

## **The Role of Job Engagement in Achieving Organizational Excellence: A Field Study at the Iraqi Residency Affairs Directorate**

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*Received August 02, 2021; Accepted November 20, 2021*

*ISSN: 1735-188X*

*DOI: 10.14704/WEB/V19I1/WEB19011*

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### **Abstract**

The current research aims to define the role of job engagement in achieving organizational excellence, as the job engagement variable, depending on the (Rich, 2010) model, included the dimensions (cognitive engagement, emotional engagement, physical engagement), while organizational excellence the researcher relied on the model (Baldrige, 2011- 2012) dimensions (organization leadership, strategic planning, customer focus, information and method of analysis, human resources, operations management, business results), These variables have been studied in the Directorate of Residency Affairs, which is one of the specialized directorates in the Iraqi Ministry of Interior, and the research was relied on the questionnaire as a main tool for measurement and data collection, relying on the method of random sample in its distribution, as it included (45) questions, as well as the method of the personal interview. To support the results of the questionnaire and achieve the greatest degree of realism in data collection, the sample included (206) individuals out of a total of (400) and were selected according to the sample calculation formula (Stephen Thompson) and were distributed directly to the respondents as (190) were retrieved and the number of the questionnaires were valid for analysis. Statistical (180) questionnaires, and in order to analyze the research data, the researcher used ready-made statistical programs (SPSS v.25 AMOS v.25), and among the most important statistical methods used in the analysis are "Alpha Cronbach scale, Spearman-Brown correlation coefficient, confirmatory factor analysis, the mean." Arithmetic, standard deviation, coefficient of variation, relative importance, Pearson correlation coefficient, simple regression coefficient, multiple linear regression.

The research reached a number of results and recommendations, including that the Iraqi Residency Affairs Directorate showed interest in organizational excellence, so it directed job engagement to enhance it well in addition to directing emotional absorption, cognitive engagement and physical engagement directly to improve the required organizational

excellence, as these results were in conformity with the hypotheses, Where there is a statistically significant relationship between job engagement and organizational excellence..

## **Keywords**

Job Engagement, Organizational Excellence, Iraqi Residency Affairs Directorate.

## **Introduction**

Modern institutions face, in light of the rapid developments of our time, many challenges and developments in various fields, despite the advancement of technological work methods, the rise of work and the entry of work in the field of speed and accuracy, but the human resource remains the main pillar and one of the main influencing factors in the success and excellence of those institutions, the fact that this resource is not just an individual, but rather thinking minds and a main driver that directs the other available resources of the organization in order to achieve the goals of the organization, which depends entirely and directly on the effort that a person makes towards this work, as work represents a central aspect of his life for what he provides to him. From psychological, material and spatial considerations in his practical and personal life, and with the passage of time each worker builds a set of beliefs, opinions and feelings towards this job.

The study dealt with two main approaches, the first is job engagement, which is the intellectual, emotional, and material connection and commitment of the workers towards the organization, its values and organizational principles, and the integration of employees towards their work through cooperation and interconnection with colleagues to improve and raise performance at work for the organization, and thus is the measure by which the extent of relevance is determined. And the employee's involvement in the organization. As for the second approach, organizational excellence is represented by the achievement and achievement of the organization's well-defined and beautifully defined goals in an effective manner through its vision formulated in accordance with environmental changes related to its basic functions, the provision of high-quality supplies and services, and the establishment of good commitments for that quality.

Where the importance of job engagement in all its dimensions is evident in that it increases the employees' sense of job satisfaction, makes workers more careful and committed to their job and their organization, and enhances efficiency and productivity. Absence from it, as well as increases the voluntary and cooperative behaviors, and thus organizational excellence is achieved.

The main objective of the research centered around the work on identifying the dimensions of job engagement in order to employ them in achieving organizational excellence, especially in the institutions that bear the greatest burden of responsibility towards their society.

