

The Study of Work Engagement Role of the Positive Job Performance of the Workers “A Pilot Study in the College of Nursing - Misan University”

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Abstract: The work engagement is considered as one of the most important issues in human resources management (HRM), which has a relationship with some variables that related to the behavior of employees in Business Organizations such as work absenteeism, move to part-time employment and work hard. The work engagement enhances job satisfaction of the worker and improves their performance in order to achieve the aims and success.

Keywords: Engagement Role of the Positive Job Performance, Pilot Study, Misan University

i. INTRODUCTION

In keeping with the variables that that have occurred in educational actuality in Iraq, it was necessary to shed light on the work engagement of workers in education system that would make the individual immersed in his/her work through the preparation of all working conditions by the college management, which would help in achieving positive job performance of the workers. In order to achieve some field study aims; the researcher selected College of Nursing – Misan University, which is considered as one of the National Universities in Misan. While the study sample, it is customary to generalize the results of the sample study to the members of the community taken from it, the aim of the sample is to elect part of the components and elements of the society that is researched in order to be statistically and scientifically valid in order to put conclusions that apply to the entire community as well as the role of the sample method in reducing effort, time, cost, accuracy in results and speed in data collection.

Section One

ii. METHODOLOGY

I. Statement of the Problem

Although, the interest of modern studies concerning with work engagement as the most important entry point for understanding the behaviors of individuals within the organization and the interpretation of many of the organization's policies, and despite the benefits of work engagement, academic researches on this phenomenon is still relatively new, Therefore, further research is needed.

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The work engagement is considered as one of the most important issues in human resources management (HRM), which has a relationship with some variables that related to the behavior of employees in Business Organizations. The work engagement is considered as one of the modern terms concerning with the other terms in HRM.

Most of the organizations face many challenges to reach a high level of work engagement and job satisfaction of the workers.

The statement of the problem is an attempt to formulate the following main question:

What is the effect of work engagement on the workers' performance of College of Nursing- Misan University?

In order to answer the main question of this study; the researcher has formulated the following sub-main questions:

1. Is there an effect of work engagement on the worker's performance?
2. Is there an effect of work engagement on job performance?
3. Does work engagement contribute of the job performance of the workers?
4. Identify the role of work engagement of the worker's performance.
5. What is the relationship between the work engagement and job performance of the workers?

II. The Significance of the Study

The significance of present study lies in the following:

1. The value of the work engagement by making the workers in the organization sample of this study works hard and tries to improve their knowledge in order to achieve its aims.
2. The value of work engagement and job performance through the accumulation of knowledge that has studied in this study.
3. The lack of the Arabic researches that have studied the work engagement and its role of the job performance.

III. The Objectives of the Study

The study aims at the following:

1. Studying the role of work engagement of the workers' life.
2. Measuring the level of the job performance of the workers in College of Nursing- Misan University.
3. Identifying the type of the relationship and the effect between the dimensions of work engagement and the positive job performance.
4. Investigating the level of the worker's performance in College of Nursing- misan University.
5. Identifying the dimensions of the work engagement on the positive job performance in College of Nursing.

IV. The Study Hypotheses

The first main Hypothesis is hypothesized that: There is a relationship significant correlation between the work engagement and the worker's job performance; it is branched out by the following sub-hypotheses:

1. The first sub-hypothesis: There is a relation significant correlation between work engagement and the worker's job performance.
2. The second sub-hypothesis: There is a relation significant correlation between the Cognitive Engagement and the worker's job performance.
3. The third sub-hypothesis: There is a relation significant correlation between Emotional Engagement and the worker's job performance.

The second main Hypothesis is hypothesized that: There is a relationship of level significance of the work engagement (X) in the worker's job performance (Y); it is branched out by the following sub-hypothesis:

The sub-hypothesis: There is an effective relationship with significance of the sub-variables of work engagement (Cognitive Engagement (X1), Emotional Engagement (X2) and physical engagement (X3) of job performance (Y).

