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**كلية التجارة**  
**ماجستير إدارة الأعمال**

## **The Impact of Job involvement on Job Performance at UNRWA Gaza Field Office**

**أثر الانغماس الوظيفي على الأداء الوظيفي لدى الموظفين الإداريين في المكتب**

**الإقليمي لأنثروا في غزة**

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of the requirements for the degree of  
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## إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

### **The Impact of Job involvement on Job Performance at UNRWA Gaza Field Office**

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الإقليمي للأنروا في غزة

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## نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ آلاء محمود هاشم أبوالعينين لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

أثر الانغماس الوظيفي على الأداء الوظيفي لدى الموظفين الإداريين في المكتب الإقليمي للأمم المتحدة في غزة  
**The Impact of Job Involvement on Job Performance at UNRWA  
Gaza Field Office**

وبعد المناقشة العلنية التي تمت اليوم الاثنين 16 محرم 1438هـ، الموافق 2016/10/17م الساعة الثانية عشر ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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مشرفاً و رئيساً  
مناقشاً داخلياً  
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وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤوف على المناعمة

## **Abstract**

This research aimed at investigating the impact of job involvement, represented by (emotional job involvement, cognitive job involvement and behavioral job involvement) on job performance, in UNRWA – Gaza Field Office. The research also aimed at identifying the differences in answers of respondents regarding the impact of job involvement on job performance attributed to demographic variables (gender, age, educational level, number of children, marital status, place of residence, number of years in service for UNRWA, the type of contract, job grade, and the monthly salary).

The descriptive analytical approach was adopted through using a stratified random sample of the research population. The research population consisted of all administrative staff members (353) with varied grades which ranged from grade 5 to grade 20. A pilot study was conducted. A total of 183 questionnaires were distributed and 181 questionnaires were collected, with a response rate of 98.9%. The SPSS was used for analysis.

The research demonstrated that the employees at UNRWA Gaza Field Office have a high level of job involvement and job performance. A significant relationship was found between the independent dimensions, "Cognitive Job Involvement", "Behavioral Job Involvement" and "Emotional Job Involvement" and the dependent variable "Job Performance". It was also found that there is a significant effect of "Cognitive Job Involvement" and "Behavioral Job Involvement" on "Job Performance" while there is an insignificant effect of "Emotional job involvement" on "Job Performance".

The research also demonstrated that there are there are statistically significant differences between the responses about the impact of "Job Involvement" on "Job Performance" due to "age and educational level". While no statistically significant differences were found due to "gender, marital status, place of residence, number of children, years in service for UNRWA, job grade, type of contract and monthly salary"

A number of recommendations were reached, the most important of which were, UNRWA should motivate employees, assess and respond to their needs, empower them and give them the opportunity to make decisions. It should also reduce job stress and pressure, which may hinder employees' performance. Moreover, organizations should create employees a more comfortable working climate. All these recommendations are important due to their powerful role in enhancing job involvement and job performance as a result.

## ملخص

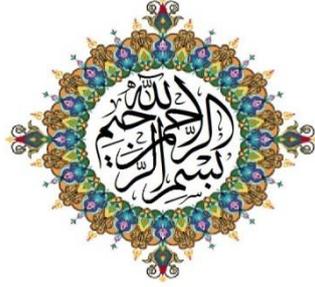
هدف هذا البحث إلى معرفة أثر الانغماس الوظيفي ممثلاً بالانغماس العاطفي و الانغماس المعرفي و الانغماس السلوكي على الأداء الوظيفي في المكتب الإقليمي للأنروا في غزة. كما و هدف البحث إلى التعرف على فروق المتغيرات الديمغرافية (الجنس، العمر، المؤهل العلمي ، عدد الأطفال، الحالة الاجتماعية، مكان السكن، عدد سنوات الخدمة في الأنروا، نوع العقد، الدرجة الوظيفية و الراتب الشهري) و أثرها على إجابات المبحوثين حول أثر الانغماس الوظيفي على الأداء الوظيفي.

اعتمدت الباحثة المنهج الوصفي التحليلي لإجراء الدراسة، التي طبقت على عينة عشوائية طبقية من الموظفين الإداريين من كافة الدوائر و البالغ عددهم 353 موظف تراوحت درجاتهم الوظيفية بين 5 و 20. و تم استخدام أداة الاستبيان و وُزع الاستبيان على عينة مكونة من 183 موظف واستجاب 181 موظف ليمثلوا نسبة استجابة تقدر ب 98.9%. و تم تحليل البيانات بعد ذلك باستخدام برنامج ال SPSS.

أظهر البحث بأن موظفي الأنروا في المكتب الإقليمي بغزة لديهم مستوى عالٍ من الانغماس الوظيفي و الأداء و الوظيفي. و وجدت علاقة ذات دلالة احصائية بين الأبعاد المستقلة و هي "الانغماس المعرفي" و "الانغماس السلوكي" و "الانغماس العاطفي" مع المتغير التابع و هو "الأداء الوظيفي". كما و وُجد تأثير ذو دلالة إحصائية "للانغماس المعرفي" و "الانغماس السلوكي" على "الأداء الوظيفي". بينما لا يوجد تأثير ذو دلالة احصائية "للانغماس العاطفي" على "الأداء الوظيفي".

كما و أظهر البحث بأن هناك فروق ذات دلالة احصائية بين إجابات المبحوثين حول أثر "الانغماس الوظيفي" على "الأداء الوظيفي" تعزى إلى "العمر و المستوى التعليمي". بينما لا يوجد فروق ذات دلالة احصائية تعزى للجنس و الحالة الاجتماعية و مكان السكن و عدد الأطفال و سنوات الخدمة في الأنروا و الدرجة الوظيفية و نوع العقد و الراتب الشهري".

و توصلت الباحثة إلى العديد من التوصيات أهمها، تحفيز الموظفين و تقييم احتياجاتهم و الاستجابة لها. كما و ينبغي زيادة تمكينهم و إعطائهم الفرصة لاتخاذ القرارات. و ينصح بتقليل التوتر و ضغط العمل حيث أنه من الممكن لضغط العمل أن يعيق أداء العاملين. و إضافة على ذلك فإنه ينبغي على المؤسسات أن تخلق جو العمل المريح. كل هذه التوصيات مهمة لما لها من دور قوي في تعزيز الانغماس الوظيفي و الأداء الوظيفي كنتيجة.



يَرْفَعُ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ

دَرَجَاتٍ وَاللَّهُ بِمَا تَعْمَلُونَ خَبِيرٌ

[ المجادلة: 11 ]

## **Dedication**

To my mother, who was always there to give me the needed encouragement...

To my father, who dedicated his life for us...

To my brothers and sisters, who give the meaning to my life...

To my husband, who without his complete support and understanding, I couldn't do this research...

To my daughter.. Deema,, the sweetest to my heart...

To all my friends and colleagues...

To all hard-worker employees who do their best for the sake of Allah

To my country,, Palestine...

I dedicate this research

\*\*\*

## **Acknowledgment**

In the name of Allah... most merciful, most gracious. Praise be to Allah the Almighty, for his mercy and protection, my thanks go to Him and His last prophet Mohammad (peace be upon him). All appreciation to those whose kindness, patience and support were the candles that enlightened my way toward success.

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**Chapter -1-**  
**The Research General**  
**Framework**

## **Chapter -1-**

### **The Research General Framework**

#### **1.1 Introduction**

Job involvement is one of the most successful HR practices used for enhancing employee efficiency and performance. This research aims at researching the impact of job involvement on job performance. It also tries to investigate how the different domains of job involvement; emotional, cognitive and behavioral affect the employees performance and productivity. Because employees are the strongest pillar and the most valuable asset that contributes significantly to the success and prosperity of any given organization, involving them is very essential. The concept of employee's job involvement has recently seen a growing interest from different scholars and human resource management.

Mohzan (2011) described Job involvement as an essential of primary source of an organizational commitment, motivation and job satisfaction that influences employee's job performance. This shows the employee being involved on enhancing the motivational process which turn individual job performance such as absenteeism and also turnover. Involved employees attach and connect their full selves in the job sharing their behavioral, cognitive and emotional efforts.

Ho (2006) in his research, defined job involvement as the individual's belief towards his or her present job. He also said that job involvement acts as a catalyst to satisfy the individual present needs. According to Rehman (2011) he described job involvement as motivation to carry out work and it is highly compatible between personal and organizational goals, which stimulate motivation among the employees to generate positive work outcomes. Job involvement is one's cognitive needs' fulfillment, which assists him or her to work harder and boost up his or her performance. Indeed, a higher degree of job involvement among the members of an organization is essential to enhance the organizational effectiveness.

The job-involved employees have been described to be totally engaged and dedicated to their jobs. When employees are involved in their jobs, it is found that organizations make more profit. Hence, organizations should pay attention to

employees' involvement. Once employees are involved, they put all their efforts in the job and they are found to be less to turnover. Unlike those who are not involved and more likely to leave the organization. Recently, organizations have been working on enhancing employees' involvement.

Sethi and Mittal (2016) defined the job involvement as “the degree to which employees submerge themselves in their jobs, devote time and energy in them, and consider work as a central part of their overall lives.” Most researchers focused on job involvement from a mere cognitive point of view. However, Yoshimura (1996) presented a multidimensional model of job involvement. In his conceptual model he stated that the job involvement is not uni-dimensional concept.

According to Yoshimura (1996), Job involvement concept consists of three dimensions; emotional job involvement, cognitive job involvement and behavioral job involvement. Emotional job involvement indicates how strongly the worker is interested in his/her job or how much the worker likes his/her job. Cognitive job involvement indicates how strongly the worker wants to participate in his/her job related decision making or how important the job is in his or her whole life, and behavioral job involvement indicates how often the worker usually takes extra-role behavior such as taking an evening class to enhance job related skills or thinking about the job after leaving the office. All these dimensions are thought to be of a great importance to affect directly on job performance.

Job performance is considered to be the goal and the end while job involvement can be considered the means. Job performance is the main target which organizations seek to improve. Job performance is defined by the degree to which a person does his job's tasks, duties and responsibilities well. Job performance shows individual behaviors that contribute to achieve organizational objectives. These behaviors are given by employees who are considered an important part of the organization. Since performance is a critical factor in organizational success, organizations exert good effort to improve its employees' performance by following all the ways available including job involvement. Studies prove that the more employees are involved in their jobs the more they love and perform well in their jobs and that's why recent studies focus on this subject.

## **1.2 Research Problem Statement**

It has been reported that employee involvement is on decline and there is a deep lack in involvement among employees today (Bates, 2004; Richman, 2006). On the other hands, involving employees is considered to be one of the most challenging tasks management ever faces. Half of all Americans in the workforce are not fully involved or they are disengaged, leading to what has been referred to as —involvement gap (Bates, 2004; Johnson, 2004; Kowalski, 2003). It costs businesses billions a year by decreasing productivity and performance.

In a study conducted in 2013 by Steve Crabtree, it was found out that only 13% of employees are involved in their jobs. In Palestine, only 10%  $\pm 6$  are involved in their jobs. In UNRWA, employees have a lot of work pressure and this causes them to be less involved. Unfortunately, this may hinder job performance. So, this research poses the question which is

**What is the impact of Job involvement on job performance for Administrative Staff at UNRWA-Gaza Field Office?**

**The following sub questions are also posed in this research:**

1. What is the impact of emotional job involvement on job performance for Administrative Staff at UNRWA-Gaza Field Office?
2. What is the impact of cognitive job involvement on job performance for Administrative Staff at UNRWA-Gaza Field Office?
3. What is the impact of behavioral job involvement on job performance for Administrative Staff at UNRWA-Gaza Field Office?

### 1.3 Research Variables

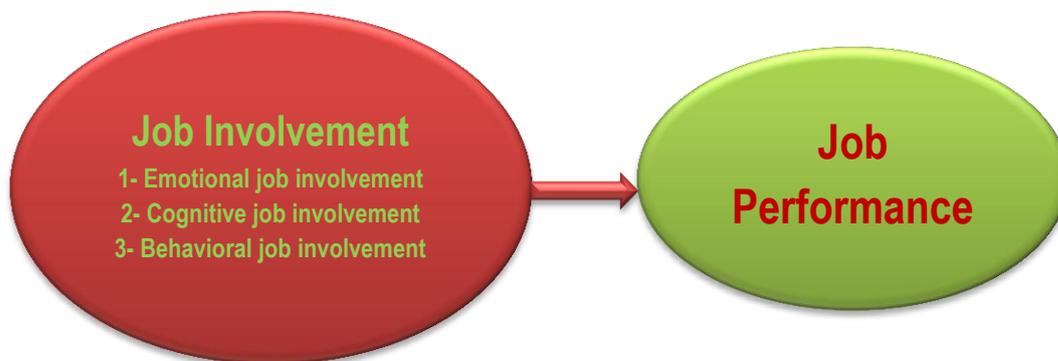
Figure (1.1) shows the research model of the impact of job involvement on job performance for Administrative staff members in UNRWA- Gaza field office.

#### 1- Independent Variable: Job Involvement

According to Yoshimura, (1996) job involvement has three dimensions.

- a) Emotional job involvement
- b) Cognitive job involvement
- c) Behavioral job involvement

#### 2- Dependent Variable: Job Performance



**Figure (1.1):** Research Variables Model

**Source:** Articulated by the researcher, (2016) based on Yoshimura (1996).

### 1.4 Research Hypotheses

The research will answer its main question through testing the following hypotheses:

H1: There is a statistical significant relationship at  $\sigma \leq 0.05$  between job involvement and job performance.

Derived Sub-Hypotheses:

H1.1) There is a statistical significant relationship at  $\sigma \leq 0.05$  between emotional job involvement and job performance

H1.2) There is a statistical significant relationship at  $\sigma \leq 0.05$  between cognitive job involvement and job performance.

H1.3) There is a statistical significant relationship at  $\sigma \leq 0.05$  between behavioral job involvement and job performance.

H2: There is a statistical significant effect at  $\sigma \leq 0.05$  for job involvement on job performance.

Derived Sub-Hypotheses:

H2.1) There is a statistical significant effect at  $\sigma \leq 0.05$  for emotional job involvement on job performance.

H2.2) There is a statistical significant effect at  $\sigma \leq 0.05$  for cognitive job involvement on job performance.

H2.3) There is a statistical significant effect at  $\sigma \leq 0.05$  for behavioral job involvement on job performance.

H3: There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to the following demographic factors: gender, age, educational level, number of children, marital status, place of residence, number of years in service for UNRWA, the type of contract, job grade, and the monthly salary.

H4: There are no statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to the following demographic factors: gender, age, educational level, number of children, marital status, place of residence, number of years in service for UNRWA, the type of contract, job grade, and the monthly salary.

## **1.5 Research Objectives**

The central aim of this research is to examine the relationship between job involvement and job performance, plus the following points:

1. To identify how job involvement affects employees' performance.
2. To research the difference, if any, between opinions about various aspects of job involvement based on gender, age, educational level, number of children, marital status, place of residence, number of years in service for UNRWA, the type of contract, job grade, and the monthly salary.
3. To find out which dimension of job involvement has the highest impact on employee's performance as well as the impact level of the other dimensions.

4. To know if job involvement (emotional, cognitive, behavioral) help or hinder job performance.
5. The research aims to provide recommendations that may contribute to increase the management's attention to job involvement issues as well as to enhance management effectiveness in UNRWA.

## **1.6 Research Significance**

The importance of this research features prominently as follows:

- 1- To the researchers and academicians, this research provides an insight and understanding of the job involvement adopted by the organizations and the ways of enhancing it. The research provides an opportunity for researchers to investigate the impact of job involvement on job performance and ways to enhance job involvement. This is vital for future reference and contributes to the available body of knowledge.
- 2- To UNRWA, the study is expected to provide an understanding of the factors affecting job involvement in relation to job performance. This research enables top management to devise strategies of integrating job involvement initiatives into the organization by initiating methods of job involvement that do not exist and strengthening those already in practice. The research is to arouse the interest in job involvement in decision making to enable the company to respond to challenges encountered in this competitive world.

## **1.7 Research Limitations**

**Place limitations:** This research was applied in Gaza Field Office- UNRWA

**Time Limitations:** This research was applied in 2016

**Human Limitations:** This research was applied on the administrative staff for UNRWA

**Subject Limitations:** This research discussed job involvement and its impact on job performance.

## **1.8 Operational Definitions:**

### **Job Involvement:**

Job involvement can be defined as "The degree to which an employee dedicates himself; his time, his effort and energy and even his all to his job". The researcher reiterates that job involvement achievement is a win-win-win deal; a satisfied customer, a satisfied employee and a profitable business. Job involvement is the secret of any organization's success or failure. It can be achieved by authorizing, empowering, training and participating employees and considering them a part of the organization. It causes them to be satisfied, committed and engaged.

**Emotional Job Involvement:** The degree to which an employee is attached to his/her job. His attachment can be shown by his being happy, interested and proud of the job.

**Cognitive job involvement:** The degree to which an employee has a power in his job by being empowered and authorized or deputized by the top management.

**Behavioral Job Involvement:** The degree to which an employee is behaviorally committed and dedicated to his job.

### **Job Performance:**

Job performance is considered as the managerial behaviors which determine employees' performance.

## **1.9 A brief about UNRWA**

Following the 1948 Arab-Israeli conflict, UNRWA (the United Nations Relief and Works Agency for Palestine Refugees in the Near East) was established by United Nations General Assembly resolution 302 (IV) of 8 December 1949 to carry out direct relief and works programs for Palestine refugees. The Agency began operations on 1 May 1950. UNRWA provides assistance, protection and advocacy for some 4.7 million Palestinian refugees. It works in five operation areas for Palestine; Jordan, Lebanon, Syria, West Bank and Gaza Strip with more than 22,000 staff members. UNRWA structure consists of several departments and programs such as Education, Health, Relief and Social Services, Special Environment Health, emergency and job creation programs in addition to other Support Departments that serve Palestine refugees.

## **2.10 Summary**

The current chapter served as introductory chapter. It gives a brief background about the Job Involvement in UNRWA dealing with its three dimensions (emotional, cognitive, and behavioral) and its impact on job performance. In this sense, this chapter represents an introduction about the current study in general. The problem statement of this study is provided in addition to the research question which described the problem of the study that is identified in the following chapter of analysis and findings. Additionally, the research objectives are tackled in details. Hence, the importance of this study is discussed in addition to the main concepts and the constructed hypotheses. Finally, the researcher finished this chapter by clarifying the research limitations.

**Chapter -2-**  
**The Research Literature**  
**Review**

## **Chapter -2-**

### **The Research Literature Review**

#### **2.1 Introduction**

In this chapter, the two variables; Job Involvement and Job Performance are discussed and defined separately. Researchers defined job involvement posing different points of view and the same goes for job involvement. Different definitions of job involvement and job performance are mentioned so that the full meaning of both definitions is understood.

One important foundation about any business is that it should assure the satisfaction of the individual needs of the employees. This is considered to be the target of all the companies. If employees were well involved and satisfied, customers and service receivers, will be satisfied as a result. The researcher calls job involvement achievement as a win-win-win deal; a satisfied customer, a satisfied employee and a profitable business.

From an organizational perspective, job involvement has been considered the key to activating employee motivation and a fundamental basis for establishing competitive advantage in business markets. From an individual perspective, it has been considered a key personal growth and satisfaction within the workplace as well as to motivation and goal directed behavior (Brown, 1996 p. 236). When all these individual factor

#### **Section (1): Job Involvement**

##### **The Concept of Job involvement**

At first, it is pointed out that there was not a specific definition for job involvement because the concept was vague. Many researchers tried to define it adopting different views. Job involvement has therefore received a considerable attention from researchers over the last three decades. Numerous definitions of job involvement exist and it is still not clear of what job involvement is and how it should be viewed, despite the miscellaneous studies trying to investigate what job involvement is.

**Table (2.1):** Definitions of Job Involvement

<b>Year</b>	<b>Author</b>	<b>Definition</b>
1943	Allport	The degree to which an employee is participating in his job and meeting such needs as prestige, self-respect, autonomy and self-regard. Personal involvement in the job depends on the extent to which an individual seeks some self-expression and actualization in his work.
1956	Dubin	The degree to which the total job situation is a central life interest that is the degree to which it is perceived to be a major source for the satisfaction of important needs.
1957 1960	Argyris McGregor	The means of aiding productivity and of creating work situations in which there would be better integration of individual and organizational goals.
1962	French and Kahn	The degree to which the employee perceived that his job performance is central to his self-concept that is the degree to which it affects his self-esteem.
1965	Lodahl and Kejner	The degree of importance of one's work in one's total self-image and it is characterized by the employees perception of the job as being of extreme importance.
1969	Siegal	Siegal (1969) concurred with the self-esteem or self-worth idea and connected them to job involvement.
1970	Patchen	Patchen (1970) associated high motivation and a sense of solidarity and pride from work with job involvement.
1970	Lawler and Hall	The degree of which a person perceives his total work situation to be an important part of his life and to be central to him and his identity because of the opportunity it affords him to satisfy his important needs.
1971	Paulley et.al.	The degree to which one is cognitively preoccupied with one's present job. The job involved employee has been described as one whose job is an integral part of self-definition.
1982	Konego	The degree to which one identifies with one's present job. Job Involvement is the degree to which the person identifies with his job actively participates in it and considers his performance important to his self-worth.

<b>Year</b>	<b>Author</b>	<b>Definition</b>
1982	Konego	The degree to which one identifies with one's present job. Job Involvement is the degree to which the person identifies with his job actively participates in it and considers his performance important to his self-worth.
1983	Pathak, R.D	The degree to which an employee identifies with his job, actively participates in it, and considers his job performance important to his self-worth. It may be influenced by the level of satisfaction of one's need be that intrinsic or extrinsic.
1986 1987	Frone and Rice Blau	Blau Frone (1986) and RiceBlau (1987) have clearly referred to the absenteeism of an employee and his/her intention to leave the institution to know the employees involvement.
1993	Schmid	A modernized version of job satisfaction, Schmidt's influential definition was "an employee's involvement with, commitment to, and satisfaction with work. Employee involvement is a part of employee retention.
1996	Brown	Job involvement will be highest when the work environment: makes one believe that one's work is meaningful; offers control over how work is accomplished; maintains a clear set of behavioral norms; makes feedback concerning completed work available; and provides supportive relations with supervisors and co-workers.
1996	Yoshimura	Job involvement is not uni-dimensional concept, job involvement concept consists of three dimensions viz., emotional job involvement, cognitive job involvement and behavioral job involvement.
2000	Hall and Lawler	Hall and Lawler (2000) introduced another definition of job involvement show that job involvement enhances the individual's satisfaction, while at the same time increasing productivity for the organization.
2004	Frank.	The degree of discretionary efforts exercised by the employees in the organization (Frank, 2004).

<b>Year</b>	<b>Author</b>	<b>Definition</b>
2007	Ooi Keng Boon	Job Involvement has been described as job situations of —central life interestll, the total image of self on his/her work, the degree to which a person’s participation in his or her self-concept or self-esteem, etc. Moreover, he theorized that job involvement refers as a remarkable factor in shaping up the motivation of an individual employee.
2007	Paul F. Rotenberry	Job involvement is considered as "when a job becomes an integral part of his or herself which highly involved employees will put forth the effort towards the achievement of an organizational goal and less likely to turnover.
2007	Ongori	Ongori (2007) agrees with Kanugngo and Paullay et al. definitions. According to Ongori, job involvement characterizes the degree to which employees are engaged in or preoccupied with their jobs and the degree to which an individual recognizes with his job. It is also described as the degree to which a job is recognized to be the significant factor in fulfilling one or another need of an employee. Job involvement also shows that importance of work is the self-image of a worker. Thus job involvement is basically persuaded by the readiness of an employee about his personal picture of life.
2011	Mohzan	Job involvement refers as an essential of primary source of an organizational commitment, motivation and job satisfaction that influence employee’s job performance. This show the employee being involved on enhancing the motivational process which turn individual job performance such as absenteeism and also turnover.
2016	Sethi and Mittal	Job Involvement is the degree to which employees submerge themselves in their jobs, devote time and energy in them, and consider work as a central part of their overall lives.’’

**Source:** Articulated by the researcher, (2016)

From these definitions, the researcher concluded that job involvement concept gains much importance because of its pivotal role in generating positive organizational outcomes like employees' motivation (Patchen, 1970; Lawler, 1971; Ooi Keng Boon, 2007). It also affects commitment (Schmid, 1983; Mohzan, 2011; Richman, 2006). Job involvement is strongly related to job satisfaction as well (Dubin, 1956; Pathak, 1983; Schmid, 1983; Pfeffer, 1989; Hall and Lawler, 2000; Mohzan, 2011). Others postulated that job involvement improve job performance and productivity as a whole (Pfeffer, 1989; Argyris, 1957; McGregor, 1960; Hall and Lawler, 2000). Some researchers thought that job involvement is mainly the active participation in the work (Allport, 1943; Konego, 1982; Pathak, 1983; Ooi Keng Boon, 2007).

