enhancing the confidence, commitment and involvement of employees in their work environment and developing the spirit of initiative and serious thinking by harnessing their personal selves to carry out the roles and tasks assigned to them, which contributes to achieving the organization's goals as it allows organizations to evaluate the extent of the participation and involvement of their employees. At work In this context, he mentioned (Albro & McElfresh, 2021:2) ^[1] Organizations differ according to their levels of job engagement. Organizations that have high levels of employee engagement usually achieve better results with regard to employee engagement and integration in the workplace. They have a lower turnover rate and their employees enjoy a higher level of job satisfaction, and this reflects positively on productivity.

On the other hand, it was mentioned (Rich et al, 2010:619) ^[3] that through Job engagement it will prevail to Members of the organization to fully exploit themselves in performing their roles in the organization by putting their energies and personal capabilities to work physically, cognitively and emotionally, which makes them fully present, engaged,

present and focused in performing the tasks assigned to them.

In light of this, it has been shown (Kahn, 1990:694) ^[2] Job Engagement occurs when organizational members harness themselves and express themselves psychologically, physically, and emotionally to perform the roles and tasks assigned to them to enhance job participation and expression.

In line with the above, the two researchers believe that job embeddedness is of great importance to organizations and employees, as it has a positive impact on the relationship between employees by proving their personal self and organizations by achieving the goals they aspire to. It meets employees' aspirations to create a safe and healthy work environment to achieve job security and works to enhance employees' confidence in the organization and develop skills to better perform the role.

Third: Dimensions of Job Engagement

Many researchers have mentioned dimensions of Job Engagement in various studies according to different viewpoints in their contents, orientations, and fields of work that they have addressed. Although this variation and multiplicity of viewpoints indicates that the issue of job engagement is not limited to a specific area, specific organizations, or a specific opinion, and within a certain framework the progress and models that were presented showed that there is a clear discrepancy between the opinions and ideas of researchers regarding defining unified dimensions of job engagement and in accordance with the objectives of the study research and its hypotheses, for the purpose of developing a clear understanding and perception, and in order to form a complete picture about the dimensions of job engagement. The researchers thought adopting a model and adopting (Shuck & Reio, 2014) ^[9] It consists of three dimensions (cognitive Engagement, emotional Engagement, and behavioral Engagement), being the closest to the Researched field.

1. Cognitive Engagement

Cognitive engagement refers to the individual's cognitive and perceptual ability and ability to make decisions regarding his job within the organization, that is, their ability to become absorbed and immersed in the practice of their work, which depends on the psychological state, the individual's self-esteem, his distinguished participation, and the focus on investing the mental and cognitive energies required to carry out job tasks, as this includes the effort that Employees want to invest themselves in working on the task or role. In this context, he pointed out (Al-Shanti& Abu Amra, 7:2019) ^[27] The employees in the organization are completely immersed in doing business mentally, and therefore they do not pay attention to competition, but rather focus completely on performing the task assigned to them, as they realize what they are doing through the in-depth knowledge they possess in the role.

As (Suleiman, 12:2022) ^[28] mentioned that cognitive Engagement means the individual's feeling of enthusiasm, self-confidence, and great engagement, as well as intense focus in performing the tasks assigned to him, as it expresses the amount of importance that the job generates in the employee's life and the degree of their commitment and participation in making decisions that affect their career lives.

Therefore, cognitive Engagement is a strategy that shows the extent of employees' commitment to self-learning mechanisms and the way they focus on their roles in the organization in this context, it was mentioned (Rotgans, & Schmidt, 2011:467) ^[10] It is the extent of willingness shown by employees to be able to carry out the work tasks assigned to them and the amount of effort expended by them and willing to invest in their job.

Therefore, cognitive immersion is an important aspect of employees' commitment and engagement in their tasks to achieve the strategic goals set by senior management and cognitive investment in their efforts to reach the goal of knowledge (commitment and self-involvement) in their jobs. In this regard between (Al-Abdi, 2012: 160) From a cognitive Engagement, the employee is completely immersed in performing his job, as the employee who is cognitively absorbed while starting work ignores those around him, including competitors and the like, and focuses on completing the task assigned to him completely, completely, and accurately, in order to leave a positive impact on himself first and on senior management.

