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Mayada Hayawi Mahdi; Dhrigam Ali Muslim Al-Ameedi ✉; Amer Aabed Kareem



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Organizational Immersion and Its Role in Promoting Excellence Performance: Analytical Study in Kufa Cement Factory

Mayada Hayawi Mahdi ^{a)}, Dhrgam Ali Muslim Al-Ameedi ^{b)} and Amer Abed Kareem ^{c)}

Al -Furat Al-Awsat Technical University- Management Technical College, Kufa, Iraq

^{a)} Dr.mayada16@atu.edu.iq

^{b)} Corresponding author: dr.dhrgam.ameedi.cku@atu.edu.iq

^{c)} ak.amer@atu.edu.iq

Abstract. The primary aim of this study is to assess the level of interest shown by Kufa Cement Factory in organizational immersion of its workers and its impact on enhancing performance excellence. The study utilized a questionnaire as the primary instrument for gathering data and information. The questionnaire consisted of a total of 21 items, covering various research variables. Within these items, 9 were related to the dimensions of organizational immersion (enthusiasm, dedication, comprehension), while 12 items were dedicated to the dimensions of Excellence performance (job satisfaction, level of creativity at work, level of productivity at work, efficiency, and effectiveness). The survey questionnaire was administered to a group of employees working at the Kufa Cement Factory, as (120) forms were distributed and (106) valid forms were retrieved for statistical distribution so that the research sample was (106) employees. The research tested two main hypotheses. Through them, he reached a number of conclusions, most notably, The dimensions of organizational immersion have a significant impact on enhancing Excellence performance within the researched organization.

Keywords: organizational immersion, Excellence performance, Kufa Cement Factory.

LITERATURE REVIEW

Concept of Organizational Immersion

Participation is a multifaceted concept, influenced by various factors such as workplace culture, organizational communication, management strategies, trust, respect, leadership, and corporate reputation, catering to different generations' needs (W.A. Kah,1990:694).

Work immersion refers to a temporary and favorable work-related mental state marked by enthusiasm and commitment, which varies among individuals over a brief duration. This includes personal initiative and proactive behavior, and self- and other evaluations to perform additional roles (Breevaart. et. al.2014:320). As for (Saks, 2006: 601-602), he sees that organizational immersion means being psychologically and physically present when doing or performing any organizational role.

While (Kumar & Swetha, 2011: 332-333) refers to three aspects in his definition of organizational immersion and stresses that they represent aspects of one coin, where he goes in the first aspect to look from the angle of knowledge necessary for the individual to do something Efficiency and motivation in applying acquired knowledge. The second aspect focuses on the heightened commitment of employees to achieve business outcomes. The third aspect examines employee engagement as a social process where individuals actively participate in shaping strategies and driving change in their day-to-day tasks.

According to Saks (2006: 601), organizational immersion is distinguished by vitality, involvement, and efficacy, which directly contrasts with the three dimensions of burnout encompassing fatigue, negativity, and inefficiency. The dimensions of immersion, namely activity and dedication, encompass various elements within employee organizational immersion, such as commitment, participation, business awareness, and voluntary informal behaviors that contribute to supporting colleagues and the organization. Although the definition and significance of immersion in practical literature may sometimes overlap with participatory structures, academic

literature defines it as a separate and distinctive construct comprising cognitive, emotional, and behavioral components associated with individual organizational performance. And (Kim, 2020: 444) goes to point out that organizational immersion is an indicator that represents the passion and dedication of employees in their work, and high organizational immersion refers to the firm trust and acceptance of the mission and philosophy of the organization to which workers belong and their desire to make a full effort to achieve the goals of the organization, and organizational immersion divides to emotional immersion, normative immersion, and continuous immersion.

Importance of Organizational Immersion

1. Organizational immersion leads by 36% to increasing the level of self-sufficiency in organizational productivity, inspiring individuals with creativity, enhancing their participation and immersion with a strong sense of duty and responsibility, and improving psychological connection with the organizations to which they belong. Besides self-efficacy (Kim, 2020: 447).

2. Regarding organizational immersion as a social responsibility can effectively promote employee engagement in the workplace. By emphasizing high-impact learning, performance, and change, encouraging employee participation through these approaches yields significant benefits for the organization and fosters stronger interpersonal relationships (Berry & Morris. 2008: 13).