All the above mentioned definitions point out that job involvement is mainly related to individual efforts and individual behaviors in the work, dealing with fellow beings, earnestness and enthusiasm in the work

### **2.1.3 Different Aspects of Job Involvement**

Vargheese and Praveen (2014) pointed out that there are some different aspects of job involvement:

- 1- Work as a central life interest:** some people consider work as only earning money in life but, some take it as a central part of life. It gives pleasure, money healthy mind set and punctuality, and least bothered about the how long he/she worked.
- 2- Active participation in the job:** It refers the willingness to involve wholly in the job without any hindrance. The individual should be present in his work physically and mentally and attentive in his job. As a result the work will be able to finish with in stipulated time duration.
- 3- Performance as central of self-esteem:** It refers the duty how does he/she carry with responsibly and competitive manner among the workers and thus creates a sense or esteem in profession at the same time best in the view of management.
- 4- Performance compatible with self-concept:** It refers the ability to coexist with fellow workers, recognizing them as a mate with competitive spirit, performing best efforts in the work place. Be with but skill full.

**5- Psychological and emotional aspect:** It refers that the involvement of the individual in the work place depends on the degree of participation physically and mentally.

In a nutshell, job involvement is considered to be the degree to which an employee is engaged in and enthusiastic about performing his work. Job involvement refers to the psychological and emotional extent to which you participate in your work, profession and company beyond simply punching in, performing your tasks and punching out. In some instances, people become overly involved with their jobs, leading to stress. In other instances, increasing your job involvement is the best way to enhance your career.

#### **2.1.4 The Confusion of Job Involvement Concept**

Throughout the literature there are many different terms that have been used to describe job involvement, such as "central life interest, work-role involvement, occupational involvement, intrinsic motivation". Robinowitz and Hall (1977) have argued that there is a great deal of conceptual confusion and proliferation of terms in theorizing about this concept of job involvement. After confusional analysis, they pointed out that this concept has been used as A) performance self-esteem contingency, and B) component of self-image.

The first approach definitions might be considered as the extent to which self-esteem is affected by a level of performance (Lodhal & Kejner, 1965). Such series of definitions describe that job-involved person for whom work is a very important part of life (as central life interest). The second approach of definitions presents a conceptual way of describing job involvement, as the "degree to which a person is identified psychologically with his work or the importance of work in his total self-image" (Lodhal and Kejner, 1965).

Long ago, researchers used to consider job involvement as a uni-dimensional cognitive or belief state of psychological identification with a particular job or with work in general depends on the saliency of person's needs and the perceptions the person has about the need satisfying potentialities of the job or work. Recently and

particularly in 1996, Yoshimura (1996) presented a multi-dimensional model of job involvement. The model will be discussed in the theoretical models of job involvement.

### **2.1.5 Similar Concepts of Job Involvement**

Gifford, Neathey and Loukas (2005) mentioned that there are some concepts that may overlap with job involvement or they can be so close to job involvement concept:

#### **2.1.5.1 Participation**

The term 'employee participation' is sometimes used interchangeably with 'employee involvement'. Others have seen a continuum in which employee involvement can be described as 'The lesser form of participation' (Davies and Freedland, 1984). Hyman & Mason (1995) distinguished the two on the basis of emphasis. Employee 'participation' is more strategic and invokes the rights of employees to question or influence the directions taken by their organization'; 'employee involvement', on the other hand, is more operational and focuses on maximizing the contributions and performance of individuals (Hyman & Mason, 1995).

#### **2.1.5.2 Empowerment**

'Empowerment' is another term sometimes used in connection with employee involvement and relates in particular to the scope for employees to use their discretion in their local decisions. However, care should be taken because empowerment can imply substantial employee control and freedom; as such, it would be of genuine relevance to only a few employee involvement initiatives, such as autonomous work groups.

#### **2.1.5.3 Engagement**

Employee engagement is sometimes referred to as engagement (Crawford, LePine and Rich, 2010), personal engagement (Kahn, 1990), work engagement (Saks, 2006; Schaufeli and Bakker, 2003), job engagement (Kong, 2009), and organizational engagement (Saks, 2006). The name disagreement creates confusion in the field, leading to different interpretations. Practitioners and researchers need to agree on one name for this new construct in order to prevent further confusion.

Some researchers also believe that employee engagement is “old wine in a new bottle” (Macey and Schneider, 2008) because engagement is comprised of existing constructs, including organizational commitment, job involvement, job satisfaction, well-being, organizational citizenship behavior, and/or psychological empowerment (Little, 2006; Harter, Schmidt and Keyes, 2002; Saks, 2006). However, Macey and Schneider (2008) claim that employee engagement involves more than these existing constructs; it includes the personality, mood and actions of those in the workplace. Employee engagement thus functions as an umbrella construct, which is inclusive of various components of employee attitudinal and behavioral actions.

As an HR concept, 'engagement' is used to describe a positive attitude held by employee toward the organization and its values' covering awareness of business context and dedication to improving performance (Robinson and Cooper, 2009; Robinson, Perryman and Hayday, 2004). It links closely to the notion of organizational citizenship behavior and overlaps with the more cultural side of employee involvement, where employees take great interest in their work and identify with the work of the organization, consequently developing employee involvement initiatives may be and important precursor to improving employee engagement.

#### **2.1.5.4 Partnership**

Partnership working and enterprise union partnership agreements are subsets of employee involvement. Partnership refers to employers and employees or their representatives working in a collaborative way to take decisions and plan action. Mutuality is central to the concept of partnership, which relates closely to the notions of 'social partners' and 'stakeholders'. Partnership can take shape in a formal agreement between an employer and a trade union, but it is also used to refer to a way of working in cooperation (Reilly, 2001). Findlay, Mckinaly, Marks, and Thombson (2002) identified three aims that are integral to the ideology of enterprise level partnership. An acceptance 'that the interests of other parties are distinctive and can be pursued legitimately'.

It can be considered as an acknowledgement that mutual gains can be feasibly pursued by employers and employees. Recognition that both parties must be

committed to co-operation and building trust in the workplace. There can be of course tension between the first of these and latter two. The difference partnership makes is argued to be a shift from 'co-operation within a (sic) adversarial context to be constrained conflict within a co-operative framework' (Haynes, 2001).

### **2.1.6 The Construct "Job Involvement"**

Although the meaning of job involvement at work may seem clear at first glance, a closer look into the literature reveals the indistinctness of the concept as we previously pointed out. Researchers have not reached a specific definition of the concept yet since the construct itself is not clear and is still vague.

Pfeffer ( 1989 ) dealt with job involvement as a blend of three existing concepts (1) job satisfaction; (2) commitment to the organization; and (3) extra-role behavior. Kahn (1990) defined job involvement as the “as the degree to which the employee perceived that his job performance is central to his self-concept that is the degree to which it affects his self-esteem’, people employ and express themselves physically, cognitively, emotionally, and mentally during role performances”.

Yoshimura (1996) stated that job involvement is not uni-dimensional concept, job involvement concept consists of three dimensions viz., emotional job involvement, cognitive job involvement and behavioral job involvement. Yoshimura's model will be adopted in this research.

Wilmar Schaufeli (2002) introduced job involvement as vigor which is thought to go next to physical job involvement, dedication which is thought to go next to cognitive job involvement and absorption which is thought to go next to emotional job involvement. May, Gilson, and Harter (2004) introduced job involvement as – Physical involvement, Emotional involvement, Cognitive involvement.

IES, Institute for employment studies (2005) suggested some initiatives for boosting job involvement that are clarified in table (2.2).

**Table (2.2):** Initiatives for boosting job involvement.

Information	Consultation & joint decision making	Discretion
General assemblies	Employee surveys	Autonomous work groups
Group briefings	Consultation committees	Teamworking
Consultation committees	Working groups	
News letters	Group briefings	
Notice boards	Quality circles	
	Suggestion schemes	
	Kaizen (continuous improvement)	
	Total Quality Management	

**Source:** Gifford, J., Neathey, F., and Loukas, G. (2006).

The researcher postulates that Information and Consultation and joint decision making initiative responds to the cognitive job involvement while discretion initiative responds to the behavioral job involvement. Unfortunately, emotional job involvement was ignored and no initiatives were assigned to boost emotional job involvement.

### 2.1.7 Measures of Job Involvement

Lodahl and Kejner (1965) developed a 20-item measure of job involvement, and it is one of the most frequently used in research on job involvement (Cook, Hepworth, Wall, and Warr, 1981). They also developed a 6-item short-form version of their job involvement scale. The short version of the scale is often used in research. Through their research of nurses and engineers, the six items were selected which had the highest loading on a principal component analysis. Lawler and Hall (1970) provided additional support for the measure, suggesting that the specified six items represented the psychological identification dimension of job involvement.

Even though the Job Involvement Scale is frequently utilized, it is apparent that items on Lodahl and Kejner's scale (1965) were differentiated. The items represent both job involvement and intrinsic motivation. The scale also contains items that represent both a cognitive and a positive emotional state (Cook et al, 1981; Kanungo,

1982). Several items on Lodahl and Kejner's scale seem to measure the central life interest type of involvement (Rabinowitz and Hall, 1977).

Saleh and Hosek (1976) developed a job involvement scale, using studies of insurance sales people and college students. They combined 65 items used in research were included in factor analyses. They identified three dimensions of job involvement: psychological identification, performance self-esteem, and career involvement. Saleh and Hosek's scale contains items that represent three different concepts: 1) casual conditions of job involvement, 2) effects of job involvement, and 3) job involvement itself.

Kanungo's (1982) job involvement scale was developed to avoid the blending of conceptual meanings in the Lodahl and Kejner (1965) and the Saleh and Hosek (1976) scales, as well as to avoid ambiguities and measurement inadequacies; even though many of Kanungo's items are based upon the Lodahl and Kejner (1965) job involvement scale. Kanungo's job involvement measure may be viewed as more of a pure job involvement scale than the other measures (Blau, 1985), and was also necessarily distinguished from organizational commitment and career commitment (Morrow, 1993). Kanungo's job involvement scale, therefore, is the measure employed in this research.

## **2.1.8 Dimensions of Job Involvement**

### **2.1.8.1 Cognitive Job Involvement**

Cognitively, Individuals get involved completely in performing their jobs (Rothbard, 2001). Rothbard (2001) clarified that involved people are able to ignore the troubles and any obstacles that take place at work and they tend to pay attention to the task they were asked to do. Robbins and Judge (2013) state that cognitive component of the attitude is the opinion or belief segment of an attitude. Dunham (1984) did consider work or a job to be a central life interest; as a component of work and job involvement. Researchers believe that employee engagement is closely related with the existing constructs of job involvement and work involvement. Therefore engaged employees consider work or a job to be a central life interest. The element called "central life interest" derives from this component.

Dunham (1984) stated that following statements might be made by a person who is high in the central life interest component.

- The most important things that happen to me is involving in my work/job.
- The major satisfaction in my life comes from my work/job.
- I live, eat and breathe in my work/job.

The dimension called cognitive involvement is measured by statements such as, (1) I think the most important thing that happened to me is involvement in my work/job (2) I believe the major satisfaction in my life comes from my work/job (3) I believe I live, eat and breathe with my work/job. Table 4 presents the elements and statements of the dimension called cognitive involvement.

**Table (2.3):** Elements and statements of the dimension called cognitive involvement.

Element	Statement
Active Participation Psychological state	I think the most important thing that happened to me is involvement in my work/job.
Self Esteem	I believe the major satisfaction in my life comes from my work/job.
Central life interest	I believe I live, eat and breathe with my work/job.

**Source:** Iddagoda , Opatha, and Gunawardana. (2016).

### **2.1.8.2 Emotional Involvement**

Robbins and Judge (2013) mention that emotional component of an attitude is the emotional or feeling-segment of an attitude. Dunham (1984) declares that “conscious desire and choice to participate in work or a job” and “consider work or a job to be central to his/her self-concept” are components of work and job involvement. These are considered to be elements of the dimension of emotional involvement. The dimension called emotional involvement is measured by statements such as (1) When my boss assigns a job/task I feel, I’m really going to “get into” this job/task (2) I feel proud of the work I do (3) I am proud to introduce myself with my job title. Table 5 presents the elements and statements of the dimension called emotional involvement.

**Table (2.4):** Elements and statements of the dimension called emotional involvement.

Element	Statement
- Job Attachment	When my boss assigns a job/task I feel, I'm really going to "get into" this job/task.
- Job interest	
- Job satisfaction	I feel proud of the work I do.

**Source:** Iddagoda , Opatha, and Gunawardana. (2016).

### 2.1.8.3 Behavioral Involvement

According to Dunham (1984), the behaviors apparent in the work force are participation and effort. According to him, specific participation behaviors are timeliness, attendance and retention. The AON Hewitt Engagement Model provides engagement outcomes as Say, Stay and Strive, which are also considered as elements of behavioral involvement. One of Dunham's (1984) participation behaviors called "Retention" comes under "Stay". The dimension called behavioral involvement is measured by statements such as (1) I always arrive at work when I'm expected to arrive (2) Generally I'm not a person of absenteeism (3) I exert high level of effort to perform duties of my job (4) I speak positively about the organization when interacting with others (5) I have no intention to resign from my job (6) I strive towards achieving duties in the expected way by my organization.

**Table (2.5):** The elements and statements of the dimension called behavioral involvement.

Element	Statement
Extra-role behavior	I always arrive at work when I'm expected to arrive.
Voluntary learning	I exert high level of effort to perform duties of my job.
Behavioral intention	I strive towards achieving duties in the expected way by my organization.
Commitment	

**Source:** Iddagoda , Opatha, and Gunawardana. (2016).

### 2.1.9 Relevant Theoretical Models for Understanding Job Involvement

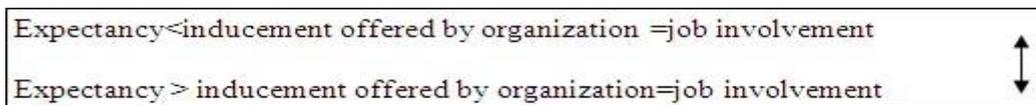
Relevant models for understanding the relationship between job involvement and its antecedent and outcome variables include Expectancy Theory (Vroom, 1964), Integrated Theory (Rabinowitz and Hall, 1977), the Motivational Approach

(Kanungo, 1982) and Causality Theory (Brown, 1996), Theoretical Model from Lodahl and Kejner, (1965), Multidimensional model (Yoshimura, 1996).

1. Expectancy Theory
2. Integrated Theory
3. Motivational Theory
4. Causality Theory Model
5. Theoretical Model from Lodahl and Kejner
6. Multi-Dimensional Model

### 2.1.9.1 Expectancy Theory

Expectancy Theory suggests that administrators should make good use of personal expectancy to inspire employees. This is based on the rudimentary concept that inclination for an individual's action is determined by possible expected results and the relationship between the results and the action adopted. To take a different approach, job involvement for an employee is determined by his/her expectancy level, which results in incentives for action. The results of this interaction are displayed in Figure (2.1). If expectations are lower than the inducement provided by the organization, job Involvement will increase. On the other hand, when expectations are higher than the inducement provided by the organization then job involvement will decrease.

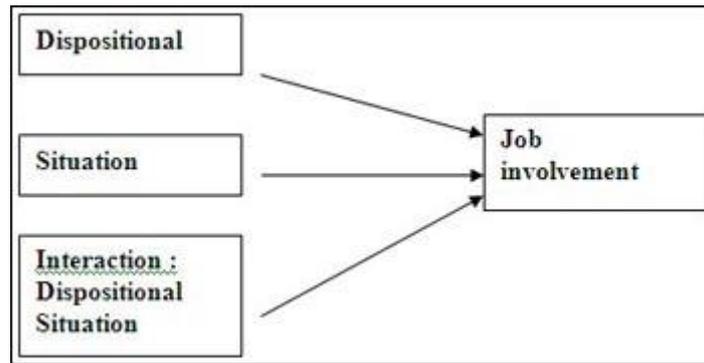


**Figure (2.1):** The Expectancy Theory Model

**Source:** Vroom (1964).

### 2.1.9.2 Integrated Theory Model

Rabinowitz and Hall (1977) reviewed and integrated previous research in this field and used this basis to develop three major conceptualizations. For Rabinowitz and Hall (1977), job involvement is related to three classes of working variables, the dispositional approach, held by the individual, the situational determined approach held and the influence of the interaction between these approaches. In this model no single class of variables shows a stronger relationship to job involvement than any other. That is, dispositional and situational variables are abutting equally important in explaining job involvement (Rebinowitz and Hall, 1977). The integrated theory model of job involvement is depicted in Figure (2.2).



**Figure (2.2):** The Job Involvement Theory Model of Rabinowitz and Hall.

**Source:** Rabinowitz and Hall (1977).

In the dispositional approach, job involvement is viewed as dependent on individual personalities. The influence Exerted by some stable personal characteristics such as age, gender, marital status, external and internal control features, job seniority, dwelling locations, the intensity of high-level work demands in terms of time and responsibility, and the Protestant work ethic will ensure individuals hold different work attitudes and behaviors. Two such work attitudes are job involvement and job satisfaction. The individual is thought to own a certain amount of desire or value, and the demand or value will drive them to work harder or impede them from job involvement (Sekaran and Mowday, 1981).

Job involvement is also a personal characteristic, and thus it is never changed easily within an organization (Rabinowitz and Hall, 1977). In a situation-determined approach, Rabinowitz and Hall (1977) pointed out that job involvement can be viewed as the personal attitude towards the particular job. In this conceptualization, job involvement will be affected by leadership style, the opportunities the individual has to be involved in decision-making, social factors, job features and other conditional influences. Values are thus internalized with job attitude.

The interaction between disposition and situational approaches is labeled the dispositional situation. In this approach, personal characteristics and the environment in interaction are used to explain personal work attitudes and behaviors. When personal characteristics and the situation reach congruence, the individual will develop high job involvement.

### **2.1.9.3 Motivational Approach**

The motivational approach of Kanungo (1979, 1982) integrates the different approaches to job involvement, including both psychological and sociological factors, using the basic concept that job involvement is affected by the potential for personal socialization experience and the likelihood that the work environment can satisfy personal demand.

Kanungo (1979, 1982) hypothesized that employee perceptions concerning a job's potential to satisfy their needs represents a more proximal influence on job involvement. Kanungo contends that individuals develop beliefs that a job's context potentially provides an opportunity for them to satisfy their most important future needs. Consequently, job involvement depends on employees' needs (both extrinsic and intrinsic), as well as their perceptions of the job's potential to satisfy those needs.

### **2.1.9.4 Causality Theory Model**

The causality theory of job involvement theory proposed by Brown (1996) incorporates the results of previous research. This model includes antecedents (i.e., personality variables-concept of work ethic), the pivotal mediator role of job involvement, and its consequences such as organizational commitment. This model also depicts the relationships between job involvement and organizational commitment. In addition, work ethic is shown to play a significant role in job involvement.

In summary, the antecedents and products of job involvement have been extensively studied. Available evidence supports the argument that personal and situational factors and strong influences on job involvement. Job involvement is also an important factor in other work related attitudes, and is linked to work behaviors.

### **2.1.9.5 Theoretical Model from Lodahl and Kejner**

According to Govender and Parumasur, (2010), they held that job involvement encompasses four sub-dimensions: is response to work:

- In this dimension, Lodahl and Kejner used the expectancy theory to elaborate it. Under this theory, it has been defined that employees will respond to their work basing on different expectations about their work they possess and the

extent of these expectations when achieved will be able to determine the level of job involvement they experience.

- The second is expressions of being job involved: It has been explained that the expression of employees on job involvement is different from one person and another with the level of job involvement experienced. For instance, some employees may state that they have high job involvement by thinking of the job even when they are not at work. Conversely, others may feel depressed if they fail at something related to the job (Lodahl, and Kejner, 1965).
- Third is sense of duty towards work: A highly involved individual would have a great sense of duty towards work. It is because they feel great with their work. For instance, in order to complete an assigned task, an employee is willing to work overtime without pay.
- And lastly are feelings about unfinished work and absenteeism: A highly involved employee will try to prevent being absent from work and feel guilty about unfinished work. It is because they feel excited and comfortable with their job in the workplace.

#### **2.1.9.6 Yoshimura's Multidimensional Model of Job Involvement**

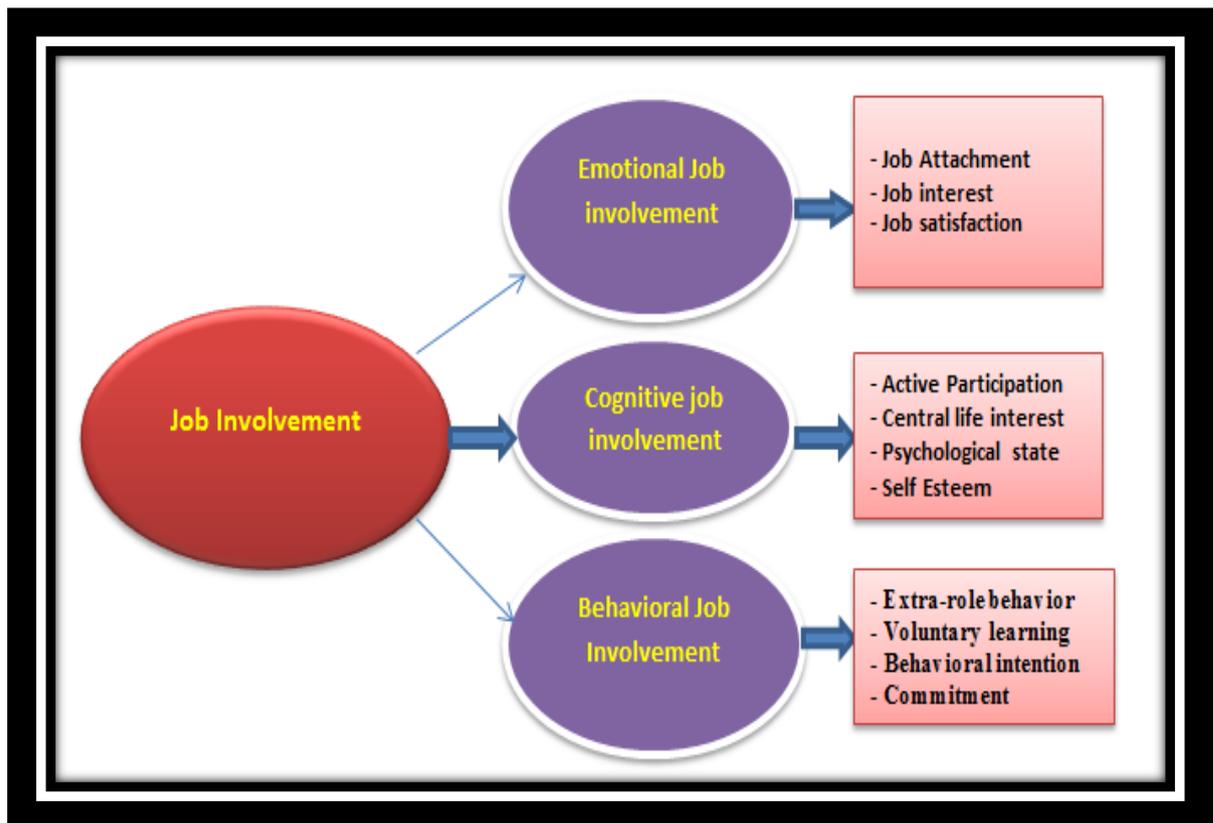
Yoshimura (1996) presented a multidimensional model of job involvement in his conceptual model. This model was adopted in this research. Yoshimura (1996) stated that job involvement is not uni-dimensional concept, job involvement concept consists of three dimensions viz., emotional job involvement, cognitive job involvement and behavioral job involvement. Emotional job involvement indicates how strongly the worker is interested in his/her job or how much the worker likes his/her job. Cognitive job involvement indicates how strongly the worker wants to participate in his/her job like decision making or how important the job is in his/her whole life. And behavioral job involvement indicates how often the worker usually takes extra-role behavior such as taking an evening class to enhance job related skills or thinking about the job after leaving the office. As shown in the figure below.