On this basis the research came in four chapters. The first chapter included two topics that dealt with the first topic, the research methodology that included the research problem, the research scheme, research hypotheses, procedural terms and objectives, importance and limits, the research community, the research sample, and the statistical tools and methods used to reach the results of this research, and the second study includes some previous studies. The Arab and foreign ones related to the research topic and the extent of benefit from it. As for the second chapter, it included two topics. The first study dealt with the theoretical side, the role of job engagement, and the second topic dealt with organizational excellence. The third chapter included a presentation and analysis of the research results and testing their hypotheses. As the first topic includes an analysis of the research results, and the second topic alone examines the research hypotheses, either the quarter chapter included two topics that included the first of them was devoted to the conclusions reached by the research, either the second topic was devoted to recommendations.

### **Research Problem**

Many institutions face many challenges in order to reach a high level of job engagement for their employees, and for this, the institutions use all the means available to them as they train and prepare them in addition to providing a lot of material and moral advantages, and the purpose of all this is to make the workers realize that the institution they work in it, it is concerned with their multiple needs in order to gain loyalty, dedication, and employee immersion, thus achieving organizational excellence. Work and this feeling produced repercussions on the level of performance and thus directly affects the lack of access to excellence, hence it can be said that the research problem lies in the need to analyze the level of job engagement and its impact on organizational excellence, especially since all institutions are looking for organizational excellence and this can be achieved By using methods and practices that make them different from others to become superior organizations, and the most important of these methods is to make employees job engaged in their work and organizations and raising the levels of commitment and loyalty they have, and accordingly, the problem that the research deals with prompted the following questions: -

1. What are the dimensions adopted in determining the level of job engagement in the organization in the field of research?
2. What are the dimensions adopted in determining the organizational excellence in the organization in the field of research?
3. Is there a job engagement and what are its levels in the organization in the research field?
4. What are the interconnected and influential relationships between the research variables (job engagement, organizational excellence)?
5. What is the degree of understanding the characteristics and concepts of the research variables and their relationship in the researched organization?
6. What are the positive effects of engaging in the job of the research field organization?
7. What is the importance of job engagement and organizational excellence in the organization's research field?

### **Hypothesis Research Model**

In order to translate and interpret the research problem in addition to a practical and testable aspect, the researcher must design a hypothetical scheme according to the correct method in which the nature of the logical relationships of the main variables and sub-variables is clarified. This is embodied in the research outline shown in Figure (1), and the scheme consists of two variables:

The (independent) variable: represented by job engagement and includes three dimensions (cognitive engagement, emotional engagement and physical engagement), and the model was relied on (Rich, 2010).

The responsive variable (dependent): is represented by organizational excellence and includes seven dimensions which are (organization leadership, strategic planning, focus on the customer, information and its analysis method, human resources axis, operations management, business results), and the current research dimension was adopted from the model (Baldrige, 2011-2012).

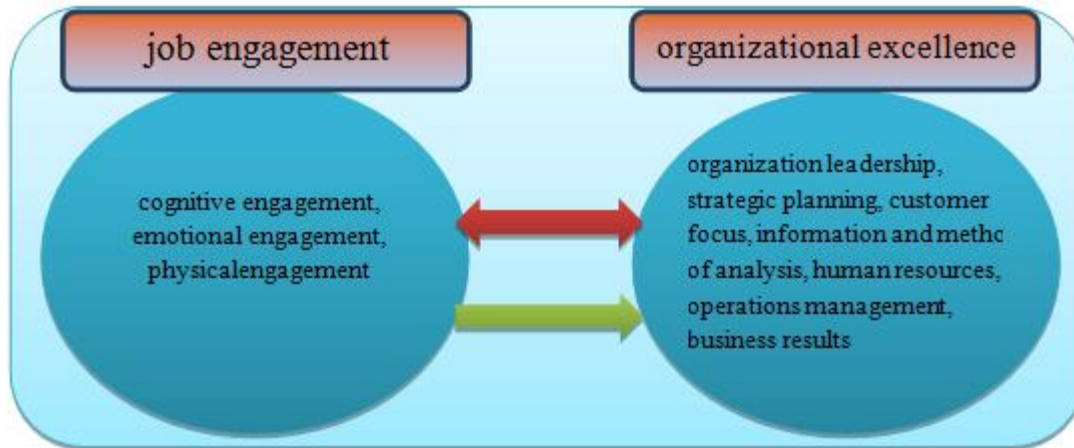


Figure 1 Conceptual Framework

### Job Engagement

In the recent period, 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) 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) 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).