Dimensions of Organizational Immersion

Indicates that) Quiñones & et al., 2013: 128) work immersion as a state related to organizational work has a positive extent and consists of three dimensions (enthusiasm, dedication, and Absorption):

1. Enthusiasm: Organizational immersion entails exhibiting elevated levels of energy and persistence, complemented by mental adaptability and a strong inclination to exert efforts in fulfilling organizational tasks. This fosters a robust connection between the organization and its clientele, enabling swift and transparent responsiveness to their needs

2. Dedication: It refers to the state of communication and participation in improving work and making suggestions, and participation in training and development programs and inspiration in work, in addition to the love of experiment and challenge, and empowering employees, training and developing them.

3. Absorption: It is characterized by the fact that the worker is completely immersed and feels happy at work despite the presence of problems at the same time. Commitment to work as a responsible organization in the community and provide information related to the community and work according to the principle of equality in dealing and providing services.

Concept of Excellence Performance

Nowadays, most organizations are looking for Excellence, but they are not able to achieve this goal easily, and to explain this, it seems that the management of these organizations does not have a deep understanding of what it really means to be distinguished, as achieving Excellence performance is not a simple matter, but it is hard work and continuous effort that requires Accurate and clear identification of goals and objectives, as this step is later considered as criteria to know the levels of achievement and evaluate the results (Walid, 2020: 30).

In today's world, organizations, whether small or large, governmental or non-governmental, that manufacture a commodity or provide a service, strive to achieve Excellence performance (Al-Ani et al., 2019: 276). It should be noted that the concept of Excellence is a modern management philosophy that has its roots in the ancient Chinese philosophers, who were interested in applying the principles of quality management, in pursuit of achieving Excellence performance in products and services (Issa & Wahiba, 2017: 105). Accordingly, the journey of Excellence performance and its stages of development started from quality literature and then moved to a next stage represented by total quality management and then developed recently to form this concept (Khair, 2011: 13).

In this context, Excellence performance is the language of the age and the product of human thought, as it is the revealing light that distinguishes between good and bad (Abdul-Wahhab and Suleiman, 2016: 239).

Dimensions of Excellence performance

Indicates that (Kadhim, 2020: 9719) the Excellence performance of the organization has a positive extent and consists of four dimensions (job satisfaction, work productivity level, creativity level at work, efficiency and effectiveness).

Job Satisfaction

Distinguished organizations recognize the paramount significance of customer-centricity as the driving force behind their existence. Employee satisfaction serves as a crucial metric to gauge the effectiveness of service and motivation strategies for the internal customers, i.e., the employees. Such organizations exert diligent efforts to enhance the value proposition for their employees by meeting their needs and expectations. This dimension underscores the primary goal of consistently delivering top-quality services to the organization's customers, aligning with their specific requirements and preferences (Kadhim, 2020: 9719).

Work Productivity Level

Understanding the level of productivity yields numerous beneficial outcomes that positively impact the organization's workforce. Encouraging and rewarding Excellence employees increases the employee's income and performance, and that the optimal use of the organization's property and its effective management improves the organization's productivity and increases its competitiveness and thus achieves a high level of business performance. and the tasks entrusted to him (Escrig & de Menezes, 2015:33)

Level of creativity at work

Creativity involves transforming ideas into tangible processes, services, or products. It serves as the foundation for innovation and acts as a driving force for achieving Excellence in the workplace (Zayed: 2000, 6) (Daoud: 2019, 123).

- Rapid rates of change in the competitive environment.
- Excessive competition
- An increased sense of quality.

Efficiency and Effectiveness

Efficiency is assessed by how effectively available resources are utilized, and it can be quantified by the ratio of inputs to outputs. Organizations can enhance efficiency through methods such as economies of scale, learning curves, and real-time production systems, aiming to minimize costs while increasing production levels. Furthermore, attaining planned objectives enables organizations to achieve a high level of effectiveness. Excellence depends on the presence of skilled and capable human resources to enhance production levels and improve efficiency and effectiveness, leading to the organization's prolonged sustainability. Additionally, it involves strategic planning and efficient management of facilities, equipment, and financial resources, ensuring their optimal utilization. (Kadhim, 2020: 9720).