**Table (2.6):** The multidimensional job involvement model.

Emotional Job Involvement	Job Attachment Job Interest Job satisfaction
Cognitive Job Involvement	Active participation Central life interest Psychological state Self-esteem
Behavioral Job Involvement	Extra-role behavior Voluntary learning Behavioral intention

**Source:** Yoshimura (1996).

In the following figure, the three dimensions of job involvement are clarified. Each dimension includes some concepts which are part of the dimension.



**Figure (2.3):** The multidimensional job involvement model with their variables.

**Source:** Articulated by the researcher based on Yoshimura (1996).

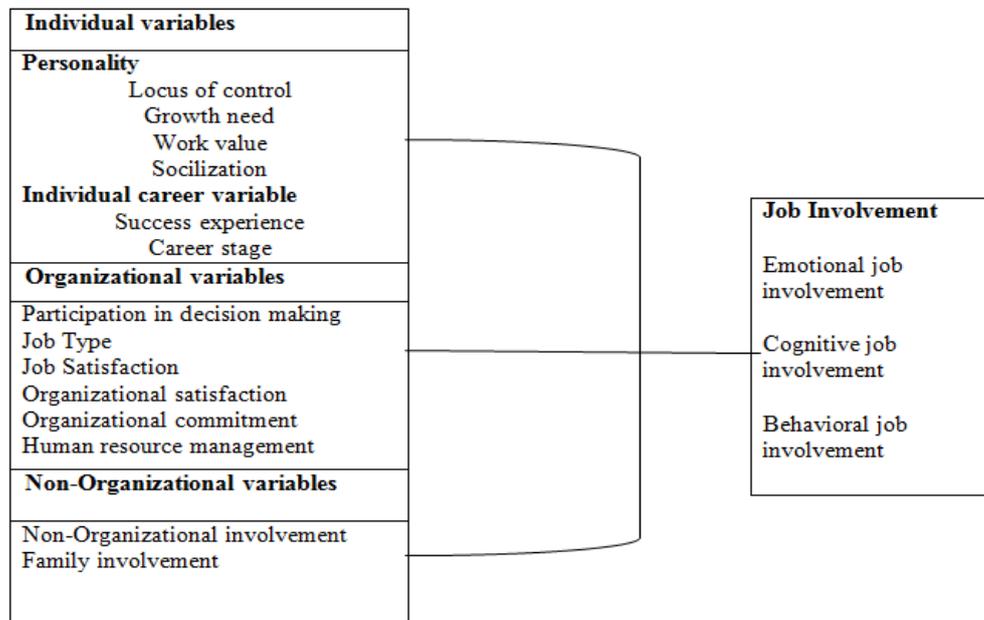
Here, it is important to point out that the concept job involvement was dealt with by many researchers as a mere cognitive point of view. Behavioral and Emotional dimensions were rarely included in the previous studies. The previous job involvement models were conceptualized by the three categories:

- 1- Job as a central life interest.
- 2- The job as an important factor for self-esteem.
- 3- Intention to participate in decision making.

These three categories were classified by Yoshimura (1996) as a cognitive job involvement. Later, he introduced two more and new dimensions which in their turns include more concepts related to job involvement. Emotional job involvement, which is conceptualized by being the employee attached and interested in the job and behavioral job involvement which is conceptualized by having the employee Extra-role behavior, voluntary learning, the intention to learn and commitment.

In the following table, the multidimensional model of job involvement helps us to understand how job involvement has evolved and how the concept has changed over time. Yoshimura (1996) further in his multi-dimension model of job involvement classified the antecedents of job involvement into three categories namely; individual personality variables, organizational variables and non-organizational variables.

These antecedents of job involvement are shown in the figure below.



**Figure (2.4):** Hypothetical process model of job involvement.

**Source:** Yoshimura (1996).

According to the model, the individual variables which affect job involvement are classified as individual personality such as locus of control, growth needs, working values and the way of being socialized, and individual career such as career stage and successful job experience. Organizational variables are those variables which affect job involvement. They are work related variables such as job type, job characteristics and human resource management and organizational attitude variable such as job satisfaction, organizational satisfaction, and organizational commitment. Organizational variables are thought to be the milestone of employees being involved or not. An employee who has the power to participate in decision making is not as much involved as an employee who doesn't. The same is with job satisfaction, organizational satisfaction, and organizational commitment.

Non-organizational variables include non-organizational involvement and family involvement. There are some variable which are neither organizational nor individual like family involvement.

After being exposed to job involvement definitions and job involvement models and theory, the researcher thinks that job involvement features got clear:

### **2.1.10 Features of Job Involvement as A trait**

Sethi and Metal (2016) mentioned some points for job involvement as a trait:

1. Job involvement is a cognitive state of psychological identification with the job.
2. Job involvement is an individualistic situation and varies from person to person.
3. Satisfying job experiences increases job involvement.
4. Job Involvement influences both the individual and the organization.
5. Job involvement shows the psychological attachment of the person with the job.
6. Job involvement contributes to the motivational sphere of human resources.
7. Job involvement enhances individual's organizational performance.
8. Low level of job involvement leads to low productivity.
9. Job involvement indicates of quality of work life.
10. Job involvement keeps the individual motivated.

### **2.1.11 Drivers of Employees' Involvement**

Organizations had a long-standing tradition of high involvement management and were sufficiently convinced of the benefits not to conduct any systematic evaluation of impact. Nonetheless Gifford, Neathey and Loukas (2005) mentioned some drivers of employees' involvement:

- perceived various impacts of employee involvement including:
- improved organizational performance, for example, as measured by reducing waste.
- improved employee commitment to the change necessary for company survival and growth.
- building employee relations based on a culture of openness and trust; one organization in particular had experienced employee involvement as a way of avoiding acrimonious employee relations.
- Motivating employees and maximizing their contribution to the organization.

## **2.1.12 Benefits of Employees' Involvement**

Employee's involvement is a key element in the success or failure of any business. It also has benefits on the employee himself. Gifford, Neathey and Loukas (2005) mentioned some benefits of employees' involvement:

### **2.1.12.1 Benefits to the business**

- Employees' knowledge and skills can be better utilized to create a more efficient, flexible, and dynamic organization.
- A high degree of involvement makes employees feel more valued and increases both their commitment to the organization (i.e. retention) and their dedication to performing the work itself.
- Employee involvement is seen to minimize conflict in employee relations by building and strengthening employer employee cooperation based on interdependence and mutuality. In this way, employee concerns are aligned more closely to business need.

### **2.1.12.2 Direct benefits to employees**

The most commonly cited direct benefits to employees of being more involved in their organization are: more influence over their work; higher job satisfaction; increased opportunity for skills development; the knowledge of, and influence over, the general employment situation.

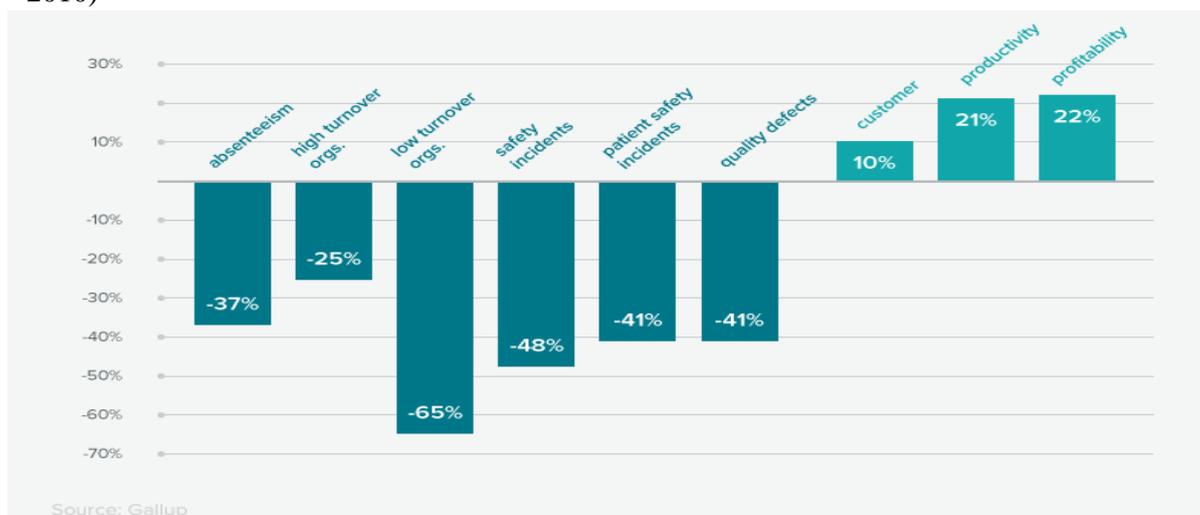
### **2.1.12.3 Indirect benefits to employees**

It is often argued that benefit to employees naturally follows on from the business benefits of employee involvement (Steward and Garrahan, 1995). Probably the most common assertion is that employee involvement will enhance efficiency and performance, leading to business success, which will lead to greater job security.

### 2.1.13 Outcomes of Employee Involvement

Gallup (2012) stated that providing opportunities for active participation is beneficial for individuals as well as entire organizations. Applied organizational researchers have identified a myriad of positive outcomes of employee involvement initiatives. The list below shows just how much of an impact that employee participation and voice can have on the performance and well-being of a person, team, department, or entire organization.

- Improved **organizational decision-making** capability (Apostolou, 2000)
- Improved **attitude** regarding work (Leana, Ahlbrandt, and Murrell, 1992)
- Substantially improved **employee well-being** (Freeman and Kleiner, 2005)
- **Reduced costs** through elimination of waste and reduced product cycle times (Apostolou, 2000)
- **Empowerment, job satisfaction, creativity, commitment, and motivation**, as well as **intent to stay** (Apostolou, 2000; Light, 2004)
- **Increased employee productivity** across industries (Jones, Kalmi, and Kauhanen, 2010)



**Figure (2.5):** Employee Involvement Affects 9 Key Business outcomes.

**Source:** Gallup (2012).

- 37% lower absenteeism
- 25% lower turnover (in high-turnover organizations)
- 65% lower turnover (in low-turnover organizations)
- 48% fewer safety incidents
- 41% fewer patient safety incidents (in applicable fields)
- 41% fewer quality incidents (defective products/services)
- 10% higher customer metrics
- 21% higher productivity
- 22% higher profitability

## **2.2 Section (2) Job Performance**

### **2.2.1 Introduction**

The overarching purpose of this research is to provide insight into the role that job involvement plays in its impact on job performance. Here we define job performance as the aggregated financial or non- financial added value by the employees in contribution to the fulfillment both directly and indirectly to the targeted organizational goals.

Studies have shown that employee involvement has a positive influence on job performance indicators such as: employee satisfaction, productivity, employee turnover, organizational commitment, and safety.

### **2.2.2 Job performance**

Job performance of employees is the most critical subject which plays an important role in accomplishing organizational performance (Wang, and Chang, 2015), Job performance can be defined as set of managerial behaviors express how employees do their jobs (Alawamlah, 2004). Schermerhorn, Hunt and Osborn (2005) stated that job performance contains a quality and quantity of results driven from individual or group struggle completion. In another meaning, job performance can be described as the ability of individuals to achieve their respective work aims, then meet their expectations, achieve benchmarks or accomplish their organizational goals (Ismail, 2009).

According to Gallup (2004), employees who are highly involved in their organization produce high levels of customer care, retention, productivity and generate higher profits (Luthans and Peterson, 2002). The poll also revealed that employees the bottom 25% had lower sales, more issues with customers and increased staff turnover vs the top 25% who had much higher and positive scores (The Gallup Organization, 2004). Those employees that have a rational commitment are less likely to be top producers. It is in employers' best interest to have as many “true believers” as they can (Buchanan, 2004). These people tend to produce more for the organization than those who have low engagement and may contribute to a loss.

On a very general level, job performance can be defined as “all the behaviors employees engage in while at work” (Jex 2002 p. 88). However, this is a rather vague description. A fair amount of the employees’ behavior displayed at work is not necessarily related to job-specific aspects. More commonly, job performance refers to how well someone performs at his or her work.

Definitions of job performance range from general to specific aspects and from quantitative to qualitative dimensions. Initially, researchers were optimistic about the possibility to define and measure job performance. However, soon enough they started to realize that determining the dimensions of a job and its performance requirements was not a straightforward process.

Historically, there have been three approaches to define the dimensions of job performance (Milkovich, 1991 p. 48):

- As a function of outcomes;
- As a function of behavior;
- As a function of personal traits.

The majority of the studies have shifted their focus on defining job performance in terms of outcomes and behavior, since these are easier and more objective to define and to observe than personal traits (Hersen, 2004 p. 375). Researchers agree that performance has to be considered as a multi-dimensional concept. On the most basic level one can distinguish between a process aspect (i.e., behavioral) and an outcome aspect of performance (Borman & Motowidlo, 1993; Campbell, McCloy, Oppler, and Sager, 1993; Roe, 1999).

**The behavioral aspect** refers to what people do while at work, the action itself (Campbell, 1990). Performance encompasses specific behavior (e.g., sales conversations with customers, teaching statistics to undergraduate students, programming computer software, assembling parts of a product). This conceptualization implies that only actions that can be scaled (i.e., counted) are regarded as performance (Campbell, McCloy, Oppler, and Sager, 1993). Moreover, this performance concept explicitly only describes behavior which is goal-oriented,

i.e. behavior which the organization hires the employee to do well as performance (Campbell et al., 1993).

**The outcome aspect** in turn refers to the result of the individual's behavior. The actions described above might result in contracts or selling numbers, students' knowledge in statistical procedures, a software product, or numbers of products assembled.

Moreover, performance must be distinguished from effectiveness and from productivity or efficiency (Campbell et al., 1993; Pritchard, 1992). **Effectiveness** refers to the evaluations of the results of performance (i.e., financial value of sales). In comparison, **productivity** is the ratio of effectiveness to the cost of attaining the outcome. For example, the ratio of hours of work (input) in relation to products assembled (outcome) describes productivity.

A great deal of attention has been paid to the distinction between task and contextual performance. There are three basic differences between task and contextual performance (Borman & Motowidlo, 1997; Motowidlo and Schmit, 1999).

**Table (2.7):** The Contextual Performance and The Task Performance.

	<b>Contextual Performance</b>	<b>Task Performance</b>
Activities	Comparable for all jobs	Job specific
Prediction	Predicted mainly by ability	Predicted by motivation and personality
In/extra-role	Extra-role behavior and not enforceable often not rewarded	In-role behavior and part of the formal job-description

**Source:** Articulated by the researcher, 2016 based on Borman & Motowidlo (1997).

Thus, It is realized that:

- 1- Job performance is not a single unified construct but a multidimensional construct.
- 2- Job performance includes only those behaviors that are relevant to the organization's goals.

- 3- Job performance is the measurement of the quality and quantity of human capital.
- 4- Job performance is affected by many situational factors such as environmental characteristics, entrepreneurship dimensions, organization itself, coworkers, and internal factors. Internal factors refer to which factors such as personality traits, needs, attitudes, preferences, motivations, entrepreneurship dimensions, and beliefs that motivate them to reacts to situational factors. Moreover job performance could be affected by other factors such as need to achievement, span of control, self-confidence, capacity, and interaction between these factors (Allameh, Sadr and Ghafari, 2012).

#### **2.2.4 Advantages of Higher Employees' Performance**

Borman & Motowidlo (1997) stated that there are a number of advantages that benefit the organizations when the employees are performing well,

- (a) The productivity of individual on job increases.
- (b) Employee gets job satisfaction at job.
- (c) Psychological problems of employees come to low level.
- (d) Involvement of employees in their jobs increases.
- (e) A sense of commitment and loyalty among employees develop.

### **2.3 Section (3) UNRWA Overview**

In the following chapter, the researcher is going to focus on UNRWA as the case study through identifying its role and programs in the Palestinian refugees' life.

When UNRWA was established in 1949, it was not designed as a permanent organization. Its founders hoped for an early solution to the problem of the Palestinian refugee, but that did not come about. The intervening history of UNRWA is the history of the Middle East and of the suffering of more than two billion refugees who required health and education services, adequate housing, safe water supplies and sanitation systems, and who faced a host of other problems. These problems have been further aggravated not only by the passing years but also, since December 1987, by the harsh measures used to put down the uprising in the occupied territories, UNRWA, which for 62 years has sought to abate the suffering of the refugees, cannot be abolished until a solution to the problem is found. Thus, its mandate continues. (Viorist, 1989).

UNRWA structure consists of several departments and programmes such as Education, Health, Relief and Social Services, Special Environment Health, emergency and job creation programmes in addition to other Support Departments that serve Palestine refugees.

Most funding comes from voluntary contributions of donor states. UNRWA's largest donors are the United States, European Commission, the U.K and Sweden. Other major donors include the Gulf Arab States, Scandinavian countries, Japan and Canada. A small portion comes from non-governmental organizations and concerned individuals. The United Nations Secretariat finances 110 international staff posts from its regular budget and UNESCO and WHO provide assistance in the staffing of the education and health programs. (UNRWA Website, March, 2016).

## **UNRWA Programs**

UNRWA helps Palestine refugees through four main programs: Education, Health, Relief and social services, and Microfinance and Microenterprise Program. (UNRWA Website, March, 2016).

### **Education**

The Palestine refugee community has traditionally placed great emphasis on education as the key to a better future. Despite often difficult circumstances, Palestinians are one of the most highly educated groups in the Middle East. This achievement has been made possible in large part by the contribution of UNRWA in educating three generations of refugees. UNRWA operates one of the largest school systems in the Middle East and has been the main provider of basic education to Palestine refugees for nearly five decades. The agency provides primary secondary schooling free of charge for all Palestine refugee children in the area of operations. Vocational and technical training courses are given in the eight UNRWA vocational training centers. The Agency also runs an extensive teacher training program, and offers university scholarships to qualified refugee youth (UNRWA Website, March, 2016).

### **Health**

UNRWA's health program aims to protect, preserve and promote the health of Palestine refugees and to meet their basic health needs. Since its establishment, the Agency has been the main health care provider for the Palestine refugee population. Through Health Program, UNRWA has succeeded in achieving the following: Infant mortality rates have dropped from 180 deaths per 1,000 live births in the 1960s, to 32-35 per 1,000 in the 1990s. This is well ahead of the World Health Organization (WHO) target for developing countries of 50 per 1,000 by the year 2000. Protein-calorie malnutrition, highly prevalent in the 1950s and 1960s, was eliminated by the 1990s. The mother-and-child health clinics have contributed to a significantly lower rate of infant mortality in the refugee population in Gaza compared with the non-refugee population in Gaza and the West Bank (32 deaths per 1,000 compared with 44 per 1000). As a result of the expanded program of immunization and immunization campaigns, the last confirmed case of polio was reported in 1993, and no cases of tetanus were reported during the 1990s. (UNRWA Website, March, 2016).

### **Relief and Social Services**

UNRWA aims to ensure a minimum standard of nutrition and shelter for Palestine refugees and the Agency's relief and social services program supports the poorest refugee families who are unable to meet their own basic needs. The program also facilitates longer-term social and economic development for refugees and the communities without prejudice to their rights as refugees recognized in United Nations General Assembly resolutions. (UNRWA Website, March, 2016).

This program comprises two main activities:

### **Microfinance and Microenterprise Program**

UNRWA launched its microfinance and Microenterprise program (MMP) in the West Bank and Gaza Strip in June 1991. This initiative was taken in response to rapidly deteriorating economic conditions marked by high unemployment and spreading poverty following the outbreak of the first Intifada in 1987 and the Gulf War. The MMP is now organized around four revolving loan funds in Gaza and two in the West Bank. These make loans to, small-scale enterprises in Gaza and the West Bank (the Small Scale Enterprise product), to women organized in groups in Gaza only (the Solidarity Group Lending product), to Micro-enterprise in Gaza and the West Bank (the Microenterprise Credit product), and to workers and low-paid professionals (Consumer Lending product) (UNRWA Website, March, 2016).

### **UNRWA Program of Emergency Assistance**

UNRWA launched an emergency appeal for an expanded program of assistance for refugees in the west Bank and Gaza. UNRWA's emergency strategies under the program are to provide emergency humanitarian assistance including emergency medical care, food assistance, post- injury physical rehabilitation, psychological support and counseling, cash assistance and emergency employment creation. (Babille et al, 2003).

# **Chapter -3-**

## **Previous Studies**

## **Chapter -3-**

### **Previous Studies**

#### **3.1 Introduction**

This chapter gives a comprehensive overview and review of studies from different places on two main areas, which are job involvement and job performance. A review of existing 49 studies was undertaken through internet search facilities, library access, and websites of universities and official scientific websites and journals. No specific journals were targeted, included, or excluded. This section includes summaries for 31 international studies, 9 Regional studies, and 9 local studies that are organized chronically.

#### **3.2 Local Studies**

##### **1- (Al-Masri 2015), "Job Involvement and Its Relationship to Organizational Citizenship Behavior"**

The purpose of the research was to observe the relationship between job involvement and the organizational citizenship behavior on doctors working at the governmental hospitals. The research also aims at identifying the level of job involvement and investigating the degree of doctors' practicing the behavior of organizational citizenship. The researcher used the descriptive analytical approach in describing and analyzing the phenomenon. The research society consisted of (1072) doctors. A stratified random sample consisted of only 285 doctors was selected. The return rate was (95%).The research included 13 governmental hospitals.

- **Results:** The results of the research showed a positive relationship between job involvement and the organizational citizenship behavior. As it showed a positive relationship between job involvement dimensions (emotional involvement, cognitive involvement and behavioral involvement) and the organizational citizenship behavior. The research also showed a high degree of job involvement and organizational citizenship behavior.
- **Recommendations:** The research included a set of recommendations and the most important are: The work on developing doctors' emotional job involvement at the governmental hospitals in the Gaza strip. Enforcing the behavioral involvement for doctors at the governmental hospitals increasing the awareness level of organizational citizenship importance for doctors and

its results for patients particularly and hospital generally. Working on maximizing and optimizing job involvement and organizational citizenship for doctors regardless of their characters' differences and caring about them since they are recently considered of the most important human resources.

2- **(Madi 2014) "The impact of the organizational support on the development of job involvement for employees in UNRWA Gaza Field Office"**

The research aimed to know how organizational support affects the development of job involvement for employees in UNRWA Gaza Field Office, It also aimed to determine the means of organizational support provided by the field office as well as to search for the obstacles that prevent using the organizational support, and to give some of recommendations that help in developing the methods of organizational support in order to get a high level of job involvement. The community of the research consisted of employees in the field office of UNRWA in Gaza gradually from the tenth to the twentieth degree, whereas the total number of the employees was 327, a stratified sample of 270 employees was selected randomly, which represents 82.52 % of the research's community.

- **Results:** The research finished with results– the most important of these results– that there's statistically significant relationship between organizational support and development of job involvement for the employees in the UNRWA Gaza Field Office with an acceptable and average degree, in other hand the research has showed that the existence of distinctions between the averages of estimations for the sample of research about all fields combined together is related only to department which the employee works in.
- **Recommendations:** The researcher recommended in his research for UN's need to review the means of organizational support currently used to enhance the employees by reviewing the salaries and bonuses and the need to involve employees more in decision-making , in addition to organize, and offer all the requirements of job-stability, and increase the welfare of the employees, and training the officers and managers to strengthen the relationship between them and the subordinates and the necessity to have periodic surveys to know the level of satisfaction and job involvement for the employees in the field office of Gaza.

### 3- (Tabeel 2014), "Motivation and Job Performance among Nurses in Gaza Strip Governmental Hospitals – Palestine"

The research aimed to examine the relationship between motivation and performance among nurses working in thirteen public hospitals distributed in five Gaza Strip (GS) governorates. The sample of this research consisted of three hundred and thirty male and female nurses and the response rate was 97.87%.

- **Results:** The results showed that there is statistical relationship between motivation and performance. Satisfaction about nursing performance domain and individualized factor. This indicates the presence of distinct nursing staff and special positive relationship with their managers.
- **Recommendations:** The recommendations of the research raised the need to consider the findings, particularly establishing fair and effective performance and motivational system linked with promotion, experience, efficiency, training and rewards, besides firmly standing against wrong and negative ideas that harm the nursing profession. Moreover, nurses who worked in MOH should be more motivated similar to other nurses working in private health organizations.

### 4- (Al-Wuhaidi 2013), "Organizational values and their relationship with job Involvement "A research on the Islamic banks employees-Gaza strip"

The aim of the research is to identify the relationship between the organizational values and job involvement of the employees of Islamic Banks in Gaza Strip. The research sample consists of all employees and administrators working in Islamic Banks – Gaza Strip where the axis of organizational values of Francis and Woodcock in its four spheres : organization management, task management ,relation management and environment management and axis of job involvement of Lodhal and Kejner .Method of comprehensive survey has been used in the research and distribution of (101) questionnaires where number of retrieved questionnaires amounted (80) with a rate of (%79).