In line with that, it has been shown by both (Abed et al., 2021: 62) ^[30] Cognitive Engagement, through which employees become immersed and connected to their work, will thus make them qualified and able to focus more precisely on the tasks assigned to them, which puts them in a state of philosophical thinking and vision that determines the extent to which they represent their ideas and inspiration in the organization and embody their goals and broad imagination into a real, tangible work reality.

Through this, employees' cognitive behaviors will be built and they will realize the importance of their involvement, connection, and commitment to the organization and accomplish the tasks assigned to them efficiently and effectively by developing their knowledge and skills related to their work in the organization.

It was a point of view (Eagle, 2022:15) ^[11] Cognitive absorption is related to what the employee thinks about his job, and therefore it is related to the mental processes and thoughts involved in reaching the desired goal.

And based on what Progress the researchers see Cognitive engagement is the self-organized approach to engagement, integration, use of metacognitive strategies, and psychological investment of cognitive effort self-regulation and motivation what is done during the job and which shows the employees' desire and ability to undertake a specific task in the work environment.

2. Emotional Engagement

Emotional Engagement refers to emotional and affective attitudes toward the organization, identifying with it, and feeling a sense of belonging to it through the strong relationship between the individual's emotions, feelings, and thoughts and the extent of his enjoyment of his job and his attachment to it. It shows the extent to which the employee is emotionally involved and absorbed in his work environment, as well as his co-workers, which makes him more creative and spend the longest possible working hours in his organization. In this regard, (Khalifa, 2023:6) ^[31] pointed out that emotional engagement expresses the extent of the employee's passion, love, and enjoyment of his job. It also indicates the existence of a strong relationship between the employee's feelings and his emotions with his colleagues, which shows feelings of pride and enthusiasm.

While in between (Zhang, et al, 2014:6) ^[12] being emotionally engagement means that the employee forms meaningful relationships and bonds with co-workers and management and experiences feelings of empathy and concern for others, which creates a desire in him to continue working and staying in the organization despite the presence of job opportunities in other places that may be better for him in terms of material and living conditions.

In the same context (Ulmanen, et al, 2016:3) ^[13] pointed out that emotional engagement consists of the experiences and experiences of individuals through belonging within society, such as the relationships between employees themselves or the relationships between them and managers in a way that achieves emotional dimensions towards the organization, so emotional engagement plays a mediating role in these relationships by enhancing the feeling of emotional belonging to the organization.

Accordingly, emotional engagement includes interest, boredom, happiness, anxiety, passion, participation, love, and other emotional states. Therefore, it is considered one of the most important factors that can affect the commitment and attachment of employees in the organization and their continued efforts to perform the role assigned to them, as emotional attachment also involves a sense of belonging and values.

He clearly lost it (Özhan, & Kocadere, 2019:5) ^[14] emotional engagement is nothing but a set of emotional reactions that the employee shows towards his work environment, which is represented by emotional reactions that are translated into feelings and feelings of love, interest, excitement, happiness, elation and joy towards the organization.

In the same context (Nguyen, et al, 2018:2) ^[15] mentioned emotional engagement relates to the feelings of belonging and loyalty to the organization that employees show because of feeling job satisfaction with their management and its dealings with them. These feelings are reflected in the employees' performance and thus in productivity in general. In support of this idea, it can be said that when an employee is emotionally attached to his organization, he will show all his feelings, emotional feelings, interest, and love towards his work, which will be reflected positively on his job performance through what he tries to obtain in terms of praise, thanks, and appreciation of his efforts from his superior superior. Thus, he will double his efforts. Towards his work and organization.

In this regard, he pointed out (Dubović, 2022:2) ^[16] emotional engagement focuses on situations and aspects related to the employee's emotional commitment, as emotional feelings include (enthusiasm, love, interest, and pleasure), which are in complete contrast to negative feelings that include (boredom, sadness, and frustration). Therefore, both positive and negative emotional feelings It affects the extent of commitment, participation and attachment to the job.