V. The Diagram of Hypothetical Study

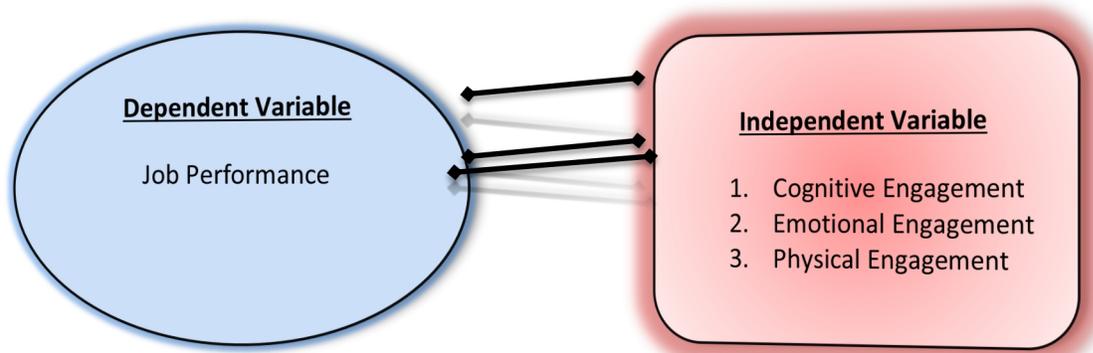


Figure (1):
The Diagram of Hypothetical Study

VI. Limitations

The limits of this study are ended with (work engagement and workers' job performance), so the researcher tries to link between these variables, the limitations of this study is divided into the following:

1. Time limits: the study has conducted on the time from July to October in 2019.
2. Place limits: College of Nursing- Misan University in Misan city.
3. Human limits: a sample of managers and workers in College of Nursing- Misan University, the sample made up of (30) persons.

VII. The Community and the Sample of the Study

The community of this study is made up of the employees in College of Nursing – Misan University, the study sample made up of (30) persons, while the total number is (72) persons, the sample has been divided in a suitable way in accordance with the number of employees in different management levels.

Section Two

iii. THEORETICAL BACKGROUND

I. Work Engagement

1. Work Engagement Definition

The term work engagement is one of the modern concepts in accordance with other concepts of human resources management (HRM). Schaufeli & Salanova (2002) stated that work engagement is the degree of taking part of the individual in his/her works, his/her sense that time is running out and the difficulty of separating him/herself from work.

The concepts only appeared as a result of the urgent need, not a term that describes the feeling of emotional attachment of workers to their jobs (Mahmoud, 2013).

Work engagement largely effect on lots of the organizational and behavioural results, which increasing the level of performance, job satisfaction, organizational commitment, development of organizational citizenship behaviors and reducing the worker's intention to leave work (Najjar *et al.*, 2017).

Rothbad (2001) stated that work engagement is a concept that belongs to the early 1920s in studies that conducted on the morale or willingness of a group of people to achieve organizational aims.

Work engagement is one of most important entry points used to develop and improve the quality of working life. The interaction between work engagement and organizational commitment that make it has an organizational commitment towards organizations and survival, the work engagement may be identified by the following: (al-Saadi *et al.*, 2017).

1. Work engagement is an internal integration into the work.
2. Work engagement is an expression about the person's behavior in a positive way in the organization.
3. Work engagement benefits from all human resources and achieves increased growth.
4. Actively contribute to the achievement of organizational aims.
5. Work engagement is an effective basis and indicator in achieving and measuring the conduct of good organizational citizenship.

2. Factors that lead to the workers engagement.

The previous studies and researches have shown that there are many critical factors that lead to the engagement of workers as follows:

1- Professional development - an opportunity for personal development: organizations with a high level of work engagement provide users with opportunities to develop their abilities, learn new skills, acquire new knowledge, realize the possibility available and plan the company to invest its users.

2- Professional development - effective in the management of talents: the development of the profession affects the engagement of employees and retains the most talented workers and provides opportunities for personal development.