- **Results:** The research shows that there is a positive relationship between organizational values and job involvement.
- **Recommendations:** The research recommends that there is a need to promote positive values among Islamic banks employees in Gaza Strip, create a suitable climate for employees to increase the level of job involvement for

them and conduct more studies on both organizational values and job involvement.

**5- (Nassar 2013), "The impact of work life quality on job involvement  
"A comparative research between UNRWA Department of Education and  
Governmental Ministry of Education"**

The research aimed at identifying the level of the quality of work life in both UNRWA Department of Education and Governmental Ministry of Education, identifying the effect of work life factors on the employee engagement of the staff of these two institutions and comparing the effect of these factors on the staff of both institutions as well as making some recommendations to improve the quality of work life and job involvement in the above institutions. The research population consisted of the staff of the Department of Education in UNRWA and Governmental Ministry of Education. The total number of these two groups amounted to 1257 employees .The researcher selected stratified random sample of 406 employees which is representing 32,29% of the research population . The researcher used the questionnaire as a tool to collect data .The questionnaire consisted of two parts .The first part was assigned to the employee's personal data while the second part dealt with two axes: The first is the quality of work life which including six fields and the second axes is the job involvement.

- **Results:** The research found several results, the most important of which is the existence of statistically significant relationship between the work life and the job involvement development in the institutions to which the research was applied. The research also showed that the work life quality dimensions were available in both the institutions at a medium and acceptable degree and that the employee engagement degree among the employees was very good, but the work life quality level and the job involvement degree among the UNRWA Department of Education Staff was better than that of the stuff of the Ministry of Education. The research showed that there were differences between the estimations averages of the research sample members about the combined fields attributed to age, work place and job title.
- **Recommendations:** The researcher recommended that attention should be paid to promote the level of work life quality in both UNRWA Department of Education and the governmental Ministry of Education by raising salaries,

improving the reward system, improving the material work environment, providing the job stability requirements, providing the employees with opportunities to participate in decision making, promotion, professional progress, paying attention to the suitable leadership approach, activating work teams and the role of labor syndicates, increasing the efforts aimed at achieving balance between life and work and reducing work pressure .

**5- (Al-Emary 2011), "The effect of participation of UNRWA's employees in Decision Making Process on their performance"**

The research aimed at recognizing the effect of participation of UNRWA staff in Decision Making Process on their Job Performance. It also aimed at recognizing the relation between demographic variables (Gender, Age, Academic qualification, years of experience with UNRWA, years of experience in current job, Grade/Level, current location and department) and its effect on decision making. The Research population consists of low, middle and high administrative levels of all administrative local workers at UNRWA Headquarters, Gaza and Gaza Field Office, who are at Grade 5 and above.

- **Results:** The results of the research were as follows:

There is a positive correlation with a statistical indication at level 0.05 among the affective factors on participation of decision making (Style of leadership, nature of work, nature of decision, workers' efficiency, organizational environment) and workers' job performance at UNRWA/Gaza. The answers of the sample on workers' participation does not include differences of statistical indication that is due to (Gender, Academic qualification, years of experience in the current job).

- **Recommendations:** It is recommended to review the system of rewards and incentives and improve employees' salaries to fairly meet the increase in the cost of living.

**6- (Ejla 2010), "The Impact of Creative capabilities on managers' job performance"**

The research aimed to know the availability of creative capabilities of the managers of the Ministries of the Gaza Strip and its relationship with their performance. It distributed to a sample research, were analyzed (305) Questionnaire as a rate (82%) of

the original of sample size by using the statistical program (spss), has used suitable statistical tests to reaching to the semantics and valuable indicators supports the topic of the research.

- **Results:** All the managers of the Ministries of Gaza Strip have distinctive capabilities for personal creativity with a high degree, available to the managers of ministries Gaza Strip the elements of good performance, available to the managers of ministries Gaza Strip Determinants and functional performance criteria, The process of performance appraisal of the Ministries of the Gaza Strip are not correctly and not effectively to serve the employee and the ministry together.
- **Recommendations:** Establishment of an incubator department for creativity or the establishment of the so-called (Ideas Bank), Develop a strategy based on precise criteria for the detection of Creators and talented managers, Work on decentralization and delegation of authority and the participation of subordinates in decision-making., Activation of the incentives system on professional standards include excellence and creativity in performance and reward the creators, Revision of performance appraisal system to include objective principles, clear appraisal criteria, to ensure that the employee inform on the appraisal results.

#### 7- (Bahar and Abu Sweereh 2010), "The Effects of Organizational Climate on the Professional Performance Employees of at the Islamic University- Gaza"

The research aims to investigate the effects of the organizational climate on the Professional performance for employees at the Islamic University. The organizational climate includes "organizational structure", "leadership style", "employees' participation", " pattern of communication", "nature of work" and "technology used". The research also aims to identify differences with statistical coefficients in the employees attitudes towards the effect of the organizational climate elements on Professional performance resulted from the demographic characteristics of the research community. The data of the research was collected by a questionnaire (80 paragraphs) which were distributed to 320 employees (males–females) at the University, 180 questionnaires was valid for analysis; the response percentage was 83.7%.

- **Results:** The research has revealed an inclination towards agreeing that positive organizational climate is available at the Islamic University, existence of greater

positive relations between a good organizational climate and employees' job satisfaction at the Islamic University with statistical coefficient at 0.05. The research shows a very good level at Professional performance among the employees at the Islamic University. No Existence of statistical coefficient at 0.05 for the responses of the sample members related to (sex and old and educational level and place of work).

- **Recommendations:** The need to pay special attention to the university administration to all elements of the organizational climate as an important variable contributing to the impact on the functionality of the employees, which will lead to higher morale and to increase loyalty and affiliation to the University, strengthen leadership and support to the perceived needs of workers and working to provide these needs to enable workers to do their work and duties required of them to the fullest.

8- **(Okasha 2008), "The Impact of the Organizational Culture on the Professional Performance of Employees Working at the Palestinian Telecommunication Company (Paltel)."**

The purpose of the research was to show the impact of the organizational culture on the professional performance of the employees working at the Palestinian Telecommunication Company (Paltel). In addition, the research aims at identifying organizational culture at Paltel, then recognizing the professional performance of its employees. A random sample of (312) employees who make up only (20%) of the (1561) members of the research population was selected. Out of the (312) informants only (79.48 %) responded to the questionnaire.

- **Results:** The research showed that there was a positive impact of the organizational culture on the professional performance of the employees working at the Palestinian Telecommunication Company (Paltel). - The research also showed that there was significant statistical evidence between the organizational culture which comprises the following elements: policies and procedures, rules and regulations, measures and criteria, behavioral types, organizational values and expectations, and organizational convictions and tendencies. - The research also revealed that there was an urgent need for developing the employees' creative skills in order to catch up the new changes and developments.

- **Recommendations:** The company board and personnel department should stress the importance of organizational culture because this will be positively reflected on the professional performance of the employees. - The employees should stress the importance of the creative values that contribute to the increased level of administrative efficiency. - The employees should stress the importance of the behavioral patterns that contribute to reinforce the status and evolution of the company.

### 3.3 Regional Studies

#### 1- (Dajani 2015), "The Impact of Employee Engagement on Job Performance and Organizational Commitment in the Egyptian Banking Sector"

The research aims to identify the key drivers of employee engagement within the Egyptian context. It also studies the impact of employee engagement on job performance and organizational commitment based on social exchange theory (SET). The research was conducted on 245 bank employees from several private and public banks operating in Cairo-Egypt with a response rate of about 81.6 % (200 employees)

- **Results:** Regression results indicated that leadership and organizational justice were the most significant drivers of employee engagement. The mediation effect was confirmed. Employee engagement had significant impact on job performance, but less impact on organizational commitment.
- **Recommendations:** There should be more focus on genuine HRM practices. The focus shouldn't be only on personal individual needs' satisfaction. The following HR policies are recommendable: implementation of performance-related pay systems, effective and fair means of positioning and selecting employees, designing employee feedback system in respect to leaders' behaviour, and finally improving alignment between HR strategies and the corporate banking strategy. Younger employees leaving their banks in search for better work opportunities are inevitable. However, by improving work policies and HR practices, employees' retention and commitment may improve substantially.

2- **(Mazayed et al. 2014), "Assessing the Impact of Job Involvement and Commitment on Organizational Productivity in the Regional/Gulf Countries"**

The proposed research was designed to assess the effects of job involvement and workers commitment on organizational performance in Middle East countries.

- **Results:** Findings of the research reveal significant positive relationship between job involvements, employee's commitment and organizational productivity. The research concludes clearly indicate that organizations with high job involvement and employees' commitment are performing well than organizations with little job involvement and low employees' commitment.
- **Recommendations:** Since there is a strong positive relationship between job involvement and employee's commitment and since highly involved employees are more committed than less involved employees then more attention should be paid to job involvement.

3- **(Al-Lozi and Alzahrani 2012), "Factors Affecting Employees' Job Performance In AlBaha Region and Its Provinces in Saudi Arabia: An Analytical Research"**

The research aims at identifying factors affecting the employees' job performance in AL-Baha region and to specify which of these factors are the most affecting. Also, it determines the differences in the effect of these factors with regard to employees' demographic characteristics: social status, age, job type, experience, and educational level. The research population amounts to (1025) members, whereas (1025) questionnaires were distributed among the research members, whereas (25) questionnaires were ignored for their invalidity.

- **Results:** The research reached several results such as the existence of a statistical significant relationship between the independent variables (work environment, job communication, motivation, job training, and managerial leadership) and job performance. Also, it showed a positive relation between each variable and job performance. In addition, the results showed statistical significant differences in job performance related to demographical variables such as job type, experience, and educational level, while no significant differences were found in job performance in relation to marital status and age.

- **Recommendations:** The necessity for providing an equivalent working environment for the employees in Al-Baha region through providing the most developed tools and technological equipment inside the working environment, the importance of training, job communication, and knowledge management, and the implementation of various incentive programs for its significant effect on job performance.

**4- (Al-Abadi 2012), "Strategies to Enhancing employee engagement and their role in achieving high performance for business organizations - a survey research of a sample of the Iraqi banking sector staff in Erbil"**

The research examines the research of the strategies of employee engagement as an approach to achieve high performance. The research sample is a sample of the Iraqi banking sector staff. The research sample is 105 employees.

- **Results:** The research results show that banks always want to find a way to get the competitive advantage in the banking sector, therefore the employee engagement and its strategies represent one method to achieve the high performance and thus to achieve the competitive advantage to other banks.
- **Recommendations:** The research concludes a set of recommendations, the most important, the banks are always looking to achieve high performance and thus find a way to get the competitive advantage in the banking sector, therefore the employee engagement and its strategies represent one method to achieve the high performance and thus to achieve the competitive advantage to other banks.

**5- (Emami 2012), "The Relationship between Job Involvement, Job Satisfaction and Organizational Commitment among lower-level Employees"**

This research investigated the relationship between job satisfaction, job involvement, and organizational commitment among lower-level employees. Job satisfaction and job involvement were used as independent variables in the research while organizational commitment was used as the dependent variable. Data was gathered from a random sample of 100 lower-level employees of the company concerned. A questionnaire consisting of four-parts was used for data collection.

- **Results:** The results indicated that though both job satisfaction and job involvement are strongly associated with organizational commitment, job satisfaction accounts for a higher proportion of variance in organizational commitment than job involvement. Intrinsic job satisfaction, extrinsic job satisfaction, and overall job satisfaction were found to be significantly and highly inter-correlated, an indication that they are all equally associated with organizational commitment.
- **Recommendations:** The paper therefore recommends that managers must do all in their power to promote job satisfaction and job involvement in their companies, but especially job satisfaction.

**6- (Judeh 2011) "An Examination of the Effect of Employee Involvement on Teamwork Effectiveness: An Empirical Research"**

The aim of this research was to determine the level of employee involvement and extent of teamwork effectiveness among employees working in the Jordanian glass and ceramic industries listed in Amman Stock Exchange in Jordan. The research aimed also at examining the significant effect of employee empowerment on teamwork effectiveness. Furthermore, the research investigated the significant differences that may exist in employee involvement due to differences in age, marital status, and educational level. Data were collected from 176 participants and then analyzed using descriptive statistics, one sample t-test and independent sample t-test, linear regression, and ANOVA.

- **Results:** Findings indicated that both employee involvement and teamwork effectiveness were at a high to moderately high level score. Furthermore, the findings of the research revealed a significant effect of employee involvement on teamwork effectiveness. At the same time results indicated that there were no significant differences towards employee involvement due to gender or marital status, while participants significantly differed in terms of educational level.
- **Recommendations:** More focus should be on job involvement and team work effectiveness in the middle east since they lack attention.

7- **(Al-Sulaimy 2011), "The Empowerment Impact upon Job Performance" A Field Research on Employees of Jeddah Passports Department"**

The research aimed at recognizing the impact of employee empowerment on job performance in Jeddah passports department. A random sample of (312) persons was selected. The sample consists of (officers, noncommissioned officers) working in Jeddah passports department.

- **Results:** The research concluded several results; the important one of them was that: the employee empowerment which is represented by its elements (knowledge and skill, communication and information flow, incentives, organizational trust, organizational culture, participation and delegation) had impact on job performance of Jeddah passport employees.
- **Recommendations:** The necessity to pay attention to the employee empowerment topic, because it may contribute in solving the problems concerning the job performance in public organizations. And, it should be useful to clarify the concept of employee empowerment as an important new administrative concept in modern management which is worth learning by managers and employees. In addition to that it should be very important to reinforce, develop and promote the elements of employee empowerment that are currently available in public organization such as knowledge and skill, communication and information flow, incentives, organizational trust, organizational culture, participation and delegation.

8- **(Al-Otaibi 2000), "Personal Characteristics and Job Involvement and Performance among White-Collar Employees in the Kuwait Civil Service"**

This research explores the effect of demographic variables, such as age, education, length of service, marital status and salary, on job involvement and examines the relationship between job involvement and job performance in a sample of 300 white-collar Kuwaiti civil service employees.

- **Results:** Results suggest that neither gender, age, marital status, education level, experience nor salary are related to job involvement. However more workers designated as high involved employees were more productive and had a better performance than low involved employees and a significant positive correlation with performance.

- **Recommendations:** Employers have to enhance the working environment and productivity of the operations.

#### 9- (Rasheed 1993), "Job Involvement: A research of Personal and Situational Factors"

The purpose of the research is to examine the nature of job involvement through investigating the relationships between job involvement and three categories of variables: (a) individual characteristics, (b) situational characteristics, and (c) the interaction between the personal and situational characteristics. A survey was administered to a sample of 300 were randomly selected civil service employees occupying a variety of jobs in Jeddah, Saudi Arabia. Of these, 248 responded to the questionnaire, a response rate of 83%.

- **Results:** The results indicated that the two categories do not have an equal importance in explaining the variance in the level of job involvement. It seems that situational variables have stronger impact on the level of job involvement than personal factors. Particularly the results indicated that personal factors were accounted for only a little amount of variance in job involvement level (20%), while situational factors accounted for (34%) of the variance. 2 factors of the demographic factors have a weak relation to job involvement.
- **Recommendations:** Recommendations are drawn regarding the nature of job involvement, and it is suggested to pay more attention to the situational factors since they affect deeply in the job.

### 3.4 International Studies

#### 1- (Danish 2015), "Relationship Between JOB Performance, JOB Involvement and Career Salience of Employees in Education Sector of Pakistan"

The purpose of this paper is to explore the behaviour of the employees and organizational performance on employee's job involvement and career salience through proper coordination and comfortable ecological situation in work place. A random sampling technique, 235 questionnaires was selected and distributed. 205 questionnaires were completely filled producing the response rate of 91%.

- **Results:** The results reflect that there is a significant direct and positive relationship between independent variables and dependent variables.
- **Recommendations:** Managers should create a sense of belongingness to the organization so that they can remain attached with the organization, they will be able to perform in a good way for the organization and consequently they

will get extrinsic and intrinsic rewards for their efforts and a well-developed and bright career too.

2- **(HungKuang 2015), "The Impact of Job Involvement on Emotional Labor to Customer-Oriented Behavior: An Empirical Research of Hospital Nurses"**

The aim of the research is to explore the relationships among EL, job involvement (JI), and customer-oriented behavior (COB) in the context of the nursing profession. The participants in this research were nurses at eight hospitals, all located in Taiwan. This research used a self-reporting questionnaire. Research data were gathered at two discrete periods (A and B). Questionnaire A collected data on EL and JI, and Questionnaire B collected data on COB. Five hundred questionnaires were sent out to qualified participants, and 472 valid questionnaires were returned. Hierarchical regression analysis was used to test the hypotheses.

- **Results:** The expression of positive emotion (EPE) and the suppression of negative emotion (SNE) were found to positively affect the patient-oriented COB. Furthermore, the EPE was found to positively affect the task-oriented COB. In terms of the moderating effect of JI, JI was found to relate positively to the EPE, patient-oriented COB, and task-oriented COB. In addition, higher values of JI were found to weaken the relationship between the SNE and the task-oriented COB.
- **Recommendations:** It has become an increasingly popular practice for hospital organizations to work to promote the COB of their nursing staffs. The results of this research prove empirically that a relationship exists among EL, COB, and JI in nurses. This research contributes to the related literature, enhances the knowledge of hospital and nursing administrators with regard to EL and COB, and offers a reference for hospital managers who are responsible for designing and executing multidisciplinary programs and for managing hospital-based human resources.

3- **(Saxena 2015), "Impact of Job Involvement and Organizational Commitment on Organizational Citizenship Behavior"**

The purpose of the research is to find out the relationship between job involvement, organizational commitment and organizational citizenship behavior and also to research if there is any impact of job involvement and organizational commitment on Organizational citizenship behavior among service and manufacturing sector

employees. The research has been done on 150 employees of both service and manufacturing sector with the help of questionnaire, where job involvement and organizational commitment were taken as independent variables and Organizational citizenship behavior as dependent variable. Multiple regression was applied with the help of SPSS.

- **Results:** The result indicated that there is a significant impact of independent variables on dependent variables, that is, there is a significant impact of Job involvement and Organizational commitment on OCB.
- **Recommendations:** Work policies should be oriented to job involvement and organizational commitment since they improve OCB.

#### 4- (Ijaz et al. 2015), "Factors Affecting The Employee's Performance: A case study of Banking Sector in Pakistan"

The aim of the research is to find out the relationship among independent variables and dependent variable. The dependent variable is performance of employees and independent variables are working hours, trainings, communication barriers, stress and financial rewards. The research is quantitative in nature and will see the effect of these variables in the banking sector of Pakistan focusing Faisalabad banks as a sample based on 200 employees. The research will be analyzed by applying multiple regression analysis using SPSS software because there are 5 independent variables and their affects have to be seen on the performance of the employees which is the sole dependent variable.

- **Results:** Financial rewards and trainings have positive impact on the performance of the employees but stress, working hours and communication barriers hinders the performance of the employees.

#### 5- (Aderemi et al. 2015), "Psychological Factors as Predictors of Job Involvement among Secondary School Teachers in ILE-IFE, NIGERIA"

The predictive influence of incentives, staff discipline, religiosity, self-esteem, and length of service on job involvement among secondary school teachers was examined in this research. A descriptive research design was employed and data was collected through a structured questionnaire. Eighty (80) teachers comprising of 31 males and 49 females selected through simple random sampling technique participated in the research.

- **Results:** The results revealed that incentives, staff discipline, religiosity, self-esteem and length of service significantly jointly predicted job involvement, ( $F(5, 74) = 12.545; p < .001$ ). Incentives ( $\beta = .45$ ), staff discipline ( $\beta = .35$ ), and self-esteem ( $\beta = .40$ ) significantly contributed individually to job involvement. Religiosity and length of service however, did not have significant contribution to job involvement.

**6- (Degago 2014), "A Research on Impact of Psychological Empowerment on Employee Performance in Small and Medium Scale Enterprise Sectors"**

The research explores how psychological empowerment influences employee's performance in small and medium scale enterprises. The objectives of the research are to present the correlation and impacts or influence of dimensions of psychological empowerment on employee performance. The respondents were stratified based on the activities they are engaged, and then simple random sampling design was used to collect data that were used to assess the four dimensions of psychological empowerment variables. Using a sample of 125 employed individuals of which 102 collected, a 12 item 5point likert scale of psychological empowerment measurement was developed.

- **Results:** The outcome from the research indicates that employee empowerment is essential in this era of globalization to enable the organization to respond quickly to any changes in the environment and take the advantage of employee performance.
- **Recommendations:** Organizations should respect and help employees in their personal problems, nurture their competency, let them select choices for meeting their needs, give training, inform and involve them in decision making and rewarding fairly helps to empower as well as increase their performance.

**7- (Ahmad et al. 2014), "Impact of Organizational Commitment and Employee Performance on the Employee Satisfaction"**

The purpose of the research is to investigate the impact of Organizational Commitment and Employee Performance on Employee Satisfaction. Author used statistical population of Banking Sector which covers 110 employees of 10 banks and data was collected through a self-administrative questionnaire. Correlation coefficient, Regression analysis and "ANOVA were tested for the data analysis. There are two

independent variables 1) Organizational commitment 2) Employee performance whereas Employee satisfaction is taken as dependent variable.

- **Results:** Results showed Positive relationship between Organizational commitment and employee satisfaction and similarly Employee Performance has Positive relationship with employee satisfaction.
- **Recommendations:** At present era of globalization the cost of manufacturing is rising due to many factors so organizations should try to recover that cost through employee retention. Because hiring new employee requires cost of hiring and training so if employee of some organization stays for longer period of time then organization may compete in better way. The tradition of Pakistan is relationship-oriented as well as collectivistic relatively than an achievement-oriented individualistic culture. Managers of organizations should consider these factors of employee satisfaction in policy making and as tool of competition. Because if the level of satisfaction of employee is high than the organizational performance would be better. The findings of this research research are important for service sector because in service sector, staff of organization is very important for growth of organization. Although research focused banking sector but its finding may be generalized to other service sectors and in manufacturing sector.

**9- (Nazem and Mozaiini 2014), "Investigating the relationship between leadership style (transformational and pragmatic) and employees' job involvement at Islamic Azad University"**

The aim of this research is to investigate the relationship between leadership style (transformational and pragmatic) and job involvement in employees at Islamic Azad University. The statistical population of research consists of the staff in administrative, financial, research and educational and training units and centers and they were working in respective University branches in 2013. 468 employees are selected by probable random stratified sampling proportional to the sample size. Bass and Avolio leadership style questionnaire (1999) including the dimensions of leadership style and Cronbach's alpha as well as Kanungo Job Involvement (1982).

- **Results:** The obtained results of multivariate linear regression indicate that there is a relationship between the leadership style and its dimensions with employees' job involvement at Islamic Azad University.
- **Recommendations:** Since there is a positive relationship between leadership style and employees performance, more leadership should be authorized.

Organizations need the entrepreneurial managers because the leadership and management are the pillars of any organization and community.

**9- (Khan and Akbar 2014), "Job Involvement-Predictor of Job Satisfaction and Job Performance-Evidence from Pakistan"**

The research aimed to investigate the relationship between job involvement and its outcomes including job satisfaction and employee job performance. The Data was gathered from 211 regular staff.

- **Results:** The results showed that job involvement has directly affected the satisfaction of employees; however, no direct effect revealed with employee job performance.
- **Recommendations:** Several recommendations were suggested and the most important of which the organizations have to involve employees more to make them more satisfied.

**10- Razzaq and Naeem Ullah (2014), " Impact of Job Involvement, Commitment, Job Satisfaction on Turnover: An Empirical Investigation on Banking Sector"**

The research examines the relationship between human attitudinal and behavioral factors of employees' involvement and satisfaction in relation with a job and their commitment associated with the organization, along with their effect on labor turnover in banking sector of Pakistan by understanding of which an organization can create a idyllic and conducive working environment. Relationship between the variables under research is explored using structural equation modeling as a statistical tool.

- **Results:** Positive association were revealed among involvement related to job, commitment to an organization with satisfaction related to a job during the research on the other hand insignificant connection among commitment in relation with the organization, satisfaction in relation with the job itself and intentions toward turnover were partially maintained by the findings.
- **Recommendations:** Organization which want to have a committed workforce should make there governance system more decentralized giving empowerment to the employees in information sharing and decision making .These changes can help an organization to have more loyalty from there team members which in turn would give out the maximum output an organization wants to achieve its objectives.