Emotional engagement is characterized by how employees feel about their work. Building positive relationships and creating an employee-centered work environment increase emotional engagement. In this aspect, he sees (Shuck, 2011:315) ^[17] that the employee's passion for his work is nothing but the state of well-being that the individual experiences, which is continuous in order to achieve positive emotional results that arise from his cognitive and emotional vision of jobs in a different and recurring manner,

which leads him to adopt constructive and consistent work behaviors that are worthy of observation, evaluation, and reward.

From the point of view of (Willi et al., 2017:614) ^[32] Emotional Engagement refers to the extent to which the employee feels that he enjoys his job and the extent of his love and passion for his work, which makes him subconsciously connected to it, so that he begins to view his organization as his second home.

Pietarinen and his colleagues (Pietarinen, et al, 2014:41) ^[18] confirmed that explained that emotional engagement includes emotional factors, including enjoyment of the job, the support one receives from employers, and attitudes toward coworkers.

While (Houle, et al, 2022) ^[19] indicated that Emotional absorption reflects and refers to the individual's expression of what excites him, attracts his interest, and stimulates his enthusiasm to carry out the job role and tasks assigned to him in the organization. For example, "I am enthusiastic about my work."

From the above, the researchers mention that emotional engagement is the state of emotional connection, psychological conformity, passion, love of work, interest, and commitment that the employee shows towards his job, which makes him involuntarily strongly connected to his work environment and to the co-workers whom he considers an integral part of his work life. In addition to the employees' pursuit of achieving their personal goals in the organization, they are emotionally and mentally connected to their work and organization.

3. Behavioral engagement

Behavioral engagement refers to the behaviors taken by an individual within his work environment for enhancing his job skills, that is, interactions with the environment that are active, goal-driven, flexible, constructive, and continuous. In this regard, he pointed out (Mahasneh et al., 2021: 54) ^[33] Behavioral engagement includes the efforts made by the employee in completing the organization's activities in addition to making more efforts and giving additional time to complete the work.

In this regard it is seen (González & et al, 2015:870) ^[20] Behavioral engagement is defined as the interaction of employee behaviors directed towards achieving goals through proper planning, effort, attention to the role, and focus on completing tasks efficiently and effectively. and following some indicators, including flexibility, continuity, hard work, perseverance, time spent, attendance, voluntary participation in tasks, and others.

At the same time, he pointed out (Ruangkanjanases, et al, 2022:5) ^[21] It is the total time and ideal effort made by the employee and the extent to which he participates in providing a service, associating and engaging in activities that benefit the organization and which make him feel proud and belonging to his job.

In line with this, (Al-Hasani, 2013: 10) ^[34] indicated that it refers to a source of added value to the behaviors of individuals working in organizations, which is reflected in the amount of efforts expended and the energy expended in carrying out the role and completing the jobs.

As for Kiorchi and his colleagues (Qureshi, et al, 2016:5) ^[22] they had a point of view regarding behavioral engagement, explaining that it refers to the levels of activity possessed by the employee, such as effort and perseverance at work,

“goal-oriented” behavior, “determination” and “prioritizing tasks”, which can be stimulated through some interest and incentives provided by management to them.

As he points out (Suárez et al., 2019:3) [23] behavioral engagement is considered a manifestation of internal motivational processes, for example, internal motivation, self-efficacy, value of individual tasks, and time management), which have an impact on activating, motivating, and directing work in the organization in the sense of the amount of time allocated to performing tasks.

Accordingly, we Conclude that engagement behaviors represent a financial investment made by the employee towards learning and integration programs in the work environment, which has a significant impact on his performance in the organization. It also shows the extent of his activity at work in completing the task and fulfilling the role, in addition to the behaviors of cooperation with his peers at work.

While mentioned (Guan, H, et al, 2019:10) [24] Behavioral engagement will greatly affect the employee’s innovation behavior, meaning that he will make him do his best and stimulate his spirit of innovation to achieve success, thus making him an entrepreneur, in addition to the additional role of stimulating his organizational innovation performance.