3- Leadership - Good treatment of employees: Successful organizations are more respectful of their employees regardless of their level of work.

4- Leadership - the standards of the organization and ethical behavior, and one of the standards of the organization is the engagement of the worker in the organization.

5- Empowering – means engaging, engaging, working people in decisions that affect their work and the workplace and creating a confident and difficult environment in which employees are encouraged to start and push the organization forward.

6- Performance evaluation - fair evaluation of worker performance according to certain criteria to enhance the level of employee management, the organization that develops an appropriate technique for evaluating performance, i.e. transparent without bias, so that the level of management is high.

3- The Dimensions of Work Engagement

Work management is at the core of the functional relationship and has been associated with many dimensions:

1. Cognitive management: Cognitive management from a cognitive point of view fully management individuals in the practice of their work (Rich, 2010). In fact Rothbard explained that the management workers involved are able to ignore the competition and focus heavily on the task given to them, and on the other hand, Cognitive management means "lack of interest towards the tasks of the employees' work (Al-Abedi, 2017).

According to Sabri (2017) cognitive engagement refers to bio-awareness or intellectual alertness, the logic of increased awareness and interest in work.

2. Emotional Engagement: is a multifaceted concept because it is related to emotion and human behavior. The employee who has an emotional engagement in work is considered absence in the outer things and presence in his/her job. The engagement is the effect of worker's mind, heart and self in order to instill the desire and self-feeling for success

(Fairuz,2017), a strong relationship between the individual's emotions, feelings and thoughts and the organization in which he works, which generates and increases feelings of pride (Saaid *et al.*, 2017).

3. Physical engagement: Physical engagement refers to effective containment and high integration to reflect an individual's physical energy in the performance of tasks, organizational activities and objectives (kuok&taromina, 2013: 140), while Bakker *et al.*, (2007:270) believes that high working requirements drain workers' resources. Mental and physical lead to impaired energy and increase stress which leads to psychological combustion and non-engagement.

Based on the above, physical engagement refers to the physical energy that a worker exerts to play his or her role in the organization and to meet the challenges of work.

4- The Significance of Work Engagement

Improving the level of job satisfaction for employees of topics, and important things that human resources management should take care of, because it is of great importance to the organization on its work, including:

1. Continuous improvement in production.
2. Continuous improvement of quality.
3. Low rates of absence and turnover.
4. Increase individual and collective performance.
5. Increasing adherence to the organization values and objectives.

II. Job Performance

1. What is job performance?

The concept of organizational performance is one of the concepts that provoked controversy and wide discussion among researchers, because it received the attention of many researchers in different disciplines, which led to their differences in the development of a specific definition of it, Mustafa (2002) stated that the individual, team or institution reached the goals planned efficiently and effectively. Al-Arelations (1996) defined it is to carry out the burdens, responsibilities and duties of the job according to the rate to be performed by the competent and trained worker.

Based on the above, we can say that job performance is the performance of the work assigned to the individual under clear conditions of the organization in which he works to achieve the objectives that the institution seeks to achieve at a certain time, taking into account the efficiency and effectiveness of the work.

Rabah (2008) defines job performance as how to accomplish or achieve an activity, and determine the way in which it was implemented, in the sense that it indicates the adequacy of the organization in achieving its aims.

Job performance is defined as the effect of human behavior in the light of the procedures and techniques facing the work towards achieving the desired aims, also known as the degree of achievement and completion of the tasks that make up the person's job, and it reflects how the individual achieves or satisfies the requirements of the job (Ben Rahmon, 2014).

2. The Elements of Job Performance

Job performance includes some elements, they are:

1- Knowledge of work requirements: includes technical and professional skills and the ability to organize and carry out work without making mistakes.

2. Quantity of the work completed: the quantity of work an employee can do.

3. Perseverance and trust: that represents in seriousness and dedication to work, the ability of the employee to take responsibility for the completion of the work on a suitable time (Shami, 2010).