RESEARCH METHODOLOGY

Research Problem

The enormity of the challenges facing organizations, specifically industrial organizations today, can no longer be faced with the prevailing traditional methods, but these organizations need supportive programs to face problems, the most important of which is related to encouraging workers according to the principle of enthusiasm, absorbing problems and dedication to performing work tasks according to the theory of incentives, support and immersion in organizational work Therefore, it tends to emphasize individual needs and satisfy them in the work environment, and thus organizational immersion is based on the study of standards, values, and different organizational patterns, and hence the most appropriate way to research organizational immersion is by focusing on the variables in the work environment. The immersed organization in its work is Which sees that the performance

of its work proceeds with enthusiasm and dedication and is part of its existence, and this has repercussions on achieving Excellence performance through a number of administrative behaviors that express the employees' doing their work according to levels of Excellence performance based on the expertise and skills of performing work tasks in a way that exceeds performance. Thus, the failure to complete the work in a distinct way keeps the organization away from success, so the problem of research lies in the To answer the main question of the research: Can the implementation of organizational immersion dimensions contribute to attaining Excellence performance? The following sub-questions stem from this main inquiry:

- 1- What is the effect of enthusiasm on performance excellence?
- 2- What is the impact of dedication to performance excellence?
- 3- What is the effect of assimilation in performance excellence?

RESEARCH IMPORTANCE

The issue of organizational immersion is one of the issues of increasing importance in recent years at the global and local levels, as immersion in work in general or that work is something central in an individual's life is a personal belief about the value of work in the life of the individual and the organization, which makes organizational immersion a distinctive characteristic of the organization. From all sides, where you feel belonging to the surrounding work environment and work according to the data of the external work environment. All members of the organization aim to achieve outstanding performance in order to raise the level of general performance of the organization in a way that enables it to achieve the following:

- 1- It achieves the overall organizational goals and thus maintains the targeted results.
- 2- Working to maintain outstanding performance in the future for long periods.
- 3- Supporting individuals and developing their skills, multiple experiences and distinguished competencies.
- 4- Constantly striving to improve performance and impartial and objective evaluation.
- 5- Organizing in the environmental climate and developing a sense of collective responsibility among all employees according to a methodology commensurate with the challenges and problems and taking decisions towards them.

RESEARCH OBJECTIVES

The interest in the issue of organizational immersion has increased in recent years for considerations, the most important of which is that immersion constitutes a systematic trend to define the objectives of the organization and manage its resources and components in accordance with the rules of transparency and participation. Contributes to achieving the goals of the organization. The immersed organization seeks success to a large extent, leading to Excellence performance at the individual and organizational levels, as it is closely related to the goal and success of the organization in light of the changing competitive environment. And creativity only, but to achieve the best results through the participation of all employees in the application of the principle of continuous improvement, and therefore the achievement of organizational Excellence, taking into account the factors affecting the work environment. At the individual level and Excellence performance at the organizational level the objectives of our study are as follows:

- 1- Recognizing the significant role of organizational immersion in empowering industrial organizations to adapt to dynamic environmental changes and deliver products in line with the principles of Excellence performance.
- 2- Identifying the dimensions of organizational immersion and assessing their implementation in the context of the Iraqi environment, with a specific focus on industrial organizations such as the Kufa Cement Factory.
- 3- Examining the questionnaire results to assess the presence and utilization of organizational immersion dimensions, as well as the existence of Excellence performance dimensions.