According to my opinion (Engels, et al, 2016:1193) [25] the nature of social relationships among employees within the organization has a major impact and plays a prominent role in the way the employee is engaged or not in tasks, roles, and engagement in the work environment. The study also shows that providing social support to employees gives leaders an opportunity to influence the level of employee engagement over time.

From the above, the researcher sees that behavioral engagement is expressed as the behaviors of inspiration, learning, and analysis that are the mental and intellectual

fusion of the employee within the organization, his attachment, belonging, and the nature of his willingness to be linked and ethically committed to his organization and his job, as it shows the nature of the connection in activities within the organization, including attention, positive behavior, and attendance to the organization, where we can It is observed through the employee’s perseverance, effort, interest, participation, commitment, and involvement in his job, which reflects some of the qualities and values that he possesses towards his organization, such as initiation of work, effort, hard work, perseverance, intensity, attention, absorption, and participation.

Third axis: the Field Framework

First: Validity factor (Reliability Coefficient)

This method depends on extracting validity from the reliability coefficient to ensure that there is a strong connection between the test’s validity and stability, as the true measure is always consistent and gives the same results after applying it more than once, in the same circumstances and on the same individuals. Therefore, we will obtain a guarantee of consistency and stability in the results of the questionnaire., Where stability was measured via Coefficient (alpha) for internal consistency, where the coefficient (Cronbach's Alpha It provides us with a very good estimate in most situations, especially since this method depends on the consistency of the individual’s performance from one paragraph to another. For the purpose of extracting the reliability coefficient according to this method, all questionnaires were used, then the Cronbach’s alpha equation was used, and a coefficient of (0.70≤Alpha) was obtained is practically considered acceptable in the general framework because this equation reflects the internal consistency of the paragraphs. The results were as in the following table:

Table 1: Cronbach’s alpha coefficient

The Variable	Number Paragraphs	Alpha values	Half retail	
			Pearson correlation coefficient	Spearman-Brown correction equation
Job Engagement	18	0.916	0.775	0.873

Source: Prepared by the researcher that based on the outcomes of the program resultsSPSS.V24)

From the results of Table (1), we notice that the reliability values for the alpha coefficient appeared to be greater than (0.70), which is considered the largest of the default values that indicate the stability of the tool, as the scale as a whole achieved a very high reliability value, reaching (0.97). This result indicates and proves that there is consistency. High internal resolution overall.

Second: Describing and diagnosing Job Engagement with its dimensions

Table (3) shows the descriptive analysis of Job Engagement. This analysis was conducted through the arithmetic mean, standard deviation, relative importance, direction of the response level, and coefficient of variation.

Table 2: Results of describing and diagnosing Job Engagement and its dimensions

The Study variable and its dimensions	Arithmetic mean	Standard deviation	Relative importance (%)	Order of relative importance	Direction of response level	Coefficient of variation (%)
Cognitive Engagement	3.92	0.49	78.4	3	high	12.5
Emotional Engagement	4.12	0.43	82.4	1	high	10.4
Behavioral Engagement	4.11	0.47	82.2	2	high	11.4
Job Engagement	4.05	0.41	81.0	3	high	10.1

Source: Table from Prepared by the researchers that by credit on a program Spss.V 24