III. The Effective Elements of Job Performance

a. Absence of specific aims:

An organization that does not have detailed plans for its work and objectives, and the production rates to be performed, will not be able to measure the achievement or hold its employees accountable for their performance because there is no predetermined criteria for that, the organization does not have standards or indicators of production and good performance, then the employee with performance is equal; good with a low-performing employee.

b. Not participating in performance:

The lack of participation of employees at different levels of management in planning and decision-making contributes to a gap between management leadership and staff at lower levels, and thus leads to a weak sense of responsibility and teamwork to achieve the organization aims, and this leads to a low level of performance. These staff members feel that they have not participated in setting the aims to be achieved or in solutions to the problems they face in performance and may consider themselves to be crushed in the organization.

c. Differences performance levels:

One of the elements that affecting the performance of employees is the lack of success of the administrative methods that link the performance rates and the material and moral returns they receive, but the level of performance of the employee has been associated with promotions, bonuses and incentives, whenever the incentive elements are not affecting the employees, and this requires a distinct system for evaluating employee performance is the actual distinction between a hardworking high-performance employee, a high-performance hard-working employee, a lazy employee and a non-productive employee.

4. The Problems of Job satisfaction:

Job satisfaction is one of the main elements that affecting the level of performance of employees, job dissatisfaction leads to poor performance, lower productivity, and job satisfaction is influenced by a large number of organizational and personal elements of the employee such as social elements such as age, educational qualification, sex, customs and traditions and regulatory elements such as responsibilities, duties, promotion system in the organization.

Section Three

Practical Framework

I. Testing the hypotheses of correlation relationships of the main and sub-study variables:

This section of the study specializes in a statistical presentation through which the correlation between the two variables of the present study (Work Engagement and Job Performance) that will be tested as presented in the diagram of hypothetical study as follows:

Table (1): matrix of correlation relationship of main and sub-main variables

		Work Engagement	Significance Level
Cognitive Engagement (X1)			0.000
Emotional Engagement (X2)			0.000
Physical Engagement (X3)			0.000
Job Performance (X)		0.787	0.000

The first main hypothesis: There is a relationship significant correlation between the work engagement and the worker’s job performance. Through the data of the previous table it was clear that there was a positive correlation (0.787), and the significance level was (0.000) which is lower than the level of significance specified by the researcher (0.05) so this hypothesis is accepted at the level of study.

The first sub-hypothesis: There is a relation significant correlation between work engagement and the worker’s job performance. From the data of the previous table it was clear that there was a positive correlation relationship (0.744), and the significance level was (0.000) which is lower than the level of specified significance by the researcher (0.05) so this hypothesis is accepted at the level of study.

The second sub-hypothesis: There is a relation significant correlation between the Cognitive Engagement and the worker’s job performance. Through the data of table (1), it was clear that there was a positive correlation (0.772), and the significance level was (0.000) which is lower than the significance level specified by the researcher (0.05) so this hypothesis is accepted at the level of this study.

The third sub-hypothesis: There is a relation significant correlation between Emotional Engagement and the worker’s job performance. Through the data of the previous table it was clear that there was a positive correlation relationship (0.663), either the significance level was (0.000) and is below the significance level specified by the researcher (0.05) so this hypothesis is accepted at the study level.

II. Testing and analyzing the hypotheses of impact relationships between the study variables

The researchers hypothesized that there are effective relationships with significance level between the independent study variable (job performance) and the dependent study variable (job performance), which has been represented by one main and one sub-hypothesis, and these relationships will be detected and analyzed in order of their inclusion in the diagram of hypothetical Study, as follows:

The second main Hypothesis is hypothesized that: There is a relationship of level significance of the work engagement (X) in the worker’s job performance (Y); through this hypothesis, the equation of Simple linear regression suggests that work engagement affects on the job performance (Y), and this effect assumes that there is a functional equation between the real value of work engagement and job performance (Y).