**11- (Sofijanovska and Chatleska 2013), " Employee Involvement and Organizational Performance: Evidence from the manufacturing sector in the Republic of Macedonia"**

The research explores the relationship between employee involvement in decision making and problem solving and perceived organizational performance. Simultaneously, the concept of employee involvement was analyzed by embedding it within a national culture context. The data were collected from a survey of 36 companies belonging to the Macedonian manufacturing industry. A hypothesis testing was carried out with a quantitative method and statistical analysis of data.

- **Results:** The effective use of employee involvement is positively related to perceived organizational performance. More precisely, employee participation and empowerment programs, and the use of self-managing teams have a direct and statistically significant correlation to the managerial perception of the organizational performance.
- **Recommendations:** the companies are encouraged to adopt employee involvement programs in order to enhance performance, growth and competitiveness on the regional and global market.

**12- (O'Donnell et al. 2013), "Job involvement and performance among middle managers in Sri Lanka"**

The paper examines performance evaluation outcomes for middle managers in the garment sector in Sri Lanka and seeks to explain variations in levels of job involvement and perceptions of organizational support. Some 155 middle managers across three firms were segregated into high- and low-performing groups. High-performing managers tended to have higher perceptions of organizational support, resulting in a social exchange relationship with their employer, and expressed higher job satisfaction and lower turnover intentions.

- **Results:** Managers assessed as low performers experienced more negative perceptions of organizational support, lower job satisfaction and an economic exchange relationship with their employer. Significantly, for both high and low performers these outcomes were moderated by job involvement. These findings highlight the need for organizations to pay careful attention to the factors influencing job involvement and perceived organizational support. The paper concludes with a discussion on the practical implications of the findings for human resource managers.

- **Recommendations:** High performing managers have higher perceptions of organizational support and express higher job satisfaction and lower turn-over. This all happens because of job involvement so it is recommended that job involvement be considered one the most important of any organization's policies.

**13- (Kappagoda 2013), "Job Involvement as a Mediator of the Relationship between Organizational Commitment and Job Performance in the Systemically Important Banks in Sri Lanka"**

The purpose of this research was to investigate the relationship among organizational commitment, job involvement and job performance of non-managerial employees in the systemically important banks in Sri Lanka. The sample consisted of 400 non-managerial employees randomly selected from Systemically Important Banks. A questionnaire was administered among the non-managerial employees as the measuring instrument. The correlation analysis and regression analysis were used to analyze the data.

- **Results:** The results of the research indicated that there was a significant positive relationship among organizational commitment, job involvement and organizational commitment. Job involvement was found to be a partial mediator of the relationship between organizational commitment and job performance of non-managerial employees in the systemically important banks in Sri Lanka.
- **Recommendations:** Based on the results of the research, it can be concluded that there is a partial mediating effect of job involvement of the non-managerial employees on the relationship between organizational commitment and job performance of the non-managerial employees. In addition to that, the correlation between organizational commitment and job performance, organizational commitment and job involvement, job involvement and job performance are significant and positive. Understanding these relationships will be helpful to the strategists in the banking sector when they are formulating strategies regarding their human resources.

**14- (Permarupan, et al. 2013), "Quality of Work Life on Employee Job Involvement and Affective Commitment between the Public and Private Sector in Malaysia"**

This paper proposes to examine the organizational climate and employee's work passion and organizational commitment within academicians of public and private

Universities in Malaysia. An argument is put forward that there is a causal link of good organizational climate, employees work passion and commitment in an organization. A conceptual model of organizational climate and employee's work passion and organizational commitment is presented that provides an explanation of the linkage between these variables. A 500 sample of academicians from public and private Malaysian universities were administered using organizational climate questionnaire. This cross-sectional research aimed to address the employee's needs and expectation from the employer in the aspect of organizational climate and commitment.

- **Results:** Job conditions and organizational climate has a positive relationship with job involvement.
- **Recommendations:** By understanding the tested organizational climate, the research will be able to emerge an improvised model to enhance employee's work passion as well as organizational commitment. As well there is a room way for comparison between the practices between public and privately administrative universities. The kernel of having the right employee relates to work passion. The passionate employee will be able to contribute more efficiently towards the growth of the organization. An excellent organizational will enable an enhanced economic development.

#### **15- (Zhang 2013), "Impact of Job Involvement on Organizational Citizenship Behaviors in China"**

This research examined the relationship between job involvement and the five dimensions of organizational citizenship behaviors (OCBs, altruism, courtesy, sportsmanship, conscientiousness, and civil virtue), using a sample of 1,110 from the People Republic of China. Results showed that job involvement related positively to all dimensions of OCBs. In addition, gender moderated the relationship between job involvement and three dimensions of OCBs (altruism, courtesy, sportsmanship), with males having a stronger, positive relationship between these constructs than females.

- **Results:** The results further showed that party affiliation moderated the relationship between job involvement and three dimensions of OCBs (altruism, courtesy, and civil virtue), with party members having a strong, positive relationship between these constructs than non-party members. The results are interpreted in light of the literature both on job involvement and OCBs.

- **Recommendations:** The research recommended the importance of allowing employees the opportunity to improve their capabilities and building them bases for the OCB.

**16- (Jackson 2012), "The Work Engagement and Job Performance Relationship: Exploring the Mediating Effect of Trait Emotional Intelligence"**

This cross-sectional research examined the mediating effect of affect-related traits on the relationship between work engagement and job performance. Specifically, a sample of 225 students from a large state university was used to examine the effect of trait emotional intelligence (EI) on work engagement and both in-role and extra-role performance.

- **Results:** It was found that work engagement directly impacted both in-role and extra-role performance, indicating that engaged workers are more likely to perform well both on job-related tasks (in-role performance) and also on going above and beyond what was expected of them in their job role (extra-role performance). In addition, work engagement was predictive of trait EI, indicating that engaged workers were more likely to use affect-related traits in the workplace than those less engaged. Further, trait EI was predictive of both in-role and extra-role performance, suggesting that effectively managing one's emotions, exhibiting strong social skills, demonstrating self-control, and displaying a general sense of well-being (i.e., trait EI) can lead to improved performance on the job.
- **Recommendations:** Trait Emotional Intelligence should be further developed and improved since it directly affects job performance. In addition, gauging applicants' level of emotional intelligence before hiring might prove useful, particularly for job positions that are emotionally demanding (i.e., high in emotional labor). Future research may also want to consider supplying employees with emotion-related training and educational opportunities as this can serve as a useful intervention to increase emotional intelligence.

**17- (Hussain 2012), "Factors affecting the job performance: In case of Pakistani banking sector"**

One of the key issues in management today is the lack of Job Involvement in employees. This lack ultimately leads to lack of Performance in employees. The research was conducted to see the impact of Job Involvement on the Job Performance

and the difference between the females and males with respect to Job Performance. The data was collected using questionnaires. The respondents were mainly from the Banking sector of Pakistan.

- **Results:** The results show that there is a positive correlation ( $r=0.705$ ,  $p < 0.01$ ) between Job Involvement and Job Performance. Moreover, the results for group statistics show there is no significant difference between performance of males and females ( $\mu_m=48.6744$ ,  $\mu_f=47.2432$ ) at confidence Levels of almost 35%.
- **Recommendations:** Organizations should give more focus to job involvement since it deeply affects performance.

#### 18- (Meyerson and Dewettinck 2012), "Effect of Empowerment on Employees Performance"

The main purpose of this paper is to determine the effect of Empowerment implementation by considering the three factors of delegation, implementation of participating management, encouragement and giving reward and also determination of classification of priority and importance of effect of each factor with employee's performance improvement in Telecommunication Company. The research method has been descriptive and causal comparative and statistical sample under research was 226 people in order to collect data, two questionnaires and existing documents about rate of employee performance were used in two periods of time before and after Empowerment implementation.

- **Results:** Results showed that there is significant difference between rate of employee's performance before and after Empowerment implementing, by the way Empowerment implementing emphasizing the factors, delegation, participating management and encouragement and giving reward cause employee's performance to improve.
- **Recommendations:** Organizations should empower implement emphasize the factors. Delegate, participate employees in management. Encourage and giving rewards causes employees' performance to improve.

**19- (Eswaran, et al. 2011) "A Research of the Relationship between the Big Five Personality Dimensions and Job Involvement in a Foreign Based Financial Institution in Penang"**

The research aimed at investigating the impact of the big five dimensions on job involvement in a financial institution. a sample of one hundred and five (105) sales/customer service staff of a foreign based banking/financial institution in the Northern Region of Malaysia.

- **Results:** Results indicate that extroversion and agreeableness are positively related to job involvement. Emotional stability/neuroticism, conscientiousness and openness to experience did not show any significant relationship with job involvement. Overall, the results established the existing of a relationship between the Big Five Personality Dimensions.
- **Recommendations:** Organizations have to work hard to involve more of the Five Big Characteristics in jobs to make employees more involved.

**20- (Pervez 2010), " Impact of emotions on employee's job performance: An evidence from organizations of Pakistan"**

This research analyzes the effects of emotions on employees' job performance and investigates the relationship between anger, interest, and trust of an individual in the work place with job performance. 210 employees were involved in the research. Restricted probability sampling was used with the closed ended questionnaire technique.

- **Results:** Results showed that emotions in the workplace were considered important in relation to employees' wellbeing and job satisfaction only. Anger often leads to aggressions towards colleagues while sadness leads to dissatisfaction with the job. An emotion like anger, interest trust is not instantaneous, nor is it prolonged like a mood; rather emotion is a brief episode of synchronized changes in mind and body which directly effects the employee's performance.
- **Recommendations:** For better performance of organizations they must have such employees who have strong control on their emotions. Trust and interest are more important where nature of work of an organization is team oriented. More focus should be on employees' emotions.

**21- (Bakker and Matthijs Bal 2010), "Weekly work engagement and performance: A research among starting teachers"**

This research among 54 Dutch teachers tested a model of weekly work engagement. On the basis of theories about the motivational potential of job resources, we predicted that teachers' weekly job resources are positively related to their week-levels of work engagement, and that week-level work engagement is predictive of week-level performance. In addition, we hypothesized that momentary work engagement has a positive, lagged effect on next week's job resources. Teachers were asked to fill in a weekly questionnaire every Friday during 5 consecutive weeks.

- **Results:** Results of multi-level analyses largely confirmed our hypotheses, by showing that week-levels of autonomy, exchange with the supervisor, and opportunities for development (but not social support) were positively related to weekly engagement, which, in turn, was positively related to weekly job performance. Moreover, momentary work engagement was positively related to job resources in the subsequent week. These findings show how intra-individual variability in employees' experiences at work can explain weekly job performance.
- **Recommendations:** The work environment is optimized at the individual level, and coaching is tailored to individual needs. This can be done by using on-line human resource instruments (Bakker and Demerouti, 2007) that offer real-time and individualized feedback about one's job resources and engagement.

**22- (Khan and Nemati 2010), "Impact of job involvement on employee satisfaction: A research based on medical doctors working at Riphah International University Teaching Hospitals in Pakistan"**

This research examines the relationship between job involvement and employee satisfaction with specific reference to medical doctors working at Teaching Hospitals of Riphah International University, Islamabad-Pakistan. Data was collected from 127 medical doctors.

- **Results:** The results indicate that job involvement has a significant impact on medical doctors' satisfaction working at Teaching Hospitals of Riphah International University. Strategies and recommendations are also discussed. The research has highlighted another interesting aspect that higher level of job involvement is instrumental in eliminating, or at least considerably reducing, the negative outcomes, normally associated with job dissatisfaction like

absenteeism, turn over, and physical and mental health problems (Hellriegel and Slocum, 2004).

- **Recommendations:** The hospital manager may consider adopting the policies which may foster higher levels of job involvement. This may also be an effective strategy to increase the level of job involvement among the doctors and, in return, reap the benefits of the higher efficiency and greater patient satisfaction. More investment in conditions that are conducive to increasing the job involvement would achieve higher level of job satisfaction, ultimately leading to increased patient satisfaction and organizational growth.

### **23- (Liao and Lee 2009), "An Empirical Research on Employee Job Involvement and Personality Traits: the Case of Taiwan"**

This research undertakes an integrated review of previous literature and theories regarding the Big Five personality traits and job involvement in an attempt to identify their relationship. Using questionnaire data gathered from 272 Taiwanese plastics industry employees, the research tests five hypotheses using structural equations.

- **Results:** Empirical findings show that neuroticism relates negatively to employee job involvement, whereas extroversion, openness, agreeableness, and conscientiousness relate positively to it. These results may serve as a reference point for management and operations, particularly in plastics industry organizations.
- **Recommendations:** The necessity of paying attention to the personal traits due to the strong relationship between them and job involvement to Taiwanese plastics industry employees.

### **24- (Uyfur and Kilic 2009), "A Research into Organizational Commitment and Job Involvement: An Application towards the Personnel in the Central Organization for Ministry of Health in Turkey"**

The research aimed at investigating the level of organizational commitment and the job involvement of the personnel at Central Organization of Ministry of Health in Turkey. The population was 210 workers, selected randomly, 180 questionnaire forms were distributed. (86%) returned and 168 of them were regarded valid and acceptable and analyzed.

- **Results:** A moderate positive correlation was found out between organizational commitment and job involvement ( $r=0,44$ ). In the light of this,

The researcher found out that there is a significant correlation between organizational commitment and job involvement, though not very strong.

- **Recommendations:** Organizations have to pay more attention to organizational commitment since it affects deeply on job involvement.

**25- (Chughtai 2008), "Impact of Job Involvement on In-Role Job Performance and Organizational Citizenship Behavior"**

This research aimed to examine the impact of job involvement on the self-report measures of in role job performance and organizational citizenship behaviour.

- **Results:** The results of this research revealed that job involvement was positively correlated with both in-role job performance ( $r = 0.30$ ,  $p < 0.01$ ) and OCB ( $r = 0.43$ ,  $p < 0.01$ ). In addition to this, it was found that organizational commitment partially mediated the job involvement performance relationship. Furthermore the results of the research uncovered that job involvement exerted a stronger impact on OCB than on in-role performance.
- **Recommendations:** Organizations do not pay much attention to OCB and extra role behavior. It is recommended that more attention be given to OCB.

**26- (Australian 2008), "The Effects of Co-workers' Extra-Role Behavior on Individual Task Performance and Climate Perceptions"**

The research aimed at investigating the impact of co-workers' extra-role behavior on individual task performance and climate perceptions. The research was conducted with 1086 Australian air traffic controllers in 45 groups.

- **Results:** The results provided support for the task facilitation mechanism, and showed that group level helping was positively associated with the task performance and effectiveness of individual air craft controllers.
- **Recommendations:** Organizations should be more attention to the extra role behavior and the OCB since they affect greatly in the individual task performance.

**27- (Rotenberry and Moberg 2007), "Assessing the impact of job involvement on performance"**

The hypothesized relationship between the attitude of job involvement and performance has received limited support, so the research sought to provide another test of job involvement's association with performance. Data were gathered using a field sample combined within a longitudinal design. Hypotheses were tested using correlation and hierarchical regression.

- **Results:** Employees' self-reported job involvement significantly predicted certain supervisor performance ratings above and beyond work centrality.
- **Recommendations:** Encouraging greater job involvement may positively influence work-related behaviors, especially individually directed citizenship behaviors.

**28- (Diefendorff and Brown 2001) "Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviors and job performance"**

A recent meta-analysis by Brown (1996) concluded that job involvement was unrelated to job performance. The research investigation proposed that the null findings reported in this meta-analysis stem from the choice of performance criteria and the use of job involvement measures that are confounded with work centrality in the primary studies included in the meta-analysis.

- **Results:** The current research found that job involvement, when assessed with a recently published measure (Paullay et al., 1994), is a significant predictor of supervisor ratings of organizational citizenship behaviors (OCB) and in-role performance, controlling for work centrality and other individual difference variables. Consistent with recent findings, there is evidence that sex moderates some of the job involvement and OCB relationships, with females having a stronger, positive relationship between these constructs than males. Copyright © 2001 John Wiley and Sons, Ltd.
- **Recommendations:** Job involvement should be more developed since it can predict performance and OCB

### **29- (Belanger 2000), "The Influence of Employees' involvement on productivity"**

The research aims at investigating how employees' involvement affects productivity and firm performance generally. It also aims to discuss conditions that are necessary for sustaining and stimulating productivity-enhancing workplace innovations

- **Results:** Social arrangements make more trust between management and employees and to mutual gains and lead to further organizational innovation and economic growth.
- **Recommendations:** Employees should be more involved in all the operations like decision because a great improvement was noticed after employees were allowed to participate in decision making.

### **30- (Brown and Leigh 1996), "A new look at psychological climate and its relationship to job involvement, effort, and performance"**

This research investigated the process by which employee perceptions of the organizational environment are related to job involvement, effort, and performance. The researchers developed an operational definition of psychological climate that was based on how employees perceive aspects of the organizational environment and interpret them in relation to their own well-being. Perceived psychological climate was then related to job involvement, effort, and performance in a path-analytic framework.

- **Results:** Results showed that perceptions of a motivating and involving psychological climate were related to job involvement, which in turn was related to effort. Effort was also related to work performance. Results revealed that a modest but statistically significant effect of job involvement on performance became non-significant when effort was inserted into the model, indicating the mediating effect of effort on the relationship. The results cross-validated well across 2 samples of outside salespeople, indicating that relationships are generalizable across these different sales contexts.
- **Recommendations:** Organizations should consider the psychological climate due to its importance in job involvement, effort and performance.

### **31- (Elite 1991), "The relationship between self-esteem and job performance"**

The purpose of the research was to conduct a meta-analysis of the relationship between self-esteem and job performance. Overall, 49 studies were gathered and coded by their sample size, correlation estimate, and the reliability of the two measures being correlated.

- **Results:** Results indicated that the relationship between self-esteem and job performance is positive. However, there was only a weak support for moderating influences.
- **Recommendations:** Procedures to enhance employees' self-esteem are recommended.

### 3.5 General Commentary

During our look to the previous studies, we realize the importance of both job involvement and job performance in different countries and places such as profit and non-profit organizations.

By examining the previous studies, we notice the following:

1. Generally, all the previous studies assert the importance of both job involvement and job performance.
2. Job involvement is a concept which advanced countries seek to apply more due to its importance and its effective role in changing of employees' behaviors.
3. Most Regional and foreign countries can also research each concept separately. This is to show the importance of each concept.
4. Unfortunately, Regional studies and local studies rarely explored the link between both job involvement and job performance together. International studies are more oriented to researching both variables; however, a few studies which tried to investigate them both were found. Dajani (2015) tried to investigate job engagement on job performance.
5. Most of the studies that link between job involvement and job performance or productivity are international studies such as (Chughtai, 2008; Rotenberry, 2007; Moberg, 2007; Danish, 2015; Khan and Akbar, 2014;. Sofijanova and Chatleska, 2013; O'Donnell et al., 2013; Kappagoda, 2013; Jackson, 2012; Brown and Leigh,1996).
6. Most studies that link between two concepts are new. This means that there is a new trend which assures the importance of job involvement in order to get a better performance.
7. Some previous studies such as (Madi, 2014; Al-Wuhaidi, 2013; Ugyr and Kilic, 2009) deal with some of organizational factors such as organizational support, organizational values and organizational commitment to investigate their impact on job involvement. This is to say that some factors of the organizations play a great role in supporting this concept or not which is job involvement. In a nutshell, successful factors lead to a better job involvement, and that's the major goal of organizations.

8. Some studies such as (Mazen, 1993; Eswaran, et al., 2011) try to investigate the environmental or the demographic factors including personal and situational factors affecting job involvement.
9. Most researchers used descriptive and analytical approach to develop their studies.

It is hoped that the present research provide an evidence-based understanding of the impact of job involvement on job performance, since this research is the first of its kind in Palestine, as far as the researcher knows.

The following points highlight an interesting contribution of this research:

1. The importance of this research is related to the growing interest of job involvement.
2. The researcher seeks to investigate how job involvement and its dimensions; emotional job involvement, behavioral job involvement and cognitive job involvement affect job performance.
3. Job involvement value is figured due to its benefits on the personal, administrative and psychological level.
4. A new addition to this research is that it deals with job involvement from the dimensions of job involvement that are being recently oriented to in the academic literature concerning job involvement.
5. The strength of this research comes from its being a field research which examines employees at a variety of job types and levels within UNRWA.
6. The research is trying enrich the job involvement literature in the Palestinian context. Job involvement concept is a great concept to enrich.
7. The population of this research is different from the other studies; previous studies focus on either employees in the universities and schools (academics or non-academics), or employees where the nature of their work requires them to be in connect to the work in different times, such as employees in health centers and different sectors.
8. This research will also raise awareness of job involvement and how much role it has to affect employees' personal lives and, hopefully, trigger further research into the long term psychological and sociological effects of more involved employees.

# **CHAPTER -4-**

## **The Research Methodology**

## **CHAPTER -4-**

### **The Research Methodology**

#### **4.1 Introduction**

This chapter describes the research methodology, explains the sample selection and provides information about the research design, population, sample size, data collection. It also describes the procedures used in designing the questionnaire, the questionnaire content, instrument validity, pilot study, and the method of data processing; analysis and addresses the examination of validity and reliability of the tool in terms of the sincerity of the questionnaire by (Pre-Pilot validity) referees' comments and the results of internal consistency of the structural identification. Then the stability of the questionnaire includes the coefficient Cronbach's coefficient alpha and split half method to exit questionnaire in its final form. Collecting the data, provide an explanation of the statistical procedures used to analyze the data to reach research objectives.

#### **4.2 Research Strategy and Methodology**

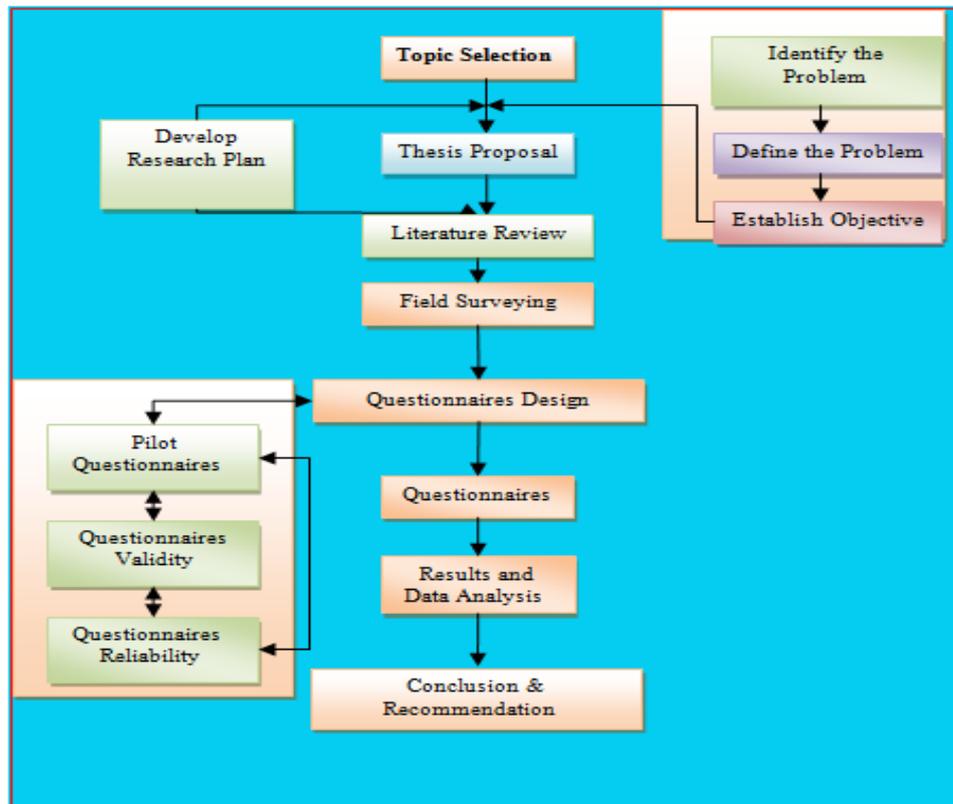
This research used the descriptive analytical approach. The present research aims to investigate the impact of job involvement; emotional job involvement, cognitive job involvement and behavioral job involvement on job performance for administrative employees working at UNRWA-Gaza Field office. This research is categorized under applied researches that depends mainly on data collected from primary sources through a structured questionnaire distributed to a selected target from a specific population identified by the researcher for the research purposes; to be then analyzed by using the Statistical Package for the Social Sciences (SPSS). The secondary sources are books, journal articles and periodicals, reports, and websites.