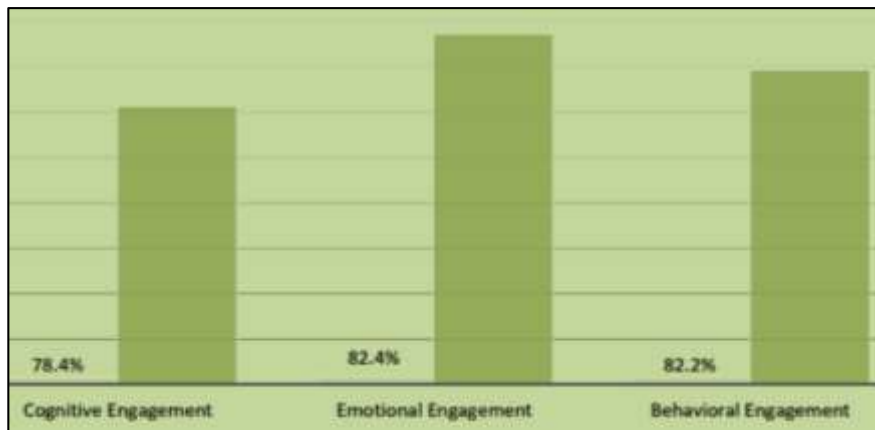
From Table 2 we note: An variable job engagement the value of the general arithmetic mean for it (4.05) and its larger than From the hypothesized mean value of (3), this means that the level of importance was high and amounted

to (81.0%) and to enhance this result has a standard deviation value of (0.41) this indicates a low rate of dispersion, great homogeneity in the answers of the respondents, and a convergence of views on development

Job engagement the employees of the researched universities. When studying the sub-dimensions of the variable As a whole, it turns out that all of them had a high level of importance, despite the varying order of importance, and it is worth noting that the dimension emotional engagement It came in first place with relative importance (82.4%), followed by behavioral engagement at a relative importance of (82.2%), and finally came after cognitive engagement at relative importance (78.4%), what confirms the agreement on the importance of the sub-dimensions For job

engagement the value of the standard deviation for all dimensions was at a low level of dispersion, less than (1). This reflects the closeness and homogeneity of individuals' answers. Sample and their perception of its importance Job engagement in its dimensions that can be practiced by academic leaders in the researched universities. In the above results, the figure is presented (1) Ranking of relative importance for job placement:

Appearance (1) Relative importance Dimensions of the job engagement variable



Source: Table from prepared by the researcher that depending on the programme Spss. V 24

The arithmetic mean and relative importance of the sample members' answers to the flexible work arrangements items for each of the dimensions were as follows:

1. Cognitive Engagement

This dimension achieved an index so its reached general Arithmetic mean (3.92), exceeding the hypothesized mean of (3) this indicates that the universities investigated give

priority to cognitive engagement what reinforces this finding is the relative importance that reached (78.4%) and this indicates that there is harmony and convergence between the answers of the sample members regarding cognitive engagement as evident from the standard deviation ratio of (0.49) and the coefficient of variation of (12.5), this dimension contains several items, as follows:

Table 3: A general description of the Cognitive Engagement paragraphs

Paragraphs	Arithmetic mean	Standard deviation	Coefficient of variation	Relative importance %	Order of importance	Importance index
The university administration enhances the employee's connection and integration with his job through:						
Utilizing his mental and intellectual abilities in performing his work	4.08	0.52	12.7	81.6	1	High
Make him feel open-minded while working	4.03	0.51	12.6	80.6	2	High
Enjoy a high level of energy and flexibility Mindset at work	4.03	0.58	14.3	80.6	3	High
Make him always think about his work even after leaving the organization	3.48	0.90	25.8	69.6	6	High
The ability to reconcile the requirements of his work with the requirements of his private life	4.00	0.68	17	80	4	High
Make him invest most his scientific abilities and functional experience at work	3.93	0.62	15.7	78.6	5	High
General arithmetic mean	3.92	0.49	12.5	78.4		High

Source: Table from Prepared by the researcher that Depending on the Spss programme V 24

It is clear to us from the table (3) in Above, Paragraph No. (1) Which stipulated (The university administration enhances the employee's connection to his job through employing his mental and intellectual abilities in performing his work) came in first place, as it obtained the highest arithmetic average of (4.08) and obtained the highest relative importance (81.6%) The importance index was high, while it obtained Paragraph number (4) which stipulates (He made him always think about his work, even after leaving the organization) its ranked last with an average of (3.48) and the least relative importance reached (69.6%) and it is good. In this context, these results indicate

that the administration of the universities surveyed works to enhance the employee's connection and integration with his job by employing his potential, mental, and intellectual abilities in performing his work. This confirms that there is great homogeneity and convergence in the answers of the sample members with little dispersion with a standard deviation of (0.52) however, the universities in the research sample are working hard to make the employee permanent think about his work even after leaving organization, this confirms the homogeneity in answer the sample members are about one thousand with little dispersion and a standard deviation reached (0.90) this makes the administrations of

these universities always seek to encourage employees to enhance cognitive engagement towards their universities.