### The Importance of Job Engagement

The interest of organizations in human resources and their participation in decision-making and work activities and tasks. Creating a work environment with an appropriate organizational climate promises to make employees fully satisfied with the organization and increases their commitment and self-confidence towards work (Vijay & Banu, 2011: 118), The importance of job engagement on two levels is based on the study (Sakovska, 2012, 14).

1. The importance of job engagement at the organizational level, which includes:-
  - a. Organizational performance: - Functional absorption has positive effects on organizational performance indicators (customer satisfaction, profitability, productivity, employee turnover, and job security).
  - b. Productivity of working individuals: - High levels of employee engagement help workers adopt initiatives for learning objectives, as working employees who are busy in their tasks realize new knowledge, respond to opportunities and depart from the familiar.
  - c. Employee retention: Occupational absorption has effects on the intentions of workers to leave and leave work, as individuals who are absorbed in the tasks of their jobs to a large extent are more stable and stable in their jobs.
  - d. Defending the organization: - Individual workers who are busy and occupied in their jobs may be lawyers and defenders of the organization in which they are present.
  - e. Customer loyalty: - When employees feel their importance in the organization and their influence in it, this effect will be reflected in the quality of services and customer satisfaction.
  
2. The importance of job engagement at the level of individuals, including:
  - a. Psychological consequences: Functional absorption can take an important role in supporting them to overcome such frustrations and providing them with appropriate opportunities to invest in their psychological state. (Agrib, 2017: 16).
  - b. Well-being and positive health: -An energetic job has a direct effect on positive feeling and health. In a study conducted on the (CALUP) organization, it was found that (62%) of working individuals who were absorbed in their jobs had a positive effect on their health levels.

### **Dimensions of Job Engagement**

Current Research The researcher adopted Standards (Kahn, 1990), the first researcher who developed the concept of job engagement, which included three dimensions 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 (Stemina & 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). And the effect of physical immersion on realization results is very clear because it means investing physical energies by work (Lauring & Selmer, 2015: 639).

### **Organizational Excellence**

All modern administrative approaches focused on concentrating all their efforts to define a concept of organizational excellence, so the practical management approach “competence” was adopted as the basis for organizational excellence, and the human relations approach paid attention to the social needs of working individuals, and added multiple other factors represented by teamwork, work teams, organizational culture, and the organizational climate. Modern administrative approaches have adopted "efficiency" whose focus is on achieving the overall overall goals of the organization, in light of rapid environmental changes as the basis for the concept of organizational supremacy (Zayed, 2003: 42), (Brown & Harve, 2006) defined that organizational excellence is all the practices that are followed and dealt with by the management of organizations to try through it to achieve an effective atmosphere that sends a sense of loyalty and belonging to its members as well as a sense of responsibility to reach better levels, (Foley & Hermel, 2008) stated that organizational excellence is a comprehensive method of work with the possibility of achieving a balance between what the shareholders care about and the ability to raise the likelihood of achieving success through excelling in all the organization's operations. (Ivancevich et al., 1997: 492) Organizational excellence is the highest level of performance that places that individuals working in the organization can



accomplish, and this is done through the linkage of strategic human resources to designing and directing results, based on performance for results, systems that focus on the beneficiaries that work The organization crosses them to provide a service of value to them, (Daft, 2003: 33) Organizational excellence is one of the goals that the organization seeks to achieve, regardless of whether this organization is governmental or civil, and it is the result of high performance that workers do through their view of organized operations that have internal and external beneficiaries, (Al-Srifi, 2009: 6) is an integrated system for the results of work in the organization in the light of its interaction with all the elements in its internal and external environment that lead it to excellence and positive uniqueness by reaching its goals through the ability of explicit knowledge of one of the organizations, and thus reflects the efficient and individualized performance directed Any task in a distinct style.