#### **4.3 Research Procedures**

The following steps outline the strategy of this research that was followed in order to measure the variables in the research question. It involves a plan that guides the collection and analyses of data. This research consists of seven phases:

1. The first phase includes identifying the research problem; and developing the research question, objectives and the research plan.

2. The second phase involves literature survey connected with the problem; through a collection of research publications, papers, books textbooks, internet-based information and other documents related to job involvement, UNRWA policies and job performance.
3. The third phase; a structured questionnaire is developed and then distributed among research sample. This step involves (1) the establishment of an initial structured questionnaire that measures the research's variables, (2) generate the final version of the structured questionnaire after it was judged and reviewed by referees from the Islamic University of Gaza, Management and Politics Academy, Alpha center for statistical analysis and from Al-Quds Open University of Gaza.
4. The fourth phase focuses on distributing the questionnaires and collecting the required data. 183 questionnaires were distributed to the research population; 181 were received.
5. The fifth phase concerns on the analyzing of data gathered from the questionnaire. The Statistical Package for the Social Sciences (SPSS) was used to perform the required analysis.
6. The sixth phase includes compiling the collected data and information in order to reach to a conclusion and practical recommendations.



**Figure (4.1):** Methodology flow chart.

**Source:** Articulated by the researched based on the quantitative approach

#### 4.4 Data Collection Sources

In order to collect the needed data for this research, two sources of data were used and collected carefully in order to achieve the research objectives:

1. Secondary Data: It is obtained from several literatures, reports, scientific journals, academic magazines, published papers, books, essays, researches, dissertations, websites, reports and documents related to the research topics.
2. Primary Data: A structured questionnaire is developed and administered to the research population as a tool to collect actual data about the —Job Involvement among the administrative employees in UNRWA-Gaza Field Office. The respondents are asked regarding the research’s variables.

#### 4.5 The Research Population

The population of this research is the administrative employees across the various departments in UNRWA-Gaza Field Office; and from different management levels, majors, positions and genders starting from grade 5 and above. About 353 employees

in number are involved in this research and thus, they would help in achieving research objectives.

The following table (4.1) shows staff strength by gender and job categories in UNRWA- Gaza Field Office.

**Table (4.1): Population of the Research**

<b>Department</b>	<b>Males</b>	<b>Females</b>	<b>Total</b>
Administrative Services	13	5	<b>18</b>
Community Mental Health Programme	4	3	<b>7</b>
Education	18	10	<b>28</b>
Finance	16	3	<b>19</b>
Health	9	11	<b>20</b>
Human Resources	15	19	<b>34</b>
Infrastructure and Camp Improvement	35	29	<b>64</b>
Logistics	34	13	<b>47</b>
Microfinance and Microenterprise	9	1	<b>10</b>
Office of DUO-G	24	29	<b>53</b>
Procurement	10	4	<b>14</b>
Relief and Social Services	17	20	<b>37</b>
	<b>204</b>	<b>147</b>	<b>351</b>

**Source:** Articulated by the researcher based on the UNRWA-HRD database, 2016

Table (4.2) highlights the characteristics of the research population.

**Table (4.2):** Characteristics of the Research Population.

<b>Variable</b>	<b>Category</b>	<b>Number</b>	<b>Percentage</b>
<b>Gender</b>	Male	204	57.7%
	Female	149	42.3
<b>Age</b>	Less than 25	10	2.8%
	From 25- Less than 35	81	23%
	From 35- Less than 45	122	34.5%
	From 45 and above	140	39.6%
<b>Qualifications</b>	Diploma	58	16.4%
	BA	235	66.5%
	Master	58	16.4%
	PhD	2	.5%
<b>Experience</b>	Less than 3 years	34	9.6%
	From 3 - Less than 6 years	47	13.3%
	From 6- Less than 10 years	74	20.9%
	From 10 and above	198	56%

**Source:** Articulated by the researcher based on the UNRWA HRD database, 2016

#### **4.6 The Research Sample**

The sample of this research is 183 employees. The stratified random method was used to distribute the questionnaire to the research sample due the heterogeneity of the research population and based on the weight/ ratio of each group (gender, position and grade).

The following table no. (4.3) shows the sample of the research for each group.

**Table (4.3):** Research Sample.

<b>Department</b>	<b>Males</b>	<b>Females</b>	<b>Total</b>
Administrative Services	6	3	<b>9</b>
Community Mental Health Programme	3	3	<b>6</b>
Education	10	5	<b>16</b>
Finance	9	1	<b>10</b>
Health	5	5	<b>10</b>
Human Resources	8	10	<b>18</b>
Infrastructure and Camp Improvement	18	15	<b>33</b>
Logistics	16	7	<b>23</b>
Microfinance and Microenterprise	4	1	<b>5</b>
Office of DUO-G	11	15	<b>26</b>
Procurement	7	2	<b>9</b>
Relief and Social Services	9	10	<b>19</b>
	<b>106</b>	<b>77</b>	<b>183</b>

**Source:** Articulated by the Researcher, (2016)

#### **4.7 Data Collection Tools**

The questionnaire was provided with a covering letter explaining the purpose of the research, the answering way, the aim of the research and the security of the information in order to encourage a high response. The questionnaire included multiple choice questions. The variety in these questions aims first to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations in the research. The questionnaire has been divided into three sections as following:

1. The first section contains 10 questions; it is concerned with the personal information (gender, age, marital status, education level, place of residence, number of children, monthly salary, number of years in service for UNRWA, job grade, contract type.
2. The second section contains three sections; 15 questions on emotional job involvement, 13 questions for cognitive job involvement, 12 questions for behavioral job involvement

3. The last and the third section is about job performance. It includes 17 questions.

The Questionnaire was written in the Arabic version to be clearly understood by the research population, and then it was carefully translated into the English Language. The Arabic version is the one judged by the referees for its reliability. The questionnaire questions adopt Likert scale.

#### **4.8 Pilot Study**

A pilot study for the questionnaire was conducted before collecting the results of the sample. It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents.

#### **4.9 Validity of Questionnaire**

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity was used to evaluate instrument validity, which include internal validity and structure validity.

#### **4.10 Internal Validity**

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It was measured by a scouting sample, which consisted of 50 questionnaires through measuring the correlation coefficients between each item in one field and the whole field.

Table (4.4) clarifies the correlation coefficient for each item of the "Emotional Job Involvement" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the items of this field are consistent and valid to be measure what it was set for.

**Table (4.4):** Correlation coefficient of each item of "Emotional Job Involvement" and the total of this field.

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I feel happy when I do my job (work).	.592	0.000*
2.	My job takes a big part of my thinking.	.575	0.000*
3.	I enjoy doing the required tasks.	.575	0.000*
4.	I feel so much attached to my work.	.769	0.000*
5.	My work fully satisfies my needs.	.728	0.000*
6.	I feel interested when I have work pressure.	.530	0.000*
7.	Most of my personal life goals are oriented to my job.	.701	0.000*
8.	I sympathize with those who I serve and help.	.354	0.000*
9.	I feel quite satisfied when I end my job.	.290	0.021*
10.	I consider the things most important in my life are all connected to my job.	.745	0.000*
11.	My work gives me a feeling of self-conceptualization.	.793	0.000*
12.	My attachment to my work helps me achieve work goals.	.751	0.000*
13.	I feel proud when I talk about my job.	.757	0.000*
14.	My love to my work helps me achieve work goals.	.701	0.000*
15.	My motivation increases because I love my work.	.658	0.000*

\* Correlation is significant at the 0.05 level

Table (4.5) clarifies the correlation coefficient for each item of the "Cognitive Job Involvement" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the items of this field are consistent and valid to measure what it was set for.

**Table (4.5):** Correlation coefficient of each item of " Cognitive Job Involvement " and the total of this field.

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I can participate in taking some decisions that relate to my work.	.585	0.000*
2.	I pay so much attention to my job.	.824	0.000*
3.	I ask more experienced colleagues when I need advice.	.702	0.000*
4.	My psychological state affects my work.	.480	0.000*
5.	I always develop myself and my skills and I keep myself updated with the recent developments concerning my work.	.744	0.000*
6.	In doing given tasks, I get better results or accomplishments than the officially required level.	.823	0.000*
7.	My behavior is attributed to be interactive in all of the work fields.	.798	0.000*
8.	The manager delegates me some of the work responsibilities.	.826	0.000*
9.	I put myself clear goals concerning work.	.795	0.000*
10.	I have the confidence with what I do during my work.	.765	0.000*
11.	I accept work challenges that face me during my work.	.794	0.000*
12.	I help my colleagues in doing given tasks if they ask for help.	.697	0.000*
13.	I have some degree of authority in my work.	.682	0.000*

\* Correlation is significant at the 0.05 level

Table (4.6) clarifies the correlation coefficient for each item of the "Behavioral Job Involvement" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the items of this field are consistent and valid to measure what it was set for.

**Table (4.6):** Correlation coefficient of each item of "Behavioral Job Involvement" and the total of this field.

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I have a high commitment to my organization.	.735	0.000*
2.	I finish my tasks before scheduled and with a great quality.	.586	0.000*
3.	I learn from my mistakes that I made in order to avoid them next times.	.482	0.000*
4.	I do my job completely and accurately even if it requires me to do extra effort.	.724	0.000*
5.	I spend a long time in my work.	.743	0.000*
6.	I always seek to develop myself in going to courses related to my job which increase my abilities and capabilities.	.561	0.000*
7.	I learn from my colleagues who are more experienced than me.	.612	0.000*
8.	I give the priority to work interest over personal interest.	.803	0.000*
9.	I exert all my effort to my job.	.754	0.000*
10.	I am ready to do extra work in my job even if it was unpaid.	.805	0.000*
11.	I seek to develop my organization.	.830	0.000*
12.	I have a social relationship with my colleagues out of work.	.275	0.027*

\* Correlation is significant at the 0.05 level

Table (4.7) clarifies the correlation coefficient for each item of the "Job Performance" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the items of this field are consistent and valid to be measure what it was set for.

**Table (4.7):** Correlation coefficient of each item of "Job Performance" and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I seek to achieve the general objectives of the organization when performing my job tasks.	.696	0.000*
2.	I plan to the work before doing it.	.458	0.000*
3.	I have a good knowledge of my organizations' laws and regulations.	.633	0.000*
4.	Generally, I am satisfied with my job.	.516	0.000*
5.	I have the ability to bear the daily different responsibilities.	.576	0.000*
6.	I have ability to successfully resolve conflicts and to act well in any urgent situation.	.659	0.000*
7.	I know the importance of cooperation with the work team to achieve the required tasks.	.549	0.000*
8.	I am aware of the necessity to communicate with presidents and colleagues to do the required tasks.	.553	0.000*
9.	I have the ability to create suitable solutions of the complicated problems.	.696	0.000*
10.	I have the ability to take the important decisions successfully.	.683	0.000*
11.	I can do more than one task at the same time.	.696	0.000*
12.	My performance acts consistently with work criteria.	.648	0.000*
13.	I realize the importance of self-control considering the required administrative tasks.	.684	0.000*
14.	I organize work tasks and duties.	.758	0.000*
15.	I use the modern techniques in performing my job.	.535	0.000*
16.	I seek to get work outputs with the required quality.	.531	0.000*
17.	I seek to commit and stick to work regulations.	.586	0.000*

\* Correlation is significant at the 0.05 level

#### 4.11 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.8) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at  $\alpha = 0.05$ , so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the research.

**Table (4.8):** Correlation coefficient of each field and the whole of questionnaire.

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Emotional Job Involvement	.887	0.000*
2.	Cognitive Job Involvement	.811	0.000*
3.	Behavioral Job Involvement	.923	0.000*
	<b>Job Involvement</b>	.984	0.000*
	<b>Job Performance</b>	.845	0.000*

\* Correlation is significant at the 0.05 level

#### 4.12 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George and Mallery, 2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

### 4.13 Cronbach's Coefficient Alpha

Cronbach's alpha (George & Mallery, 2006) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.9) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.874 and 0.949. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.960 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

**Table (4.9):** Cronbach's Alpha for each field of the questionnaire.

No.	Field	Cronbach's Alpha
1.	Emotional Job Involvement	0.896
2.	Cognitive Job Involvement	0.926
3.	Behavioral Job Involvement	0.874
	<b>Job Involvement</b>	0.949
	<b>Job Performance</b>	0.895
	<b>All items of the questionnaire</b>	0.960

Thereby, it can be said that the questionnaire was proved to be valid, reliable, and ready for distribution for the population sample.

### 4.14 Test of Normality

The One-Sample Kolmogorov-Smirnov test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z was computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed

variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry & Thode, 2002).

Table (4.10) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.10), the p-value for each variable is greater than 0.05 level of significance, then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

**Table (4.10):** Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Emotional Job Involvement	0.709	0.696
Cognitive Job Involvement	1.133	0.153
Behavioral Job Involvement	0.756	0.618
<b>Job Involvement</b>	0.524	0.947
<b>Job Performance</b>	0.905	0.386
<b>All items of the questionnaire</b>	0.535	0.937

#### 4.15 Statistical Analysis Tools

Data analysis both qualitative and quantitative were used as data analysis methods. The Data analysis was made using (SPSS 23). The following statistical tools are utilized:

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson Correlation Coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Stepwise Regression.
- 6) Parametric Tests (One-sample T test, Independent Samples T-test and Analysis of Variance (ANOVA)).

**T-test** is used to determine if the mean of a item is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance,  $\alpha = 0.05$ , then the mean of a

item is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then the mean a item is insignificantly different from a hypothesized value 3.

**The Independent Samples T-test** is used to examine if there is a statistical significant difference between two means among the respondents toward the Impact of Job involvement on Job Performance at UNRWA Gaza field office due to (gender).

**The One- Way Analysis of Variance (ANOVA)** is used to examine if there is a statistical significant difference between several means among the respondents toward the Impact of Job involvement on Job Performance at UNRWA Gaza field office due to (age, Marital Status, Educational Level, Place of residence, No. of Children, Monthly salary, Number of years in Service for UNRWA, Job Grade, Type of Contract and Monthly salary).

**Chapter -5-**  
**Data Analysis and**  
**Hypothesis Testing**

## Chapter -5-

### Data Analysis and Hypothesis Testing

#### 5.1 Introduction

In this section, the personal characteristics of the research sample will be discussed; as well as the analysis of the respondents' opinion will be presented in order to obtain their direction regarding the questionnaires' sentences if it is positive (proportional mean greater than "3" and the p-value less than 0.05), or if it is neutral regarding the content of the sentences neutral (p-value is greater than 0.05), or if it is negative (proportional mean less than "3" and the p-value less than 0.05).

#### 5.2 Analyzing of demographic factors

**Personal data (N=181)**

##### 1- Gender:

**Table (5.1):** Distribution of the research population according to gender.

Personal data		Frequency	Percent
Gender	Male	102	56.3%
	Female	78	43.09%
Total		181	100%

According to table (5.1), it was noticed that 56.3 % of the sample are "males and 43.09% of the sample are females". The results indicate a gender balance as the difference is not considered big, thus it can be concluded that UNRWA is considered as a good example for organizations that pose equal opportunity for the two genders.

##### 2- Age:

**Table (5.2):** Distribution of the research population according to age.

Personal data		Frequency	Percent
Age	less than 25 Year	26	14.4
	25 - less than 35 Year	57	31.5
	35- less than 45 Year	50	27.6
	45 Years and over	48	26.5
Total		181	100%

As shown in table (5.2) the majority of the respondents (73.5.3%) are less than 45 years, and (26.5%) of them are more than 45 years. which indicate the level of experience required for the administrative staff. In addition, this distribution is considered helpful to examine the research goals. This can be explained due to the age of such organization, and the continual hiring of employees and some posts requires several years of service.

### 3- Marital Status:

**Table (5.3):** Distribution of the research population according to marital status.

Personal data		Frequency	Percent
Marital Status	Single	42	23.2
	Married	132	72.9
	Divorced	2	1.1
	Widow/er	5	2.8
<b>Total</b>		181	100%

Table (5.3) shows that 72.9 % of the respondents are married, and 27.1% of the respondents are not married.

### 4- Number of Children:

**Table (5.4):** Distribution of the research population according to number of children.

Personal data		Frequency	Percent
No. of Children	None	46	25.4
	1- less than4	59	32.6
	4- less than 6	58	32.0
	6 and above	18	9.9
<b>Total</b>		181	100%

Table (5.4) shows that 25.4% have no children. This can be interpreted by looking back to percentage of single people who equal 23.2%.

There are also 64.6% of employees who have less than 6 children and only 9.9% who have more than 6 children. This can be interpreted to different reasons. Like employees are classified which the cultured class who tend to care about their children. It can also be interpreted to the high standard of living.

#### 5- Place of residence:

**Table (5.5):** Distribution of the research population according to place of residence.

Personal data		Frequency	Percent
Place of residence	North	27	14.9
	Gaza	109	60.2
	Middle	20	11.0
	South	25	13.8
Total		181	100%

Table (5.5) shows that 60.2% of the respondents live in Gaza; this can be explained that employees often prefer to work in their place of residences. In addition that Gaza already has the highest percentage of population. Only 11% of the respondents are from the middle areas (Buriej, Maghazi, Nuseirat, and Deir Balah), 13.8% of employees are from the southern area (Khan Younis and Rafah areas), and 14.9% from the North area.

#### 6- Education level:

**Table (5.6):** Distribution of the research population according to educational level.

Personal data		Frequency	Percent
Educational Level	Diploma Degree	33	18.2
	Bachelor Degree	116	64.1
	Master and PhD Degree	32	17.7
Total		181	100%

Table No (5.6) shows that 18.2% of the research population holds —Diploma" academic degree, and 81.8% of them holds —Bachelor and postgraduate degrees. These results imply that the vast majority of the research population holds a university degree; which indicates the level of qualifications required for administrative staff in the UNRWA. It also can be explained due to the posts' requirements. This indicates that most employees in UNRWA, in general are persuaded by bachelor degree and not interested in obtaining master and doctorate degrees because UNRWA's policy does not mind with these grades but it does not give any allowance to the employees who

have these grades. Moreover, master and PhD degrees are considered to be very expensive compared to employees' salaries.

### 7- Job Grade:

**Table (5.7):** Distribution of the research population according to job grade.

Personal data		Frequency	Percent
Job Grade	5 - less than 8	40	22%
	8- less than 10	43	23.7%
	10- less than 14	56	30.9%
	14- Above	43	23.7%
<b>Total</b>		181	100%

Table No (5.7) shows that 88% of the respondents are from grade 8 to grade 14, while only 22% of the respondents are less than grade 8.. These results imply that most of the administrative staff belongs to grade ranges from grade 8 to grade 14; which is completely in line with the research context, where it reflects the grades of the majority of administrative staff (such as: Administration Officer and Assistants, Accountants, HR and even some senior positions).

### 8- Number of years in Service for UNRWA:

**Table (5.8):** Distribution of the research population according to years in Service for UNRWA.

Personal data		Frequency	Percent
Number of years in Service for UNRWA	less than 2 years	47	26.0
	2- less than 4	28	15.5
	4- less than 6	13	7.2
	6 and above	93	51.4
<b>Total</b>		181	100%

Table (5.8) shows that 51.4% of the respondents has —more than 6 years of services at UNRWA, and 48.6%% of the respondents has — less than 6 years of service at UNRWA. This can be explained due to the good working climate they have in UNRWA. Employees don't tend to change the organization.

**9- Type of contract:**

**Table (5.9):** Distribution of the research population according to type of contract.

Personal data		Frequency	Percent
Type of Contract	Fixed-Term	126	69.6
	Daily Paid	25	13.8
	LDC	15	8.3
	OD29 (SSA)	15	8.3
<b>Total</b>		181	100%

Table (5.9) shows that 69.9% of the respondents has —Fixed-Term Contractl, while the Daily Paid, Special Service Agreement (SSA), Limited Duration Contract (LDC) represent 30% respectively. This can be explained due to the Administrative posts' requirements and responsibilities of having permanent employees.

**10- Monthly salary:**

**Table (5.10):** Distribution of the research population according to monthly salary.

Personal data		Frequency	Percent
Monthly salary	Less than \$700	34	18.8
	\$700 – less than \$1,000	65	35.9
	\$1,000 – less than \$1,300	49	27.1
	\$1,300 – and above	33	18.2
<b>Total</b>		181	100%

Table (5.10) shows that 45.3% of the respondents has a monthly salary —\$1,000 and above, while 54.7% of the respondents has a monthly salary —Less than \$1,000. The results imply that less than half of the respondents have a monthly salary equal or more than 1000\$. This can be explained by looking back to the grades of sample's employees where only 17.7% are more than grade 10.

**5.3 Data Analysis of the Questionnaire Dimensions**

Here, in this section, job involvement with its three dimensions and job performance will be analyzed and discussed as follows:

## 1. Section One: Job involvement

In this section, the first research variable will be discussed and analyzed in term of three dimensions (emotional, cognitive and behavioral job involvement).

### Emotional Job Involvement

**Table (5.11):** Means and Test values for “Emotional Job Involvement”

	Item	Mean	S.D	Proportional Mean (%)	Test value	P-value (Sig.)	Rank
1.	I feel happy when I do my job (work).	4.13	0.87	82.65	17.61	0.000*	3
2.	My job takes a big part of my thinking.	3.88	0.91	77.56	12.98	0.000*	10
3.	I enjoy do the required job-related tasks.	4.33	0.90	86.63	19.88	0.000*	1
4.	I feel so much attached to my work.	3.97	0.93	79.33	13.90	0.000*	7
5.	My work fully satisfies my needs.	3.50	0.99	70.00	6.75	0.000*	12
6.	I feel interested when I have work pressure.	3.17	1.04	63.35	2.16	0.032*	15
7.	Most of my personal life goals are oriented to my job.	3.20	1.04	64.09	2.64	0.009*	14
8.	I sympathize with those who I serve and help.	4.16	0.75	83.20	20.70	0.000*	2
9.	I feel quite satisfied when I end my job.	3.92	0.77	78.44	15.91	0.000*	9
10.	I consider the things most important in my life are all connected to my job.	4.12	0.79	82.33	18.89	0.000*	4
11.	My work gives me a feeling of self-conceptualization.	3.84	1.01	76.80	11.22	0.000*	11
12.	My attachment to my work helps me achieve work goals.	3.48	0.95	69.66	6.77	0.000*	13
13.	I feel proud when I talk about my job.	3.97	0.93	79.34	13.98	0.000*	6
14.	My love to my work helps me achieve work goals.	4.00	0.86	80.00	15.71	0.000*	5
15.	My motivation increases because I love my work.	3.92	0.84	78.45	14.78	0.000*	8
	<b>All items of the field</b>	3.84	0.59	76.80	19.04	0.000*	

\* The mean is significantly different from 3

**Table (5.11) shows the following results:**

The mean of item #3 “I enjoy doing the required tasks” equals 4.33 (86.63%), Test-value = 19.88, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to this item.

This was justified in that employees work in their fields and they enjoy doing the required tasks. As they also gain more experience since doing the required tasks roots their skills and knowledge of what they have studied and learned at universities. Without doing tasks, employees may forget what they have learned. Practicing any task turns it into a skill. This helps an employee to be a better employee as a result. Hence, we can notice that doing the required tasks help them achieve self-conceptualization. These results go consistent with (Liza Jackson, 2012).

The mean of item #6 “I feel interested when I have work pressure” equals 3.17 (63.35%), Test-value = 2.16, and P-value = 0.032 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to this item.

This item got the lowest mean but still it is positive. Some employees enjoy work pressure and some of them particularly in the Arab culture achieve more when they are under pressure. However, Ijaz et al. (2015) stated that stress, working hours and communication barriers hinders the performance of the employees. Since work pressure as we see and realize hinders performance. Nassar (2013) asserted that organizations should reduce work pressure so that employees can have a better performance.

The mean of the field “Emotional Job Involvement” equals 3.84 (76.80%), Test-value = 19.04, and P-value= 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this field is significantly

greater than the hypothesized value 3. It was concluded that the respondents agreed to field of "Emotional Job Involvement".

This was justified in that these employees feel self-conceptualization at UNRWA organization due to the feeling of job satisfaction. As we cannot ignore that UNRWA jobs are considered among the important jobs. This causes employees to be proud and interested. Thus, they feel emotionally involved. These results are consistent with (Al-Masry, 2015; Emami, 2012; Khan and Akbar, 2014; O'Donnell et al., 2013; HungKuang, 2015; Al-Abadi, 2012). However, the results of the research were not consistent with (Khan and Jam, 2011) since the items of emotional job involvement were different, the sample and place were different as well.

