

Job Involvement Among Employees in Organisations

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Abstract:

Job involvement is considered one of the main dimensions necessary for understanding individuals' behaviours within organisations. As an effective indicator, it reflects other variables such as performance, absenteeism, satisfaction, productivity and employee turnover. It reflects the nature and extent to which individuals interact with their work environment and their job.

Furthermore, job involvement represents employees' positive attitude and constructive feelings towards their work and towards achieving the organisation's goals. It is characterised by intense focus, engagement and immersion in work, demonstrated through vitality, dedication and commitment. This concept is evident when an individual is fully integrated into their work, pays sustained attention to it, and demonstrates high levels of energy, mental flexibility, and commitment. It also involves fully mobilising one's physical, cognitive, psychological and emotional resources in order to carry out tasks efficiently and effectively.

Key words: Job involvement, employees, organisation.

Introduction:

The effectiveness of an organisation is determined by its ability to achieve its established objectives, based on the capabilities of its human resources, such as their ability to work, their motivation to influence organisational practices and their job satisfaction. The success of any organisation in achieving its goals therefore depends on the effort individuals devote to their work, and on how central work is to their lives.

Accordingly, organisations seek mechanisms capable of directing employees' behaviours towards enhancing perceptions of productive competence in the workplace — namely, the individual's production-related work engagement that is emotionally and cognitively linked to their job — so that employees can generate the motivation to respond to and accept their job tasks. This is known as job involvement. (Tamerabet & Al-Amraoui, 2021, p. 206).

Compared with other concepts in human resource management, job involvement is considered a relatively modern term, and it is one of the most important primary dimensions for understanding individuals' behaviours within organisations. In general, it reflects the extent to which an individual is integrated into their job and recognises its importance. Specifically, job involvement means that the employee likes their job and is willing to maintain it by devoting their utmost efforts to meeting its requirements. (Hamama, 2019).

1. Definition of job involvement

Job involvement is a relatively recent behavioural concept that has attracted increasing attention from authors and researchers in the fields of human resource management and organisational behaviour. This growing interest stems from its relevance to, and impact on, several other variables, such as employee turnover, absenteeism rates and organisational commitment. This has prompted researchers to study the concept and identify its dimensions according to their respective fields and specialisations. However, the concept remains somewhat contested because researchers do not fully agree on its meaning, largely due to differences in how it is viewed. The following are some of the definitions provided in the literature:

Lawler and Hall (1970) define job involvement as follows: ‘the degree to which an individual identifies with their job, which constitutes an important part of their life and plays a fundamental role in shaping their identity through the opportunities it provides for meeting their needs’ (Lawler & Hall, 1970, p. 306).

William Kahn (1990) defines it as: ‘The extent to which members of an organisation invest themselves physically, emotionally and cognitively in performing their work tasks.’

Riipinen (1997) defines job involvement as ‘the degree to which an individual is integrated into their job and recognises its importance’, while Schaufeli et al. (2002) describe it as ‘the extent to which an individual is absorbed in their work, experiences the passage of time quickly, and finds it difficult to disengage from work’ (Ibrahim & Ubda, 2023, p. 146).

Cherubin (2011), meanwhile, defines it as ‘the emotional attachment of employees to the organisation — i.e. the degree of attention paid to the organisation’s future, and the readiness to work with maximum effort, even during non-working hours’ (Darawish & al, 2023, p. 15).

Meanwhile, Rizwan & al. (2011) define it as ‘a way of developing employees’ behaviour that links them to their work and changes their physical, emotional and cognitive activity in a manner that achieves full performance’. Thus, highly involved employees concentrate their physical, mental, and emotional effort on completing their organisational tasks.’

Abu Shinnab (2016) defines job involvement as “employees’/workers’ feelings of happiness and psychological comfort when performing their duties and tasks, to the extent that they are willing to exert additional effort without compensation in order to accomplish the assigned tasks” (Abu Shinnab, 2016, p. 60).

Marshall (2018) defines it as ‘an employee’s commitment to performing the required work tasks, devoting their time and effort, and voluntarily developing their skills, provided that there is effective communication between managers/supervisors and employees in the work environment’.