The Table of relationship transactions referred to the values outlined as follows:

Table (2): relationship transactions between work engagement and job performance

Model	Non-standard transactions		standard transactions	R^2	R	T	Sig. level
	(β) beta coefficient	The standard error (SE)	beta				
Stabled	0.766	0.421	0.765	0.586	0.756	1.685	0.100
(X)	0.822	0.114				7.234	0.000

Through the Simple linear regression, the constant indicates ($a=0.766$), which means that there is a job performance presence of 0.755) when the value of regulatory justice is equal to zero.

The value of marginal propensity to work engagement at the level of the study sample was ($\beta=0.765$) and accompanying (X) indicates that a change of (1) in work engagement will result in a change of (0.765) in job performance. Based on these results and the level of significance that extracted (0.000) this hypothesis is accepted.

The sub-hypothesis: There is an effective relationship with significance of the sub-variables of work engagement (Cognitive Engagement (X1), Emotional Engagement (X2) and physical engagement (X3) of job performance (Y). through this hypothesis, the multiple regression equation indicates that the sub-variables of work engagements (X1, X2, X3) affect on job performance (Y) simultaneously, and this effect hypothesized that there is functional equation between the real value of work engagement (X₁, X₂, X₃) and job performance (Y).

That this relationship means that the job performance (Y) is a function of the real value of work engagement (X₁), emotional engagement (X₂), physical engagement (X₃), and the estimates and statistical indicators of these values were calculated at the level of the study sample of 31 persons, and will be analyzed impact relationships between variables, the multiple regression equation of the relationship between work engagement (X₁, X₂, X₃) and job performance, which is:

$$\text{Job performance} = 0.675 + \text{Cognitive Engagement} = 0.333 + \text{emotional engagement} 0.422 + \text{physical engagement} 0.344.$$

The relationship transaction table referred to the values outlined as follows:

Table (1): The relationship transaction between work engagement and job performance

Model	Non-standard transactions		standard transactions	R^2	R	T	Sig. level
	(β) beta coefficient	The standard error (SE)	beta				
Stabled	0.675	0.434	0.333	0.597	0.772	1.764	0.0001
Cognitive engagement (X1)	0.113	0.109				1.722	0.000
	0.322	0.172				1.822	0.003
Emotional engagement (X2)	0.430	0.148	0.422			1.998	0.022
Physical engagement (X3)	0.675	0.434	0.344				

N= 30

According to t-test, the value of the (t) calculated at the level of the study sample.

$t_{x1} = 1.722$, $t_{x2} = 1.822$, $t_{x3} = 1.998$, while the tabulated value is 1.697 and by comparing it has achieved greater value than its scheduling values.

The value of the Marginal propensity at the level of the study sample for cognitive engagement was ($\beta_1=0.229$) and accompanying X1 indicates that a change of (1) in distribution equity will result in a change of (0.229) in job performance.

The Marginal propensity at the level of the study sample for emotional engagement was ($\beta_2=0.328$) and accompanying X2 indicated that a change of (1) in physical engagement would result in a change of (0.328) in job performance.

The value of the Marginal propensity at the level of the study sample for physical engagement was ($\beta_3=0.334$) and accompanying X_3 indicated that a change of (1) in transaction fairness would result in a change of (0.334) in job performance.

On the basis of these results, this hypothesis is accepted at the levels of cognitive engagement, emotional engagement and physical engagement.

iv. **The Results of the Study**

The most important results of the study:

1. The reality of organizational variables in the college contributes well to improving the level of job performance.
2. The performance of the employees in the college is controlled by controls that represent the standards of good performance.
3. The evaluation of job performance in the college is routinely performed that serves the employee and the ministry together.

v. **RECOMMENDATIONS**

- 1- The need to pay attention to organizational variables to contribute to improving the performance of managers to creative performance.
- 2- Review the performance evaluation system to include objective evaluation criteria.
- 3- Expanding the awareness of employees about the importance of work engagement in all its dimensions.

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