### **The Importance of Organizational Excellence**

In this regard, both (Bement, 2004: 4) and (Eygelaaar & Uys, 2004: 34) see that the importance of organizational excellence is manifested in the following:

1. Is considered an important factor to enhance the organization's realization and effectiveness, and makes the organization an innovative one that achieves its mission, purpose and goals through the effectiveness of leadership in it.
2. Raising the level of performance and improving it, identifying and investing the elements of influence and strength, as well as diagnosing the elements and points of weakness and addressing them.
3. It gives an opportunity for the organization to measure progress and improvement through self-evaluation of the organization.
4. Focus is on results, and supports the achievement of sustainable development of organizations.
5. Full focus on human capital as it is an essential element for the organization's development, improvement and superiority.

### **Dimensions of Organizational Excellence**

In this study the researcher relied on seven dimensions of organizational excellence based on the model of the American National Quality Program (Malcolm Baldrige) recently developed by the National Institute of Standards and Technology "NST national institute of standards and technology, 2011"



## **1. Organization Leadership**

This dimension is the main driver of all activities, methods, events and systems that drive the supremacy of the organization, as it represents the vision of the supreme management, its philosophy and a system of values that it believes in, in terms of defining its methods of dealing with all the parties of the organization, and creating a positive environment for work, embracing innovation and creativity, and caring for the outstanding. With the exceptional contributions of employees, as well as focusing on continuous improvement processes for the purpose of reaching an optimal quality system in performance, as the higher leadership has a direct impact on excellence through the development and development of the capabilities of individuals, and encourages them to go towards creativity and excellence through its excellence in leadership skill and effective work relations And the ability to think renewed and to move away from tradition (Al-Nisour, 2014: 34).

## **2. Strategic Planning**

Strategic planning means the process of matching and matching the capabilities and resources of the organization's internal resources with the results resulting from evaluating the external environment, by controlling and containing the organization's weaknesses, exploiting its strengths, reducing environmental risks and taking advantage of available opportunities (Groff, 1983: 233). This criterion It tests the organization's ability to adopt the scientific method by developing strategic plans and modifying them to be consistent with the general goals of the beneficiaries.

## **3. Focus on the Customer**

The dimension focuses mainly on the importance of the relationship between the organization and the customer, as they must listen to their voice and listen to them through dialogue with them to know the important characteristics that have an impact on their needs, desires and expectations about the services provided to them, whether those services are current or future, as well as identifying the reasons for their dissatisfaction or Their satisfaction with it, where the customer's voice is reached, after which methods the organization follows, the most important of which are personal interviews and questionnaires, and this information is used to know how to use and manage it efficiently, and then it is circulated to departments and organizational units to take it and provide innovation, development and improvement opportunities in the presentation Services, strengthening the relationship with existing customers and strengthening their connection (Hashem, 2014: 53)

#### **4. Information and How to Analyze it**

The criterion in organizational excellence deals with collecting and analyzing information to provide it to the needy in a timely and appropriate time, which is related to achieving excellence in the quality and quality required by the beneficiaries, and in this way must focus on the method of using information and methods of receiving, circulating, storing and transmitting information from its internal and external sources, as well as updating, organizing and harnessing To solve problems and make decisions related to superiority (Al-Anzi, 2007: 424).

#### **5. Human Resources**

All human beings or individuals belonging to the organization and its workers, whether they are heads or subordinates, and these individuals have contracted with them to carry out functional tasks in exchange for compensation and rewards, provided that these individuals in the course of carrying out their tasks entrusted to them adhere to the organization's strategy and goals (Mahmood & Azhar, 2015: P. 103), As this dimension concerns the organization's management of its human resources, and the development and identification of knowledge and staff capabilities.