2. Emotional Engagement

This dimension achieved an index so its reached the general arithmetic mean is (4.12), exceeding the hypothesized mean of (3). this indicates that the investigated universities give

priority to emotional engagement what reinforces this finding is the relative importance that reached (82.4%), and this indicates that there is harmony and convergence between the answers of the sample members with regard to emotional engagement as evident from the standard deviation (0.43) and the coefficient of variation of (10.4), this dimension contains several paragraphs, as follows:

Table 4: A general description of the Emotional engagement paragraphs

Paragraphs	Arithmetic mean	Standard deviation	Coefficient of variation	Relative importance %	Order of importance	Importance index
The university administration gives its employees a sense of belonging and love for work through:						
Giving them a sense of pride and pride because they are working in this job	4.19	0.49	11.6	83.8	2	High
Increase their sense of happiness when they achieve an achievement requested of them	4.16	0.55	13.2	83.2	3	High
Make them have good and kind relationships with co-workers	4.20	0.54	12.8	84	1	High
Developing a sense of passion within them and a great love for their work in order to be creative in it	4.15	0.59	14.2	83	4	High
Enhancing their abilities to achieve goals Attached and job-oriented personality	4.13	0.58	14.0	82.6	5	High
Giving them the ability to control their mood while doing their work	3.88	0.74	19.0	77.6	6	High
General arithmetic mean	4.12	0.43	10.4	82.4		High

Source: The table was prepared by the researcher that depending on the programme Spss. V 24

It is clear to us from the table (4) in above Paragraph No. (9) which stipulated (The university administration gives its employees a sense of belonging and love of work through make them have good and pleasant relationships with colleagues the job) its came in first place, with the highest arithmetic average of (4.20) and obtained the highest relative importance (84%) the significance indicator was high, While got Paragraph number (12) which stipulates (giving them the ability to control their mood while performing their work) ranked last with a mean of (3.88) and less relative importance reached (77.6%) and it is good. In this context, these results indicate for an administration universities search sample develop its employees have a sense of belonging and love to work through Strengthening work relationships with their colleagues, thus making the work environment happy and enjoyable for them. This confirms that there is great homogeneity and convergence in the answers of the sample members, with little dispersion with a standard deviation of (0.43). The universities studied are constantly working to give their employees the ability to control their moods, which is directly reflected in their

work. However, the individuals surveyed do not largely agree on the importance of this paragraph and what confirms this homogeneity in apathy about this thousand rate, with little dispersion, and with a standard deviation of (0.74), hence this makes the administrations of these universities always seek to encourage employees to enhance emotional engagement in their work environment.

3. Behavioral Engagement

This dimension achieved an index so its reached the general arithmetic mean is (4.11), exceeding the hypothesized mean of (3). this indicates that the investigated universities give priority to emotional engagement what reinforces this finding is the relative importance that reached (82.2%), and this indicates that there is harmony and convergence between the answers of the sample members with regard to behavioral engagement as evident from the standard deviation (0.47) and the coefficient of variation of (11.4), this dimension contains several paragraphs, as follows:

Table 5: A general description of the behavioral absorption paragraphs

Paragraphs	Arithmetic mean	Standard deviation	Coefficient of variation	Relative importance %	Order of importance	Importance index
The university administration encourages employee behavior that is attracted to his work through:						
Satisfaction with the work done in his work environment.	4.07	0.55	13.5	81.4	5	High
Always persevere in his work When things do not go well.	4.06	0.54	13.3	81.2	6	High
Make him arrive at his workplace early in order to prepare for work.	4.14	0.70	16.9	82.8	2	High
He was always keen to make his job take up most of his time at the university.	4.12	0.62	15.0	82.4	3	High
Ensuring the development of new work techniques to abandon traditional methods.	4.11	0.63	15.3	82.2	4	High
Ensure to acquire skills and knowledge that enhance his job behavior.	4.16	0.65	15.6	83.2	1	High
General arithmetic mean	4.11	0.47	11.4	82.2		High