Al-‘Anqari (2019) defines job involvement as “the extent to which an individual likes their job, is interested in the work connected to it, and demonstrates the degree to which they integrate into the job they perform and perceive its importance”. Therefore, the matter here is related to both cognitive and emotional aspects’ (Bashir, 2019, p. 19).

Mansour (2021) defines it as ‘the psychological attachment between an individual and their job’. The job is considered to be central to their life and contributes to their self-esteem. Accordingly, job involvement reflects the extent to which an employee loves their job, is enthusiastic about it,

recognises its importance, and adapts to their surroundings to achieve shared goals' (Ibrahim & Ubda, 2023, p. 146).

Accordingly, job involvement can be defined as the process of integrating into the job, devoting physical, cognitive and psychological effort to performing one's tasks and being fully preoccupied with work, characterised by vitality, mastery, happiness and efficiently and effectively accomplishing tasks — along with a feeling of pride and self-esteem during the process.

2. The importance of job involvement

Job involvement is important at both the individual and organisational levels because it significantly improves employee performance. It influences the behaviours that employees adopt to achieve shared goals with their organisation. The importance of job involvement is evident in the following:

- positively affecting several organisational performance indicators, such as productivity, profitability, employee turnover, efficiency, job satisfaction and effectiveness.
- Leading to employee retention, i.e. employees staying in their jobs due to the job stability it provides. (Shalash, 2022, p. 24).
- Playing an important role in implementing organisational change through deeper employee engagement.
- Serving as a means to enhance and increase employees' motivation, while also supporting professional growth, improving job satisfaction and fostering commitment. (Houmann & khelfa, 2023, p. 62).
- Creating internal enthusiasm for learning new skills, which increases work capacity and energy.
- Supporting organisational activities by encouraging initiative and voluntary work.

Contributing to employee empowerment (djedi, 2021, p. 309).

- Job involvement as an entry point for improving work quality
- Job involvement is one of the approaches used to develop and improve work quality.
- It is the fundamental basis for building an organisation's competitive advantage in the market.
- Job involvement is a way of investing in human capital. Organisations recognise its importance and strive to support and involve their employees in their activities. (Al -Amri, 2020, p. 347).
- Job involvement helps to reduce rates of absenteeism and lateness, and is also an influential factor in motivating employees to perform their tasks correctly.
- It significantly affects many organisational and behavioural outcomes. Specifically, it promotes organisational citizenship behaviours, reduces employees' intention to leave their jobs and is associated with positive feelings such as happiness, joy and enthusiasm. It also correlates with better well-being and fewer feelings associated with job burnout (Imam, 2019, p. 320).
- It increases the effort employees put into their work while reducing fatigue.
- It fosters positive emotions towards the organisation, such as respect and trust, and increases commitment to its values and objectives, thereby contributing to organisational effectiveness.
- It helps retain the most competent employees (Najm & al, 2013).

Accordingly, it can be said that job involvement is highly important at both the individual and organisational levels, and it is linked to many cognitive and emotional factors. Moreover, it reflects a positive two-way relationship between the employee and their employer. When job involvement

decreases, negative effects emerge, such as anxiety, distress and boredom. (Duo & Mashari, 2021, p. 45).

3. Indicators of Job Involvement

Some studies have identified indicators that reflect the level of job involvement of employees. One such study was conducted by Sharmila, who identified the most important indicators of job involvement related to the organisation's systems.

- Providing an inspiring work environment and opportunities for development.
- Flexible working hours and the possibility of working remotely.
- Giving employees the opportunity to participate in decision-making and take responsibility.
- Adopting a well-developed rewards system.
- Providing internal and external training for employees of all ages. (Shalash, 2022, p. 27).

Similarly, Al-Maghribi (2007), Hassanein (2013), Al-Sharbaini (2015) and Nadi (2016) identified a set of job involvement indicators related to employees themselves, as follows:

- Employees having strong ties to their jobs that are difficult to break.

Conducting detailed studies to analyse and describe jobs in order to activate job enrichment and apply modern behavioural and organisational concepts.