#### **6. Operations Department**

Organizations of various forms and types, regardless of whether they are productive or service, strive to achieve excellence in those products and services provided to compete in gaining the satisfaction of the beneficiaries, and this can only be done by using a method that shows how their inputs are transformed into goods or services that achieve desired benefits for the beneficiary customers, and are used. Effectiveness to the point of achieving goals that express the mission of the organization that clarify the reason for its existence and the actions that must be implemented (Al-Nuaimi, et al., 2008: 43).

#### **7. Realization Results**

The dimension emphasizes the success of the core values of the organization resulting from its efforts, and it is concerned with measuring performance results across the organization's outputs related to products, services, processes, customer, leadership, operational and current performance (Martine et al., 2013: 123).

### The Practical Side of the Research

1. The correlation coefficient between job engagement and organizational excellence reached (0.549 \*\*) at the level of significance (0.000), which is less than the level of significance (0.05), and this means we accept the first hypothesis which states (there is a significant correlation relationship between job engagement and organizational excellence).

**Table 1 The values of the correlation between the dimensions of job engagement and organizational excellence**

Relationship strength	The direction of the relationship	Correlation value and significance level		Dimensions of job engagement variable	Dependent variable
Acceptable	Centrifugal positive	0.382**	<b>Correlation value</b>	Cognitive engagement	organizational excellence
		0.000	<b>Sig</b>		
Medium	Centrifugal positive	0.589**	<b>Correlation value</b>	Emotional engagement	
		0.000	<b>Sig</b>		
Medium	Centrifugal positive	0.413**	<b>Correlation value</b>	Physical engagement	
		0.000	<b>Sig</b>		
Medium	Centrifugal positive	0.549**	<b>Correlation value</b>	job engagement	
		0.000	<b>Sig</b>		
Correlation is significant at the 0.01 level (2-tailed).**			<b>4</b>	<b>Number of accepted hypotheses</b>	
<b>Sample size = 180</b>			<b>%100</b>	<b>percentage</b>	

Source: SPSS V.25 Output

2. The value of (F) computed between functional overtaking in organizational excellence was (76.903). It is greater than the tabular (F) value of (3.841) at the level of significance (0.05), and accordingly we accept the hypothesis, which states (there is a significant effect between job engagement in organizational excellence) at a level of significance (5%), that is, with a degree of confidence (95). %.

**Table 2 Analyzing the effect of job engagement on organizational excellence**

indicati on	Sig	The comput ed (t) value	The comput ed (F) value	coefficient of determinati on (R)	The value of marginal slope coefficie nt ( $\beta$ )	Consta nt Limit Value ( $\alpha$ )	Dependent variable	job engagem ent
moral	0.000	8.769	76.903	0.302	0.597	1.235	organizational excellence	
F tabular value = 3.841								
Tabular value (t) = 1.660								
Sample size = 180								

Source: SPSS V.25 Output

3. The calculated value of (F) was recorded for the estimated model (32,416). It is greater than the tabular (F) value of (2.56) at a level of significance (0.05) and accordingly we accept the hypothesis and this means (there is a significant effect of moral significance between the dimensions of job engagement together in organizational excellence) at a level of significance (5%) that is, with a degree of confidence(95%) and this indicates that the elimination of redundancy together has an impact on organizational excellence.

**Table 3 Statistical indicators between the dimensions of job involvement in organizational excellence using multiple linear regression**

Significance level at (0.05)	Sig	(F) Tabular value	The computed (F) value)	R <sup>2</sup>	B <sub>3</sub>	B <sub>2</sub>	B <sub>1</sub>	fixed limit value	Dimensions of redundancy
There is an effect	0.000	2.56	32.416	0.356	0.124	0.428	0.030-	1.594	A complete model of the dimensions of job overtaking in organizational excellence
There is an effect	0.000	3.89	94.555	0.347	---	0.471	---	1.821	Entering the third dimension model in the final image using the (stepwise) method

Source: SPSS V.25 Output

In order to arrange the importance of the research variables, the (C.V) was used depending on the arithmetic mean and the standard deviation as it became clear (**job engagement**) came in the first order in terms of research variables, as most of the sample responses were in agreement about this variable compared to the (**organizational excellence**) variable.