## 2. Cognitive Job Involvement

**Table (5.12): Means and Test values for “Cognitive Job Involvement”**

	Item	Mean	S.D	Proportional Mean (%)	Test value	P-value (Sig.)	Rank
1.	I can participate in taking some decisions that relate to my work.	3.88	0.84	77.68	14.18	0.000*	11
2.	I pay so much attention to my job.	4.18	0.70	83.67	22.52	0.000*	5
3.	I ask more experienced colleagues when I need advice.	4.26	0.80	85.19	21.22	0.000*	2
4.	My psychological state affects my work.	3.43	1.13	68.56	5.06	0.000*	13
5.	I always develop myself and my skills and I keep myself updated with the recent developments concerning my work.	3.97	0.81	79.45	16.10	0.000*	10
6.	In doing given tasks, I get better results or accomplishments than the officially required level.	4.16	0.68	83.11	22.68	0.000*	6
7.	My behavior is attributed to be interactive in all of the work fields.	4.04	0.76	80.78	18.22	0.000*	8
8.	The manager delegates me some of the work responsibilities.	3.99	0.87	79.78	15.34	0.000*	9
9.	I put myself clear goals concerning work.	4.10	0.71	82.10	20.91	0.000*	7
10.	I have the confidence with what I do during my work.	4.31	0.70	86.22	25.29	0.000*	1
11.	I accept work challenges that face me during my work.	4.20	0.70	84.00	23.12	0.000*	4
12.	I help my colleagues in doing given tasks if they ask for help.	4.25	0.73	85.00	22.93	0.000*	3
13.	I have some degree of authority in my work.	3.61	0.83	72.29	9.91	0.000*	12
	<b>All items of the field</b>	4.03	0.49	80.59	28.28	0.000*	

\* The mean is significantly different from 3

**Table (5.12) shows the following results:**

The mean of item #10 “I have the confidence with what I do during my work” equals 4.31 (86.22%), Test-value = 25.29 and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to this item. This was justified in that 51% of employees have an experience in UNRWA for more than 6 years. This causes employees to be acquainted with their job regulations and laws and with what they do. Thus, we can realize that years of service cause employees to be more confident of what they do during work.

The mean of item #4 “My psychological state affects my work” equals 3.43 (68.56%), Test-value = 5.06, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to this item.

This item got the lowest mean but still it is considered positive. It got the lowest mean since UNRWA employees try hard to separate their psychological state from their work, but the end of the day, they are still human beings. They get affected by their psychological states. Results were consistent with (Brown and Leigh, 1996).

The mean of the field “Cognitive Job Involvement” equals 4.03 (80.59%), Test-value = 28.28, and P-value= 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to field of “Cognitive Job Involvement ”.

Generally, we can say that employees agreed to the field "cognitive job involvement" because they already examine all the elements that are included by the cognitive job involvement which are -Active Participation -Central life interest - Psychological state -Self Esteem. This reason contributes deeply to their agreement

to this item. UNRWA also provides job security for its employees and causes employees to feel secure and stable which may positively affect their cognitive job involvement and their job performance as a result. These results were consistent with

(Eswaran, et al. 2011; Meyerson and Dewettinck, 2012; Al-Emary, 2011; Hutman Elite, 1991; Al- Masry, 2015).

### 3. Behavioral Job Involvement

**Table (5.13):** Means and Test values for “Behavioral Job Involvement”

	Item	Mean	S.D	Proportional Mean (%)	Test value	P-value (Sig.)	Rank
1.	I have a high commitment to my organization.	4.31	0.77	86.22	22.80	0.000*	2
2.	I finish my tasks before scheduled and with a great quality.	4.25	0.69	85.08	24.37	0.000*	4
3.	I learn from my mistakes that I made in order to avoid them next times.	4.42	0.61	88.33	31.36	0.000*	1
4.	I do my job completely and accurately even if it requires me to do extra effort.	4.29	0.75	85.78	23.02	0.000*	3
5.	I spend a long time in my work.	4.04	0.89	80.89	15.67	0.000*	7
6.	I always seek to develop myself in going to courses related to my job which increase my abilities and capabilities.	4.00	0.90	80.00	14.94	0.000*	9
7.	I learn from my colleagues who are more experienced than me.	4.25	0.80	84.97	21.13	0.000*	5
8.	I give the priority to work interest over personal interest.	3.97	0.96	79.45	13.67	0.000*	10
9.	I exert all my effort to my job.	4.15	0.74	83.09	20.88	0.000*	6
10.	I am ready to do extra work in my job even if it was unpaid.	3.94	1.02	78.89	12.38	0.000*	11
11.	I seek to develop my organization.	4.01	0.88	80.11	15.23	0.000*	8
12.	I have a social relationship with my colleagues out of work.	3.86	0.91	77.11	12.61	0.000*	12
	<b>All items of the field</b>	4.12	0.53	82.42	28.72	0.000*	

\* The mean is significantly different from 3

**Table (5.13) shows the following results:**

The mean of item #3 “I learn from my mistakes that I made in order to avoid them next times” equals 4.42 (88.33%), Test-value = 31.36, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to this item.

The mean of item #12 “I have a social relationship with my colleagues out of work” equals 3.86 (77.11%), Test-value = 12.61, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to this item.

The mean of the field “Behavioral Job Involvement” equals 4.12 (82.42%), Test-value = 28.72, and P-value= 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to field of “Behavioral Job Involvement ”.

Hence, it is thought that there are some reasons for employees' behavioral involvement. UNRWA provides employees the opportunity so that they can be behaviorally involved. It provides them training courses. UNRWA jobs are well paid as well, so employees feel like their effort is well compensated. This goes in line with expectancy theory which states that if the inducement is high then employees will get more involved unlike if the inducement was low, the involvement will be low as well.

The compensation system in UNRWA is well designed. This causes employees to be more involved. UNRWA offers employees good opportunities for several high positions which may cause employees to be always committed so that they can get the position. This research is consistent with (Lubakaya, 2014) who states that the results of this research show that the level of job involvement increases when the company provides its employees with the opportunity to go for training. The connection between job characteristics and job involvement is vital because motivating characteristics will lead to more commitment and higher job involvement. Ijaz et al.

(2015) also agrees that financial rewards and trainings have positive impact on the performance of the employees.

**Table (5.14): Means and Test values for "Job Involvement"**

Item	Mean	S.D	Proportional Mean (%)	Test value	P-value (Sig.)	Rank
Emotional Job Involvement	3.84	0.59	76.80	19.04	0.000*	3
Cognitive Job Involvement	4.03	0.49	80.59	28.28	0.000*	2
Behavioral Job Involvement	4.12	0.53	82.42	28.72	0.000*	1
<b>All Items of Job Involvement</b>	3.99	0.46	79.72	28.62	0.000*	

\*The mean is significantly different from 3

### **In General "Job Involvement"**

Table (5.14) shows the mean of all items equals 3.99 (79.72%), Test-value = 28.62 and P-value =0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The mean of all items is significantly different from the hypothesized value 3. It was concluded that the respondents agreed to all items of job involvement.

So there is a strong agreement on job involvement. This was justified in that UNRWA employees seem to be persuaded by their jobs which are considered among the best jobs. Employees are well paid, compensated, trained. They also have a good working climate while they are in their work. Permarupan, et al. (2013) pointed that Job conditions and organizational climate has a positive relationship with job involvement. Bahar and Abu Sweereh (2010) stated the existence of a great positive relation between a good organizational climate and employees' job satisfaction. Nassar (2013) also pointed out that UNRWA employees are affected by the work life quality at UNRWA. The reason also can be due to the nature of life in Gaza where employees have nothing else to do.

## Section 2: Job Performance

Here, the second research variable, job performance, will be discussed and analyzed.

**Table (5.15): Means and Test values for “Job Performance”**

Item		Mean	S.D	Proportional Mean (%)	Test value	P-value(Sig.)	Rank
1.	I seek to achieve the general objectives of the organization when performing my job tasks.	4.23	0.67	84.69	24.62	0.000*	8
2.	I plan to the work before doing it.	4.20	0.61	84.02	26.24	0.000*	11
3.	I have a good knowledge of my organizations' laws and regulations.	4.15	0.67	83.02	22.84	0.000*	14
4.	Generally, I am satisfied with my job.	4.25	0.65	85.03	25.68	0.000*	6
5.	I have the ability to bear the daily different responsibilities.	4.31	0.62	86.26	28.32	0.000*	5
6.	I have ability to successfully resolve conflicts and to act well in any urgent situation.	4.18	0.65	83.69	24.42	0.000*	13
7.	I know the importance of cooperation with the work team to achieve the required tasks.	4.34	0.69	86.70	25.72	0.000*	3
8.	I am aware of the necessity to communicate with presidents and colleagues to do the required tasks.	4.37	0.63	87.37	28.86	0.000*	2
9.	I have the ability to create suitable solutions of the complicated problems.	4.06	0.71	81.23	19.94	0.000*	16
10.	I have the ability to take the important decisions successfully.	4.12	0.66	82.36	22.68	0.000*	15
11.	I can do more than one task at the same time.	3.98	0.81	79.55	16.07	0.000*	17

12.	My performance acts consistently with work criteria.	4.22	0.64	84.47	25.55	0.000*	10
13.	I realize the importance of self-control considering the required administrative tasks.	4.25	0.67	85.03	25.02	0.000*	6
14.	I organize work tasks and duties.	4.23	0.65	84.69	25.26	0.000*	8
15.	I use the modern techniques in performing my job	4.20	0.77	83.91	20.71	0.000*	12
16.	I seek to get work outputs with the required quality	4.34	0.68	86.70	26.34	0.000*	3
17.	I seek to commit and stick to work regulations.	4.42	0.69	88.49	27.46	0.000*	1
	<b>All items of the field</b>	4.23	0.43	84.54	37.85	0.000*	

\* The mean is significantly different from 3

**Table (5.15) shows the following results:**

The mean of item #17 “I seek to commit and stick to work regulations” equals 4.42 (88.49%), Test-value = 27.46, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value. It was concluded that the respondents agreed to this item. The reason can be due to the powerful control UNRWA has.

The mean of item #11 “I can do more than one task at the same time” equals 3.98 (79.55%), Test-value = 16.07, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to this item.

The mean of the field “Job Performance” equals 4.23 (84.54%), Test-value = 37.85, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It was concluded that the respondents agreed to field of “Job Performance ”.

In general, results suggest that UNRWA employees agree on job performance. This was justified in that employees' performance tends to act consistently with the required criteria; they behave well in the different situations and conditions. They can create creative solutions for complex problems, take quite good decisions, stick and commit to the regulations of UNRWA.

Here, it is thought that this can be due to several reasons of which that UNRWA has a good recruitment system and its employees have a powerful control. Hence, we can say that employees' effort leads to a better performance. These results are consistent with (Brown and Leigh, 1996) who state that effort was also related to work performance and (Al-Emary, 2011) who states that there is a positive relation between taking decisions and performance. Ahmad et al. (2014) pointed out that there exists a positive relationship between Organizational commitment and employee satisfaction and similarly Employee Performance. However, this research is not consistent with (Khan and Akbar, 2014) who states that there is no direct effect revealed with employees performance. The difference can be due to some demographic factors like place difference, sample difference, job difference.

## 5.4 Hypothesis Testing

- 1) **There is a statistical significant correlation at  $\alpha \leq 0.05$  between job involvement and job performance.**

**Table (5.16):** Correlation coefficient between job involvement and job performance.

	<b>Pearson Correlation Coefficient</b>	<b>P-Value (Sig.)</b>
Relationship between emotional job involvement and job performance	.391	0.000*
Relationship between cognitive job involvement and job performance	.547	0.000*
Relationship between behavioral job involvement and job performance	.675	0.000*
<b>Relationship between job involvement and job performance</b>	<b>.611</b>	<b>0.000*</b>

\* Correlation is statistically significant at 0.05 levels

Table (5.16) shows that the correlation coefficient between job involvement and job performance equals 0.611 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at  $\alpha = 0.05$ . It was concluded there exists a significant relationship between job involvement and job performance.

These results were consistent with (Chughtai, 2008; Diefendorff and Brown, 2001; Danish, 2015; Kappagoda, 2013; Hussain, 2012). However, Khan and Akbar (2014) pointed out that there is no direct effect revealed between job involvement with employee job performance. The results of Brown and Leigh (1996) also revealed that there is a modest but statistically significant effect of job involvement on performance, and the effect became non-significant when effort was inserted into the model. These differences are justified in the different measure used since Brown (1996) used Paullay et al.'s measure

- 2) **There is a statistical significant effect at  $\alpha \leq 0.05$  for job involvement on job performance.**

**Table (5.17):** Result of Stepwise regression analysis.

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	1.540	7.072	0.000*	.694	0.481	81.555	0.000**
Behavioral job involvement	0.470	7.845	0.000*				
Cognitive job involvement	0.185	2.947	0.004*				

\* The variable is statistically significant at 0.05 level

\*\* The relationship is statistically significant at 0.05 level

**We use Stepwise regression, and obtain the following results:**

- Table (5.17) shows the Multiple correlation coefficient  $R = 0.694$  and  $R\text{-Square} = 0.481$ . This means 48.1% of the variation in job performance is explained by behavioral job involvement and cognitive job involvement.
- Table (5.17) shows the Analysis of Variance for the regression model.  $F=81.555$ ,  $\text{Sig.} = 0.000$ , so there is a significant relationship between the dependent variable

job performance and the independent variables "behavioral job involvement and cognitive job involvement".

- Based on stepwise regression method, the variable "emotional job involvement" has an insignificant effect on job performance.

The estimated regression equation is:

$$\text{Job performance} = 1.540 + 0.470 * (\text{behavioral job involvement}) + 0.185 * (\text{cognitive job involvement})$$

The estimated regression equation is used to predict the value of job performance for any give values (responses) to the independent variables "behavioral job involvement and cognitive job involvement".

These results can be most consistent with (Brown and Leigh, 1996) who say that job involvement does not affect job performance without inserting effort in the model. The researcher thinks that the behavioral job involvement and effort are similar.

Effort, according to Naylor et al.'s conceptual definition was measured by Time commitment and work intensity and this is the closest to behavioral job involvement which items are like "I finish my tasks before scheduled and with a great quality". This is to show time commitment an item like "I do my job completely and accurately even if it requires me to do extra effort" shows effort and work intensity. So if behavioral job involvement was emitted, the correlation coefficient between job involvement and job performance will be .469.

- 3) **There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to the following demographic factors: gender, age, grade, education, experience, type of contract, monthly salary, Years of experience in current position, place of residence, experience, marital status, and number of children.**

This hypothesis can be divided into the following sub-hypotheses:

- a) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to gender.

**Table (5.18):** Independent Samples T-test of the fields and their p-values for gender.

No.	Field	Means		Test Value	Sig.
		Male	Female		
1.	Emotional Job Involvement	3.85	3.83	0.246	0.806
2.	Cognitive Job Involvement	4.06	4.00	0.763	0.447
3.	Behavioral Job Involvement	4.17	4.07	1.171	0.243
	<b>Job Involvement</b>	4.01	3.96	0.767	0.444
	<b>Job Performance</b>	4.21	4.24	-0.393	0.695
	<b>All items of the questionnaire</b>	4.07	4.04	0.571	0.569

Table (5.18) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference among the respondents toward each field due to gender. It was concluded that the personal characteristics' gender has no effect on each field.

It was expected that women will have lower job involvement and job performance, since they are more concerned with children and house chores than men, but results proved that there are no significant differences due to gender. In contrary, some studies found that women are more able to endure job requirements than men. Diefendorff and Brown (2001) found that there is evidence that sex moderates some of the job involvement, with females having a stronger, positive relationship between these constructs than males.

No differences in gender can be justified in that both genders experience the same work conditions, work pressures and stress, work responsibilities. Also they both have the same recruitment system. They are required with the same qualifications as well.

These results are consistent with (Abid Hussain, 2012; Al-Masry, 2015; Al-Wuhaidi, 2014; Madi, 2012; Al-Otaibi, 2000; Al-Emary 2011; Mahfuz Judeh, 2011) who found that gender has no effect on job involvement and job performance. However, these results were inconsistent with (Nassar, 2013; Khan and Jam, 2011; Khan and Nemati, 2012; Eswaran, et al., 2011) who found that gender has effect on job involvement and job performance. The differences are due to the sample and nature of work difference.

- b) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to age.

**Table (5.19): ANOVA test of the fields and their p-values for age.**

No.	Field	Means				Test Value	Sig.
		less than 25 Year	25 - less than 35 Year	35- less than 45 Year	45 Years and over		
1.	Emotional Job Involvement	4.21	3.71	3.79	3.85	4.680	0.004*
2.	Cognitive Job Involvement	4.11	3.93	4.07	4.06	1.235	0.298
3.	Behavioral Job Involvement	4.34	3.98	4.16	4.14	3.031	0.031*
	<b>Job Involvement</b>	4.22	3.86	3.99	4.00	3.669	0.013*
	<b>Job Performance</b>	4.30	4.17	4.27	4.20	0.761	0.518
	<b>All items of the questionnaire</b>	4.24	3.95	4.07	4.06	3.076	0.029*

\* The mean difference is significant a 0.05 level

Table (5.19) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields “Emotional Job Involvement, Behavioral Job Involvement and Job Involvement”, then there is significant difference among the respondents toward this fields due to age. It was concluded that the personal characteristics’ age has an effect on these fields.

This can be interpreted as - emotional job involvement including elements like loving the job and being proud of the job has nothing to do with age. Behavioral job involvement is as well. The employee has to be committed to the job however his or her age was. S/He should stick to the laws and regulations. The performance has to

meet work criteria. However, cognitive job involvement has a lot to do with age since it deals with sensitive matters like participation, asking for advice, developing skills.

For fields “Emotional Job Involvement, Behavioral Job Involvement and Job Involvement”, The mean for the category "less than 25 Year" respondents have the highest among the other age category, then It was concluded that the category "less than 25 Year" respondents agreed much more than the other age category.

Here, we can say that those employees who are less than 25 are the most involved in their jobs due to different reasons like because he is newly employed still zealous toward work or it can be due to the new advanced technology and programs followed in UNRWA. What is noticeable here is that there is a slight difference in involvement in age 25-35. This was justified in that employees in this age have life concerns like marriage and children which usually do not exist in age 25. However the difference is not that much.

Generally, age has an effect on job involvement. These results are in line with (Al-Masry, 2015; Khan and Nemati, 2010; Madi, 2014; Danish, 2015; Al-Emary, 2011). On the other hand, the results did not conform with (Liao and Lee, 2009; Al-Otaibi, 2000; Zhang, 2013; Al-Lozi and Alzahrani, 2012).

However, for the other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to age. It was concluded that the personal characteristics' age has no effect on job performance. This was justified in that the good employee performs well however his age is.

- c) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to marital status.

**Table (5.20):** ANOVA test of the fields and their p-values for marital status.

No.	Field	Means			Test Value	Sig.
		Single	Married	Other		
1.	Emotional Job Involvement	3.99	3.80	3.77	1.713	0.183
2.	Cognitive Job Involvement	4.00	4.04	3.93	0.241	0.786
3.	Behavioral Job Involvement	4.19	4.10	4.12	0.510	0.602
	<b>Job Involvement</b>	4.05	3.97	3.93	0.606	0.547
	<b>Job Performance</b>	4.21	4.25	4.02	0.990	0.374
	<b>All items of the questionnaire</b>	4.10	4.05	3.95	0.446	0.641

Table (5.20) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is in significant difference among the respondents toward each field due to marital status. It was concluded that the personal characteristics' marital status has no effect on each field.

This was justified in that work is important to any employee whether married or unmarried. If the employee is married, he has to be involved to further achieve stability in his personal and professional life. If the employee was unmarried, then he has no concerns in life, but he has to secure his job so that he can secure his life.

The research went in line with (Al-Masry, 2015; Khan and Nemati, 2010; Liao and Lee, 2009; Al-Otaibi, 2000; Mahfuz Judeh, 2011). On the other hand, (Al-Wuhaidi, 2014) and (Zhang, 2013) stated that there are some statistical differences that are attributed to marital status. Differences are justified in the different sample.

- d) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to educational level.

**Table (5.21):** ANOVA test of the fields and their p-values for educational level.

No.	Field	Means			Test Value	Sig.
		Diploma	Bachelor	Master and PhD		
1.	Emotional Job Involvement	4.13	3.84	3.54	8.865	0.000*
2.	Cognitive Job Involvement	4.15	4.02	3.92	1.751	0.177
3.	Behavioral Job Involvement	4.31	4.12	3.91	4.882	0.009*
	<b>Job Involvement</b>	4.19	3.99	3.77	6.985	0.001*
	<b>Job Performance</b>	4.33	4.22	4.16	1.345	0.263
	<b>All items of the questionnaire</b>	4.23	4.06	3.87	6.164	0.003*

\* The mean difference is significant a 0.05 level

Table (5.21) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields “Emotional Job Involvement, Behavioral Job Involvement and Job Involvement”, then there is significant difference among the respondents toward this fields due to educational level. It was concluded that the personal characteristics’ educational level has an effect on these fields.

For fields “Emotional Job Involvement, Behavioral Job Involvement and Job Involvement”, The mean for the category " Diploma " respondents have the highest among the other educational level category, then It was concluded that the category. " Diploma " respondents agreed much more than the other educational level category.

It is found that those employees having a high degree are less involved in their jobs than those having diploma since those with master are less attached to their work. They feel they can get better opportunities, so they are as much attached to their jobs as those of diploma. Studies say that employees of diploma are more attached to their jobs. They exert the best efforts. Here, we notice that cognitive job involvement focuses on the nature of the work itself; decision making, authority, participating in the work. So those with high degrees find themselves in the cognitive job involvement rather than behavioral job involvement and emotional job involvement.

The results of the research conform with (Nassar, 2013; Al-Masri, 2015; Madi, 2014). However, (AL-Wuhaidi, 2014) and (Danish, 2015) stated that there are no differences due the educational level.

For the other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to educational level. It was concluded that the personal characteristics' educational level has no effect on the other fields.

- e) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to place of residence.

**Table (5.22):** ANOVA test of the fields and their p-values for place of residence.

No.	Field	Means				Test Value	Sig.
		North	Gaza	Middle	South		
1.	Emotional Job Involvement	4.03	3.79	3.77	3.91	1.368	0.254
2.	Cognitive Job Involvement	4.21	4.03	3.96	3.91	1.867	0.137
3.	Behavioral Job Involvement	4.24	4.10	3.97	4.20	1.254	0.292
	<b>Job Involvement</b>	4.15	3.96	3.89	4.00	1.509	0.214
	<b>Job Performance</b>	4.29	4.21	4.10	4.34	1.361	0.257
	<b>All items of the questionnaire</b>	4.19	4.03	3.96	4.10	1.507	0.214

Table (5.22) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is in significant difference among the respondents toward each field due to place of residence. It was concluded that the personal characteristics' place of residence has no effect on each field. This was justified in that Gaza is a small city. Place of residence is not far from their place of work. This difference can be noticeable in cities which have long spaces like Egypt.

- f) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to no. of children.

**Table (5.23):** ANOVA test of the fields and their p-values for no. of children.

No.	Field	Means				Test Value	Sig.
		None	1- less than 4	4- less than 6	6 and above		
1.	Emotional Job Involvement	3.98	3.73	3.79	4.00	2.221	0.087
2.	Cognitive Job Involvement	4.03	3.97	4.10	4.02	0.632	0.595
3.	Behavioral Job Involvement	4.23	4.00	4.18	4.06	2.135	0.097
	<b>Job Involvement</b>	4.07	3.89	4.01	4.03	1.514	0.212
	<b>Job Performance</b>	4.24	4.15	4.33	4.13	2.038	0.110
	<b>All items of the questionnaire</b>	4.12	3.95	4.10	4.06	1.736	0.161

Table (5.23) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is in significant difference among the respondents toward each field due to no. of children. It was concluded that the personal characteristics' no. of children has no effect on each field.

- g) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to number of years in service for UNRWA.