- Making use of and strengthening human and social relationships, while attempting to apply modern approaches such as organisational justice, organisational citizenship and organisational trust.
- Ensuring the proper selection of leaders and supervisors (Al-Maghribi, 2004).
- Paying attention to work groups and teams, and emphasising the spread of a teamwork culture.
- Ensuring that individuals prioritise their job and are absorbed in performing their tasks.
- The individual being characterised by high accuracy in performing their tasks.
- The style used to supervise work.
- Most of an individual's personal goals are directly linked to their job.
- Work providing the greatest satisfaction in life.
- A continuous desire to go to work and not take time off.
- A strong attachment to the job.
- A sense of pride in their work and a desire to show it off to others, along with a strong commitment to it.
- The individual's tendency to prioritise work over other activities. (Imam, 2019, p. 321).

Accordingly, job involvement requires the presence of organisational indicators and/or conditions. From another perspective, it also requires the presence of certain conditions and behaviours within the employee. Therefore, the presence of these indicators, whether organisational or individual, serves as evidence that employees can be highly involved in their jobs.

4. Types of work engagement

Work engagement lies at the core of functional workplace relationships. Accordingly, several scholars and researchers, such as Rich (2010), Kahn (1990) and Rothbard (2001), have identified the following dimensions:

4.1 Cognitive (perceptual) engagement

Cognitive engagement refers to an individual's vital awareness, mental alertness and attention to their work. It also involves presenting valuable ideas and offering creative contributions to one's job

performance. It also encompasses the extent to which the individual understands and internalises the goal, clarifies their role, and makes an effective contribution, achieving clear insight into how they can support the organisation's success.

It also includes learning and investment, which positively impact intellectual engagement (Baloula & Latraach, 2024, p. 323). As Rich (2010) observed, employees may become mentally absorbed in their work and fully committed to their ideas, experiencing enthusiasm and confidence in their role. This level of engagement may be related to the employee's beliefs about their organisation, its leaders, and the working conditions.

This demonstrates that cognitive engagement is characterised by the optimal investment of cognitive resources in job roles to achieve organisational objectives, thereby enhancing intellectual vigilance, focus and attentiveness. Therefore, cognitive engagement requires the continued expenditure of cognitive and professional energy by the employee, which contributes to them being among the more advanced cadres in the organisation. This is achieved through sustained concentration on their work and neglecting external discussions and influences.

4.2 Emotional (Affective) Engagement

Emotional engagement can be considered a multi-faceted concept due to its connection with emotions and human behavior. It refers to the existence of a strong relationship between an individual's emotions, thoughts, and feelings and the job they perform. This relationship leads to feelings of enthusiasm and pride.

Emotional engagement affects employees' minds and spirits, inspiring a sense of personal fulfilment and a desire to work to achieve excellence. It also involves strengthening their sense of belonging to the organisation and contributing to its success, as employees who work with sincerity and dedication feel emotionally attached to their workplace (Darawish & al, 2023, p. 16).

Even if supervision is effective, it will only take from the employee to the extent that it reduces accountability. In order to invest personal resources, an individual must work in accordance with what they desire and enjoy in their work. In the absence of emotional engagement, emotional detachment takes its place, meaning the separation of emotion from the job and from others (Al-Fahid, 2023, p. 339).

4.3 Physical (behavioural) engagement

Physical (or behavioural) engagement refers to an employee's commitment to using all their physical energy and effort to complete all job tasks to the fullest extent. It is also defined as directing and focusing all of the employee's physical capabilities towards performing their work tasks with greater efficiency and productivity (Baloula & Latraach, 2024, p. 484).

It also refers to the physical and bodily energy that workers expend in carrying out their role in the organisation, meeting work challenges with enthusiasm and high capability. Kular et al. found that physically engaged individuals experience engagement three times more frequently than others and that their work life has a positive effect on their physical health compared to individuals who are not engaged (djedi, 2021, p. 311).