**Table 4 The order of importance by adopting the coefficient of variation for the research variables**

Arrangement of variables	C.V	standard deviation	Arithmetic mean	Search variables	NS
1	13.385	0.579	4.33	job engagement	1
2	16.496	0.630	3.82	organizational excellence	2

Source: SPSS V.25 Output

## Conclusions

1. The results showed that there is a clear cognitive absorption among most of the employees of the researched organization, as most of the employees have a high focus on the job tasks they perform, and often we find them trying to provide their maximum to the job they are assigned to.
2. The results showed that there is a sense of belonging, pride and integration on the part of the employees towards the directorate to which they belong, with happiness at work, and this indicates that something indicates that the higher management in the organization is concerned with the behavioral side of the workers, which was positively reflected in the presence of this positive feeling for the workers. Hence, on the presence of redundancy they have.
3. The researcher concluded that most of the employees of the Iraqi Residency Affairs Directorate have the physical absorption that gives them all the effort and mental or physical energy they can, whether it requires physical effort or mental effort to present ideas and creativity in presenting new methods or addressing an existing problem at work, and thus When the organization possesses such energies, it will positively reflect on achieving success and excellence at work.
4. The results proved that organizational excellence could increase whenever the directorate possessed job overdone, and this was confirmed by the correlation relationship and the influence factor between organizational excellence and job absorption. The more the organization has a high interest in workers and their possession of functional absorption, the more it helps to achieve organizational success and excellence.

## **Recommendations**

1. Despite the presence of cognitive absorption 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. Therefore, the Directorate should conduct a study on the functions of the Directorate in terms of job analysis and diagnosing the job description of the tasks and activities of each job as well as Knowing the job specifications in order to clarify the qualifications of the incumbent, and thus this will give a clear picture to the higher leaders of the most important jobs that require high effort that do not the jobs.
2. In order to advance the higher levels in the directorate, it is imperative to continue to include senior leaders in the training courses for senior management in order to inform them of the most important administrative and technical developments, especially since most of the leaders are from the elderly group who need from time to time to be aware of technological and environmental developments because of their An effective role in achieving harmony between their skills and the environmental and regulatory requirements.
3. In order to advance the general levels of human resources, it is imperative to provide appropriate training courses that are carried out according to the training need of the employees in order to raise their performance levels as well as enable them to prepare proactively to prepare them for future leaders.
4. In order to activate the monitoring of business results, the Ministry must adopt the method of managing results, which is represented by a review by holding periodic meetings in order to review all that is planned and specified in the organization's strategic plan to indicate the extent to which the objectives are achieved or not, provided that these meetings are held every 3 months in order to review and correct And to strengthen the plan and strategic objectives of the organization.

## **The Proposals**

The following is a number of proposals and studies that the researcher deems appropriate to complete the future scientific process related to research variables.

1. Study the implications of the role of electronic management on achieving job placement among workers.
2. Expand by studying the relationship of organizational excellence with other administrative variables, such as knowledge management, organizational learning, organizational renewal, and empowerment.

3. Study the effect of the organizational climate in achieving job longevity.
4. The effect of strategic leadership in achieving job satisfaction.
5. Re-applying the current research partially or completely in sectors different from the security sector, such as the commercial, industrial and health sectors, and to examine the possibility of generalizing the results in the Iraqi environment.
6. Measuring the impact of training and development strategies for workers in achieving organizational excellence.
7. Job absorption and its impact on work teams with the mediator of spiritual leadership.
8. Examining the role of knowledge makers in achieving job satisfaction.
9. The role of human talent management processes in enhancing organizational excellence.
10. Administrative enabling factors and their impact on achieving job satisfaction.

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