Source: table from Prepared by the researcher that depending on the programme Spss.V 24

It is clear to us from the table (5) in above, Paragraph No. (18) Which stipulated (The university administration encourages employee behavior Attracted towards his work

through Ensure to acquire skills and knowledge that enhance his job behavior) its came in first place, with the highest arithmetic average of (4.16) and obtained the highest

relative importance amounting to (83.2%) The importance index was high, while it obtained paragraph number (14) which stipulates (Always persevere in his work when no Going matters well) ranked last with an arithmetic mean of (4.06(And the least relative importance reached (81.2%) and it is High. In this context, these results indicate that administration the researched universities It always encourages its employees to acquire skills, experiences and knowledge that enhance their functional behavior in the workplace. This confirms that there is great homogeneity and convergence in the answers of the sample members about the importance of this paragraph with low dispersion with a standard deviation of (0.65). However, the universities under study always urge their employees to persevere and devote themselves to work, even if something happens that disturbs the peace of work. However, the individuals surveyed do not largely agree on the importance of this paragraph and what confirms this Homogeneity in his answers about this thousand rate, with little dispersion, and with a standard deviation of (0.54), hence this always leads academic leaders in these universities to encourage employees to enhance their behavioral engagement with their organizations.

Fourth axis: Conclusions and Recommendations

First: Conclusions

The results of the descriptive analysis showed that the sample members' perception of the importance of developing job engagement in the Iraqi universities researched, it came with a high level of importance for the variable as a whole, as well as at the level of the sub-dimensions. What explains this result is that the academic leaders in the Iraqi universities studied always working to make its employees better more connected, integrated and harmonious in their work environment, more dedicated, enthusiastic and passionate about their work. Regarding the sub-dimensions to absorb the job engagement, research the following conclusions:

1. That level of importance Cognitive engagement among employees the Iraqi universities surveyed had a high level of importance, which explains this the result is that academic leaders in the Iraqi universities studied work to enhance the employee's connection and integration with his job by utilizing his capabilities. And his mental abilities and intellectual in performing his work through her work in making The employee always thinks about his work even after leaving the organization.
2. The level of importance of emotional engagement among the employees of the Iraqi universities studied was at a high level of importance, and what explains this result is that administration these universities work to develop a sense of belonging and a love of working for others its employees by strengthening working relationships among themselves and giving them the ability to control their moods, which is reflected in their work therefore, the work environment becomes happy and enjoyable for them.
3. That level of importance Behavioral engagement enjoyed by employees the Iraqi universities surveyed had a high level of importance, which explains this The result is that the academic leaders in the Iraqi universities studied It always encourages its employees to acquire skills, experience and knowledge that

enhance their job behavior in the workplace and urges them to persevere and be dedicated to their work.

Second: Recommendations

1. Providing continuous training and development opportunities For employees to enhance their skills and sense of inclusion, and support academic leadership them constantly, To improve leadership and communication skills and enhance participation Academic leaders in developing flexible work policies and promoting job engagement.
2. Developing behavioral engagement and provide opportunities for employees to engage deeply in their daily tasks, and encouraging self-initiatives via to support they In order to encourage them to provide new ideas and initiatives to improve work.
3. Help With experienced specialists from with the experience in developing personal skills to deliver courses with high quality.
4. Providing supportive resources Calbrochures and instructions Employees can use them to reinforce what they have learned in courses.
5. Stimulating active participation via providing opportunities for employees to contribute in making work-related decisions and improving the work environment.
6. Providing training courses to improve time management and organization skills through training programs to improve leadership and effective communication skills.
7. Implement policies gradually in different departments and monitor results, and conduct a periodic evaluation of the effectiveness of policies and continuously survey employees' opinions to improve them.

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