**Table (5.24):** ANOVA test of the fields and their p-values for years in service for UNRWA.

No.	Field	Means			Test Value	Sig.
		less than 2 years	2- less than 6	6 and above		
1.	Emotional Job Involvement	4.03	3.70	3.81	3.853	0.023*
2.	Cognitive Job Involvement	3.98	4.00	4.07	0.597	0.552
3.	Behavioral Job Involvement	4.23	3.97	4.13	2.885	0.058
	<b>Job Involvement</b>	4.07	3.88	3.99	2.012	0.137
	<b>Job Performance</b>	4.22	4.20	4.24	0.134	0.875
	<b>All items of the questionnaire</b>	4.12	3.96	4.07	1.595	0.206

\* The mean difference is significant a 0.05 level

Table (5.24) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the field “Emotional Job Involvement”, then there is a significant difference among the respondents toward this field due to number of years in service for

UNRWA. It was concluded that the personal characteristics' number of years in service for UNRWA has an effect on this field. For field "Emotional Job Involvement", The mean for the category " less than 2 years " respondents have the highest among the other number of years in service for UNRWA category, then It was concluded that the category " less than 2 years " respondents agreed much more than the other number of years in service for UNRWA category.

This was attributed in that those who have experience less than 2 years tend to be far from the burnout. They are still fresh and zeal to work. They are more attached to their jobs. In contrary, those employees who are more experienced are more exposed to burnout. Moreover, they guaranteed that they have job on a fixed term contract unlike the new employee who is more likely to be working on a daily basis and trying hard to prove himself.

The results of the research are consistent with (Al-Otaibi, 2000) who thinks that experience does not affect job involvement and (Aderemi et al., 2015) who postulated that length of service does not have significant contribution to job involvement.

For the other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to number of years in service for UNRWA. It was concluded that the personal characteristics' number of years in service for UNRWA has no effect on the other fields.

- h) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to job grade.

**Table (5.25):** ANOVA test of the fields and their p-values for job grade.

No.	Field	Means				Test Value	Sig.
		5 - less than 8	8- less than 10	10- less than 14	14- Above		
1.	Emotional Job Involvement	3.90	3.75	3.84	4.19	1.812	0.147
2.	Cognitive Job Involvement	4.02	4.00	4.08	4.26	0.762	0.517
3.	Behavioral Job Involvement	4.14	4.10	4.06	4.40	0.909	0.438
	<b>Job Involvement</b>	4.01	3.94	3.98	4.28	1.395	0.246
	<b>Job Performance</b>	4.19	4.24	4.25	4.33	0.373	0.773
	<b>All items of the questionnaire</b>	4.06	4.02	4.06	4.29	1.006	0.392

Table (5.25) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is in significant difference among the respondents toward each field due to job grade. It was concluded that the personal characteristics' job grade has no effect on each field, but we can notice that those employees with grade 14 and above have the highest significance. This can be due to different reasons like their positions are sensitive and they tend to think a lot about their jobs.

- i) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to type of contract.

**Table (5.26):** ANOVA test of the fields and their p-values for type of contract.

No.	Field	Means				Test Value	Sig.
		Fixed-Term	Daily Paid	LDC	OD29 (SSA)		
1.	Emotional Job Involvement	3.76	4.12	3.93	3.98	3.216	0.024*
2.	Cognitive Job Involvement	4.02	4.03	4.11	4.00	0.167	0.919
3.	Behavioral Job Involvement	4.09	4.22	4.32	4.01	1.361	0.256
	<b>Job Involvement</b>	3.94	4.12	4.11	3.99	1.429	0.236
	<b>Job Performance</b>	4.21	4.37	4.30	4.01	2.334	0.076
	<b>All items of the questionnaire</b>	4.02	4.20	4.16	4.00	1.636	0.183

\* The mean difference is significant a 0.05 level

Table (5.26) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the field “Emotional Job Involvement”, then there is significant difference among the respondents toward this field due to type of contract. It was concluded that the personal characteristics’ type of contract has an effect on this field. For field “Emotional Job Involvement”, the mean for the category "Daily Paid" respondents have the highest among the other type of contract category, it was concluded that the category "Daily Paid" respondents agreed much more than the other type of contract category.

It is thought that daily paid employees are more emotionally involved and attached to their job since they tend to be new employees and happy for the job. Unlike those of fixed term contract who guaranteed the job. LDC employees come after daily employees. They nearly have the same conditions, but LDC employees tend to be frustrated since they do not have job security, but they are still considered involved highly because they are newly employed and still far from burnout. Fixed term employees are involved but less than both LDC and daily contract.

For the other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to type of contract. It was concluded that the personal characteristics’ type of contract has no effect on the other fields.

Generally, the difference between contracts is very slight. This can be due to firm laws and regulations of UNRWA that have to be applied on all employees whatever the contract is.

- j) There are some statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of job involvement on job performance, attributed to monthly salary.

**Table (5.27): ANOVA test of the fields and their p-values for monthly salary.**

No.	Field	Means				Test Value	Sig.
		Less than \$700	\$700 – less than \$1,000	\$1,000 – less than \$1,300	\$1,300 – and above		
1.	Emotional Job Involvement	4.07	3.78	3.70	3.92	3.198	0.025*
2.	Cognitive Job Involvement	4.08	3.95	4.06	4.10	0.981	0.403
3.	Behavioral Job Involvement	4.29	3.98	4.13	4.21	3.115	0.028*
	<b>Job Involvement</b>	4.14	3.90	3.94	4.06	2.553	0.057
	<b>Job Performance</b>	4.30	4.13	4.27	4.29	1.753	0.158
	<b>All items of the questionnaire</b>	4.19	3.96	4.04	4.13	2.620	0.052

\* The mean difference is significant a 0.05 level

Table (5.27) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields “Emotional Job Involvement and Behavioral Job Involvement”, then there is significant difference among the respondents toward this fields due to monthly salary. It was concluded that the personal characteristics’ monthly salary has an effect on these fields. For fields “Emotional Job Involvement and Behavioral Job Involvement”, The mean for the category "Less than \$700 " respondents have the highest among the other monthly salary category, then It was concluded that the category " Less than \$700 " respondents agreed much more than the other monthly salary category.

This was justified in that these employees who have less than 700 \$ are more likely to be newly employed and still young. As a result, they are convinced with their salary. The results are consistent with (Al-Otaibi, 2000) who found no effect of salary on job involvement.

For other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to monthly salary. It was concluded that the personal characteristics’ monthly salary has no effect on the other fields.

# **Chapter -6-**

## **Findings and**

### **Recommendations**

## Chapter -6-

### Findings and Recommendations

#### 6.1 Introduction

The aim of this research was to explore the impact of job involvement on job performance for the administrative employees at UNRWA-Gaza Field Office. This chapter discusses the key findings and recommendations that the researcher suggests to enhance and promote job involvement for employees. This chapter is divided into three main sections: Findings, Recommendations and Proposed further studies.

#### 6.2 Findings

As discussed in the literature, job involvement is being more oriented and more focus is given to this concept due to its importance. This research investigates the impact of job involvement (emotional job involvement, cognitive job involvement, behavioral job involvement) on job performance through an empirical research of the employees at UNRWA- Gaza Field Office. This research was conducted through survey of 181 employees of UNRWA. Three hypotheses, of which the first include other sub-hypotheses, were empirically examined. In the light of the findings which were presented in the previous chapter the most important findings are:

❖ **Findings related to the independent variable, job involvement**

- The research demonstrated that the employees at UNRWA Gaza Field have job involvement at a percentage of (79.72%) and this is considered a high percentage.

The results of job involvement dimensions are as follows:

- a- The items of “Emotional Job Involvement” got a percentage of (76.80%). This is to show that there is a good rate of emotional job involvement among administrative employees working in UNRWA, yet it is the lowest percentage among the other dimensions of job involvement.

- b- The items of “Cognitive Job Involvement” got a percentage of (80.59%) This is to show that there is a good rate of cognitive job involvement among administrative employees working in UNRWA.
- c- The items of “Behavioral Job Involvement” got a percentage of (82.42%). It is the highest rate among the other dimensions of job involvement.
- d- The results of job involvement are arranged from smallest to largest as, emotional job involvement, cognitive job involvement, and behavioral job involvement.

❖ **Findings related to the dependent variable, job performance**

- a- The results showed that job performance scored a high rate that equals 84.5% which means that UNRWA employees have a great percentage of job performance.

❖ **Findings related to research hypothesis:**

- a- There is a statistical significant correlation at  $\alpha \leq 0.05$  between job involvement and job performance. The correlation coefficient between job involvement and job performance equals 0.611.
- b- The research also showed that there's a relationship between the independent dimensions, "Cognitive Job Involvement" and "Behavioral Job Involvement" on the dependent variable "Job Performance", while there is an insignificant effect of "Emotional job involvement" on "Job Performance" due to Stepwise regression model.
- c- There are no statistically significant differences between the responses about the impact of job involvement on job performance due to "gender, marital status, place of residence, number of children, years in service for UNRWA, job grade, type of contract and monthly salary"

- d- There are statistically significant differences between the responses about the impact of job involvement on job performance due to " age and educational level"

### **6.3 Recommendations**

Based on the results reached, It was recommended that UNRWA:

- a- Develop Job Involvement for UNRWA employees by applying the following:
- b- Assess employees' needs and objectives in order to try to achieve them.
- c- Reduce the job pressure and stress employees have at work
- d- Motivate employees from all sides, concerning their salaries and their personal human needs. They need to be encouraged when they perform well and reprimanded when they perform badly, so that they feel that their performance is assessed well.
- e- Empower them by giving them more authority at work since empowering employees makes them more interested and involved in the job. This makes the employees feel like they are a part of the organization's entity and makes them feel even more involved.
- f- Give employees the opportunity to give decisions and discussing their decisions so that they feel that their opinions are important.
- g- Provide employees a good work climate since it deeply affects their performance. The good work climate motivates employees to perform well.
- h- Give employees more training courses that are work-related since these courses develop employees' skills and make them master doing tasks effectively and efficiently.
- i- Consider the master degrees and PhD in allowances and compensating the employees who have them, this in its turn encourages employees to complete their studies and help employees get more acquainted in their majors and more involved as a result.
- j- Restructure the rewards or recognition system for those employees who do extra-role behavior.

- k- Conduct meeting and discussing with them the problems they face and finding way to overcoming these problems, and if they make any mistakes at work and ways to avoiding them.
- l- Increase communication between employees and management.
- m- Encourage employees to follow teamwork since it helps employees learn from each other, which may enhance employees' involvement
- n- Empower senior staff to play more effective role in supporting employees' personal liabilities, by organizing special trainings designed for supervisors and managers to discuss their roles.
- o- Participate in community outreach programs in order to win and support and the respect of the employees.
- p- Encourage employees and telling them how their contribution benefits the organization. This would help employees feel more attached in their organization.
- q- Implement social and recreation activities that help employees vent the burdens they have inside.
- r- Promote the counseling services since it has a great role in helping employees solve their personal problems and work problems.

#### **6.4 Suggested Topics for Future Research**

This research arouse some topics for future research like,

- 1- The determinants of job involvement.
- 2- The impact of job involvement on job satisfaction.
- 3- The impact of job involvement on job performance using commitment as a mediator.
- 4- The impact of job involvement on burnout.
- 5- The relationship between pressure and job involvement.

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## **Appendices**

- **Appendix I : List of Referees**
- **Appendix II : Questionnaire in English**
- **Appendix III : Questionnaire in Arabic**

### List of Referees

<b>Dr. Khalid Abed Dahleez</b>	Islamic University of Gaza.
<b>Dr. Mansour Al-Ayoubi</b>	Palestine Technical College.
<b>Dr. Mohammed Al-Madhoun</b>	Management and Politics Academy.
<b>Dr. Wasim Al-Habil</b>	Islamic University of Gaza.
<b>Dr. Nabeel Al-Louh</b>	Employees' GPS.
<b>Dr. Ayman Abu Swereh</b>	Islamic University of Gaza.
<b>Dr. Khalil Madi</b>	Gaza University.
<b>Dr. Sameer Safi</b>	Islamic University of Gaza & Alpha Center for Statistical Analysis.

## Questionnaire in English

First dimension: Personal information		
<b>1. Gender</b>	<input type="checkbox"/> Male	<input type="checkbox"/> Female
<b>2. Age</b>	<input type="checkbox"/> less than 25	<input type="checkbox"/> From 25 -less than 35
	<input type="checkbox"/> From 35 - less than 45	<input type="checkbox"/> 45 and above
<b>3. Marital Status</b>	<input type="checkbox"/> Single	<input type="checkbox"/> Married
	<input type="checkbox"/> Divorced	<input type="checkbox"/> Widow/er
<b>4. Educational Level</b>	<input type="checkbox"/> Diploma Degree	<input type="checkbox"/> Bachelor Degree
	<input type="checkbox"/> Master and PhD Degree	
<b>5. Place of residence</b>	<input type="checkbox"/> North	<input type="checkbox"/> Gaza
	<input type="checkbox"/> Middle	<input type="checkbox"/> South
<b>6. No. of Children</b>	<input type="checkbox"/> None	<input type="checkbox"/> 1- less than 4
	<input type="checkbox"/> 4- less than 6	<input type="checkbox"/> 6 and above
<b>7. Number of years in Service for UNRWA</b>	<input type="checkbox"/> less than 2 years	<input type="checkbox"/> 2- less than 4
	<input type="checkbox"/> 4- less than 6	<input type="checkbox"/> 6 and above
<b>8. Job Grade</b>	<input type="checkbox"/> 5 - less than 08	<input type="checkbox"/> 08- less than 10
	<input type="checkbox"/> 10- less than 14	<input type="checkbox"/> 14-above
<b>9. Type of Contract</b>	<input type="checkbox"/> Fixed-Term	<input type="checkbox"/> Daily Paid
	<input type="checkbox"/> LDC	<input type="checkbox"/> OD29 (SSA)
<b>10. Monthly salary</b>	<input type="checkbox"/> Less than \$700	<input type="checkbox"/> \$700 – less than \$1,000
	<input type="checkbox"/> \$1,000 – less than \$1,300	<input type="checkbox"/> \$1,300 – and above

**Second group: the questionnaire items**

Please evaluate the impact of Job Involvement on Job Performance for the administrative staff at UNRWA- Gaza Field Office; by indicating your opinion about the following statements using the scale below

1- Completely Agree • Mostly Agree • Slightly Agree • Mostly Disagree • Completely Disagree

**Second dimension:** Job Involvement (Emotional job involvement-Cognitive job involvement- Behavioral job involvement)

<b>First: Emotional Job Involvement</b>						
#	Item	Completely Agree	Mostly Agree	Slightly Agree	Mostly Disagree	Completely Disagree
1	I feel happy when I do my job (work).					
2	My job takes a big part of my thinking.					
3	I enjoy when I do the required tasks.					
4	I feel so much attached to my work.					
5	My work fully satisfies my needs.					
6	I feel interested when I have work pressure.					
7	Most of my personal life goals are oriented to my job.					
8	I sympathize with those who I serve and help.					
9	I feel quite satisfied when I end my job.					
10	I consider the things most important in my life are all connected to my job.					
11	My work gives me a feeling of self-conceptualization.					
12	My attachment to my work helps me achieve work goals.					

13	I feel proud when I talk about my job.					
14	My love to my work helps me achieve work goals.					
15	My motivation increases because I love my work.					
<b>Second: Cognitive Job Involvement</b>						
#	Item	Completely Agree	Mostly Agree	Slightly Agree	Mostly Disagree	Completely Disagree
16	I can participate in taking some decisions that relate to my work.					
17	I pay so much attention to my job.					
18	I ask more experienced colleagues when I need advice.					
19	My psychological state affects my work.					
20	I always develop myself and my skills and I keep myself updated with the recent developments concerning my work.					
21	In doing given tasks, I get better results or accomplishments than the officially required level.					
22	My behavior is attributed to be interactive in all of the work fields.					
23	The manager delegates me some of the work responsibilities.					
24	I put myself clear goals concerning work.					
25	I have the confidence with what I do during my work.					
26	I accept work challenges that face me during my work.					
27	I help my colleagues in doing given tasks if they ask for help.					

28	I have some degree of authority in my work.					
<b>Third: Behavioral Job Involvement</b>						
#	Item	Completely Agree	Mostly Agree	Slightly Agree	Mostly Disagree	Completely Disagree
29	I have a high commitment to my organization.					
30	I finish my tasks before scheduled and with a great quality.					
31	I learn from my mistakes that I made in order to avoid them next times.					
32	I do my job completely and accurately even if it requires me to do extra effort.					
33	I spend a long time in my work.					
34	I always seek to develop myself in going to courses related to my job which increase my abilities and capabilities.					
35	I learn from my colleagues who are more experienced than me.					
36	I give the priority to work interest over personal interest.					
37	I exert all my effort to my job.					
38	I am ready to do extra work in my job even if it was unpaid.					
39	I seek to develop my organization.					
40	I have a social relationship with my colleagues out of work.					

### Third dimension: Job Performance

First: Job Performance						
#	Item	Completely Agree	Mostly Agree	Slightly Agree	Mostly Disagree	Completely Disagree
1	I seek to achieve the general objectives of the organization when performing my job tasks.					
2	I plan to the work before doing it.					
3	I have a good knowledge of my organizations' laws and regulations.					
4	Generally, I am satisfied with my job.					
5	I have the ability to bear the daily different responsibilities.					
6	I have ability to successfully resolve conflicts and to act well in any urgent situation.					
7	I know the importance of cooperation with the work team to achieve the required tasks.					
8	I am aware of the necessity to communicate with presidents and colleagues to do the required tasks.					
9	I have the ability to create suitable solutions of the complicated problems.					
10	I have the ability to take the important decisions successfully.					
11	I can do more than one task at the same time.					
12	My performance acts consistently with work criteria.					

13	I realize the importance of self-control considering the required administrative tasks.					
14	I organize work tasks and duties.					
15	I use the modern techniques in performing my job.					
16	I seek to get work outputs with the required quality.					
17	I seek to commit and stick to work regulations.					

## Questionnaire in Arabic

الرجاء وضع علامة ( ✓ ) أمام البديل المناسب للفقرات التالية:  
أولاً: البيانات الشخصية و التنظيمية:

الجنس:	<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى
العمر:	<input type="checkbox"/> 25 فأقل <input type="checkbox"/> 45- 35 <input type="checkbox"/> 55 فأكثر	<input type="checkbox"/> 30- 25 <input type="checkbox"/> 55- 45
الحالة الاجتماعية:	<input type="checkbox"/> أعزب/أنسة <input type="checkbox"/> مطلق/ة	<input type="checkbox"/> متزوج/ة <input type="checkbox"/> أرمل/ة
المؤهل العلمي:	<input type="checkbox"/> دبلوم <input type="checkbox"/> دراسات عليا	<input type="checkbox"/> بكالوريوس
مكان السكن:	<input type="checkbox"/> شمال غزة <input type="checkbox"/> الوسطى	<input type="checkbox"/> غزة <input type="checkbox"/> خان يونس-رفح
عدد الأبناء:	<input type="checkbox"/> لا يوجد <input type="checkbox"/> 6- 4	<input type="checkbox"/> 3- 1 <input type="checkbox"/> 6 فأكثر
سنوات الخدمة في الأروا:	<input type="checkbox"/> أقل من سنتين <input type="checkbox"/> 20-10 سنة	<input type="checkbox"/> 10- 2 سنوات <input type="checkbox"/> 20 سنة فأكثر
الدرجة الوظيفية:	<input type="checkbox"/> 8- 5 <input type="checkbox"/> 15- 13	<input type="checkbox"/> 12- 9 <input type="checkbox"/> 15 فأكثر
نوع عقد التوظيف:	<input type="checkbox"/> عقد ثابت <input type="checkbox"/> عقد خاص (SSA-OD29)	<input type="checkbox"/> عقد محدود الأجل (LDC) <input type="checkbox"/> عقد يومي
الراتب الشهري:	<input type="checkbox"/> أقل من \$700 <input type="checkbox"/> \$1300-\$1000	<input type="checkbox"/> \$1000 - \$700 <input type="checkbox"/> \$1300 فأكثر

## ثانيا: الانغماس الوظيفي:

موافق بدرجة

الرقم	الفقرة	كبيرة جدا	كبيرة	متوسطة	قليلة	قليلة جدا
<b>أولاً: الانغماس العاطفي</b>						
1	أشعر بالسعادة عند أدائي لوظيفتي.					
2	ياخذ التفكير بالعمل جزء كبير من وقتي.					
3	أستمتع عند انجاز مهام عملي المطلوب تنفيذها.					
4	أشعر بالتعلق بعملتي بشكل كبير.					
5	يقوم عملي باشباع حاجاتي بشكل كامل.					
6	أشعر بالمتعة عندما يزداد ضغط العمل.					
7	تتمحور كل أهدافي الشخصية و الحياتية بوظيفتي.					
8	أتعاطف مع من أقوم بخدمتهم و مساعدتهم.					
9	أشعر بالرضا بعد انتهاء دوامي من العمل.					
10	أعتبر أن كل ما يتعلق بعملتي بأنه شيء مهم جدا.					
11	يعطيني عملي شعورا بتحقيق ذاتي.					
12	تعتبر أغلب اهتماماتي مشتقة من عملي.					
13	أشعر بالفخر عندما أتحدث عن عملي.					
14	يساعدني حبي لعملي في تحقيق أهداف العمل.					
15	تزداد دافعيته نتيجة حبي لعملي.					
<b>ثانيا: الانغماس المعرفي</b>						
16	يمكنني المشاركة في اتخاذ بعض القرارات التي لها علاقة بعملتي.					
17	أعطي الكثير من الانتباه لوظيفتي.					
18	أسأل من هم أكثر خبرة مني عندما أحتاج النصيحة.					
19	تؤثر حالتي النفسية على أدائي لعملي.					
20	أقوم دائما بتطوير مهاراتي و متابعة ما توصل اليه العلم بخصوص عملي.					
21	عندما يطلب مني تحقيق بعض مهام العمل فاني أقوم باحراز نتائج أفضل من النتائج المرجوة.					
22	يتسم سلوكي بالمشاركة الفاعلة في جميع مجالات و نواحي العمل.					
23	يقوم المدير بتفويضي ببعض مسئوليات العمل.					
24	أضع لنفسي اهدافا واضحة بخصوص العمل.					
25	أشعر بالثقة في أدائي لعملي.					

					أقبل بالتحديات التي تواجهني أثناء عمل	26
					أساعد زميلي في العمل إن احتاجني في بعض مهام العمل.	27
					أمتلك درجة مناسبة من السلطة في العمل.	28
<b>ثالثاً: الاتغماس السلوكي</b>						
					لدي التزام عا تجاه مؤسستي.	29
					أنهي المهام المكلف بها قبل الموعد المحدد لانتهاءها و بجودة عالية.	30
					أتعلم من الأخطاء التي حدثت معي للمرات القادمة.	31
					أقوم بعملي على اكمل وجه و لو تطلب الأمر جهدا إضافيا من اجل إنجاح مؤسستي.	32
					أقضي وقتا طويلا في عملي.	33
					أسعى الى تطوير نفسي بالحصول على الدورات المتعلقة بعملي و التي تزيد قدراتي و إمكانياتي.	34
					أتعلم العمل من زملائي الأكثر خبرة.	35
					أقدم مصلحة العمل على المصلحة الشخصية.	36
					أبذل كامل جهدي لوظيفتي.	37
					أقوم بعمل إضافي في عملي و لو كان غير مدفوع الأجر.	38
					أحرص على تطوير مؤسستي.	39
					تربطني علاقة اجتماعية مع زملائي خارج نطاق العمل.	40

### ثالثا: الأداء الوظيفي:

موافق بدرجة

الرقم	الفقرة	كبيرة جدا	كبيرة	متوسطة	قليلة	قليلة جدا
1	أحرص على تحقيق الأهداف العامة للمنظمة عند أدائي					
2	أخطط للعمل قبل أدائه.					
3	لدي إلمام بأنظمة وقوانين العمل بالمنظمة التي أعمل به.					
4	أشعر بالرضا عن مستوى أدائي الوظيفي .					
5	لدي القدرة على تحمل مسؤولية الأعباء اليومية المختلفة					
6	أمتلك مهارة حل الأزمات والقدرة على التصرف في					
7	أشعر بأهمية التعاون مع فريق العمل لإنجاز المهام					
8	أدرك ضرورة الاتصال مع الرؤساء والزملاء لتنفيذ					
9	لدي القدرة على ابتكار حلول مناسبة للمشاكل المعقدة.					
10	لدي القدرة على اتخاذ القرارات الهامة بشكل ناجح.					
11	أستطيع القيام بأكثر من عمل في وقت واحد.					
12	يتوافق أدائي في العمل مع معايير العمل.					
13	أقدر أهمية تنمية الرقابة الذاتية لما أكلف به من أعمال					
14	أنظم مهام وواجبات العمل.					
15	أستخدم التقنيات الحديثة في أداء عملي.					
16	أحرص أن تكون مخرجات العمل بالجودة المطلوبة.					
17	أحرص على التقيد والالتزام بأنظمة العمل.					