5. Strategies to Enhance Work Engagement

Given the factors that affect work engagement, there are many strategies that can be employed to strengthen it. The following are the strategies proposed by Tiwari (2011):

- **The nature of the work itself:** self-motivation is tied to the nature of the work. Therefore, engagement depends on how the job or work tasks are designed. Lawler identified three job characteristics that may serve as intrinsic motivators:

- **Feedback on individual performance:** Employees should receive meaningful feedback about their performance. This means they must work in a way that produces an integrated process, either as a complete operation or a significant part of it that can be observed as a whole.

- **Utilising abilities (capacity use):** Employees should view the job as requiring them to use their competencies and capabilities in order to perform the work effectively.

- **Autonomy (self-control):** Employees should feel that they have a high degree of control over setting their own goals and determining how to achieve them.

- **Work environment:** This strategy increases engagement by developing a positive work culture that enhances interest and stimulation in individuals' tasks and reduces burnout. Landend argues that employees who enjoy their work are the ones whose support and development are ensured. They feel fulfilled and respected at work, and this leads them to provide better services to customers. Despite the cost, companies invest in motivating employees because their willingness to do so stems from their sense of pride in what the organisation represents: service, quality and value. These factors determine whether a customer experience is good or bad (Shalash, 2022, pp. 30–31).

This strategy also requires consideration of specific aspects of the work environment, such as communication, engagement, work–life balance, and working conditions. It may also involve formulating and implementing policies related to talent relationship management, which focuses on building effective relationships with individuals in their roles, treating employees fairly and appropriately, recognising their value, giving them a voice and providing opportunities for growth.

- **Leadership:** The leadership strategy should focus on the actions that executives and senior leaders must take to fulfil their vital and direct role in increasing levels of work engagement. This includes implementing learning programmes to help them understand their job expectations and the necessary skills. While these programmes may include formal training, the greatest impact will come from blending various learning methods, such as relearning, training and coaching/mentoring.

It is also important to recognise that performance management processes can provide executives with a useful framework through which they can develop and enhance their performance skills, even as engagement increases. This is particularly relevant to performance management activities aimed at defining roles, planning performance development and enabling shared involvement in monitoring performance and providing feedback.

- **Personal growth opportunities:** Strategies for providing development and growth opportunities should be based on creating a learning culture. Such a culture encourages learning because it is recognised and supported by top management and executives. Reynolds (2004) described a learning culture as a means of growth that encourages employees to commit to positive discretionary behaviours, including learning. It includes the following characteristics: Empowerment rather than supervision, self-directed learning management rather than directives, and building long-term capabilities rather than short-term fixes.

This strategy focuses on policies centred on flexibility, namely giving individuals the opportunity to develop their roles. This involves moving beyond 'talent management' that is restricted to a select

few, and instead developing the core capabilities of the individuals on whom the organisation depends. The philosophy that everyone has the capacity to succeed should be widely adopted, and the goal should be to achieve extraordinary results with ordinary people.

The strategy should also include career development opportunities, specifically outlining how individuals can be provided with guidance, support and encouragement to realise their potential and build a successful professional future within the organisation.

- Opportunities for contribution: This strategy focuses on creating a work environment that enables employees to contribute. It is not merely a matter of establishing formal advisory procedures, although these are important. It is also about creating an environment in which employees feel empowered to contribute, and where management at all levels is prepared to listen to and respond to contributions made by individuals (madhi, 2014, pp. 27–28).

Conclusion

In this study, we addressed the topic of work engagement, one of the main dimensions for understanding employee behaviour within an organisation. It is an indicator that reflects several behavioural variables. Generally speaking, work engagement expresses both the importance of the role in the individual's life and their readiness to perform their tasks to the best of their ability.

Therefore, organisations should take this issue seriously and work to promote it among employees by all available means. This is because work engagement effectively increases productivity and improves employees' mastery and proficiency in performing their job duties. Consequently, this positively affects the organisation's overall performance, productivity, competitiveness and employees' psychological well-being.

An employee who is deeply involved in and engaged with their work develops a better sense of self-worth, helping them to satisfy their need for self-actualisation. They become more capable of taking on responsibility, more ambitious to develop and advance in their job, and ultimately become an effective and loyal member of the organisation.

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