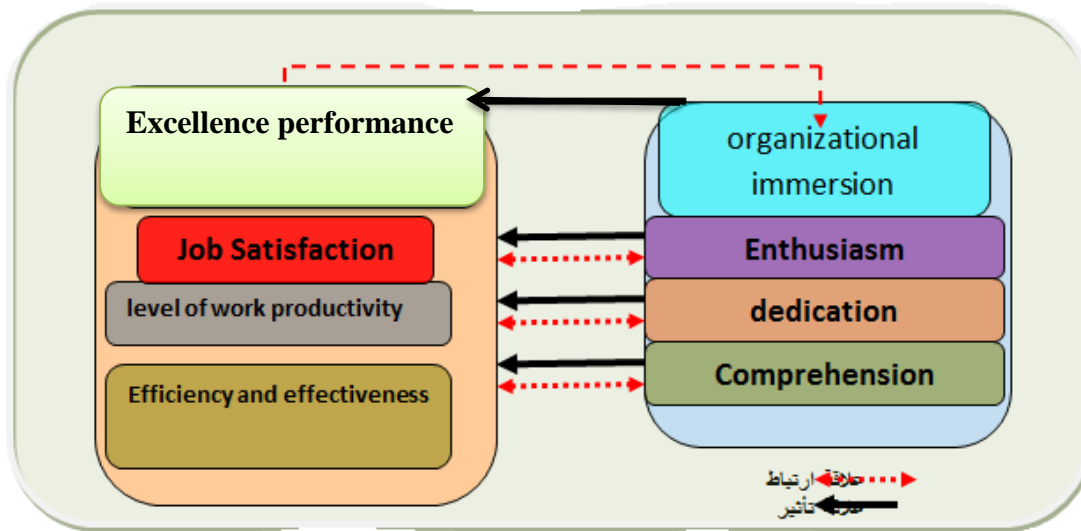


FIGURE 1. Hypothesis Research Scheme

RESEARCH HYPOTHESES

The research hypotheses were formulated based on the theoretical research model, and their accuracy will be assessed by analyzing correlations and causal relationships.

H1: The first primary hypothesis states that there is a meaningful correlation between the dimensions of organizational immersion and Excellence performance.

H11: The first sub-hypothesis posits that there is a noteworthy correlation between enthusiasm and Excellence performance.

H12: The second sub-hypothesis posits that a noteworthy correlation exists between dedication and Excellence performance.

H13: The third sub-hypothesis suggests a substantial correlation between comprehension and Excellence performance.

H2: The second primary hypothesis states that there is a significant impact between the dimensions of organizational immersion and Excellence performance.

H21: The first sub-hypothesis posits that there is a significant impact between enthusiasm and Excellence performance.

H22: The second sub-hypothesis suggests a significant cause-and-effect relationship between dedication and Excellence performance.

H23: The third sub-hypothesis indicates a significant effect between absorption and Excellence performance.

RESEARCH METHODOLOGY

The research utilized a descriptive-analytical approach to assess the level of organizational immersion among the employees at Kufa Cement Factory. The results were described and analyzed to accomplish the research objectives.

LIMITS OF RESEARCH

1- Human limits: The human limits for the application of the research were a number of workers in the Kufa Cement Factory.

2- Cognitive boundaries: were observed by the researchers, who remained focused on the main and sub-variables of the study, concentrating on the cognitive aspect relevant to the research variables.

3- Temporal constraints: The research scope was bounded by the approved time period for conducting the study, which spanned from June 1, 2022, to August 15, 2022.

Validity and Reliability of the Research Tool

For the purpose of reaching the best results expected from the research, the questionnaire was designed in its initial form based on what was addressed by the theoretical side of the opinions and ideas of writers and researchers in this field, and for the purpose of reaching the apparent truthfulness and sincerity of the content, the research form was arbitrated by (7) experts and specialists in the field of science As for the statistical validity, it was reached using the Cronbach Alpha coefficient through the statistical program package (spss v.23), where the results were as in the table below:

TABLE 1. The search tool test

Cronbach Alpha	number of paragraphs	code	search variables
.7640	3	X1	Enthusiasm
.8160	3	X2	dedication
.6530	3	X3	Absorption
.8920	9	X	organizational immersion
.7510	3	Y1	Job Satisfaction
0.954	3	Y2	level of work productivity
.9040	3	Y3	level of creativity at work
.8060	3	Y4	Efficiency and effectiveness
.8700	12	Y	Excellence performance
.9280	21		full scale

The(CorhbachAlpha) coefficients in Table (1) indicate that the search measurement tool was characterized by great stability at the total level of (%92)and that the values of the coefficients for the sub-dimensions ranged between(0.653 – 0.954), and this is an indication that the scale adopted in the research in all its dimensions is characterized by With a high degree of stability and internal consistency between its vertebrae.

PRACTICAL FRAMEWORK FOR RESEARCH

Testing and Analyzing the Correlation Hypothesis

This axis is concerned with testing the correlation relationship between the research variables and their dimensions according to what was stated in the research hypotheses.

1-Testing the first correlation hypothesis:

- The main hypothesis 1 (H1): There is a positive statistically significant correlation between organizational immersion and Excellence performance.

The findings in Table (2) provide evidence for accepting the first main hypothesis, indicating a significant positive correlation between organizational immersion and Excellence performance at the overall level (1% significance level). As a result, the first hypothesis has been verified .

TABLE 2. Findings of the Correlation between Organizational Immersion and Excellence Performance

hypothesis	Variables		Result
	(Y)		
H11	X1	**0.680	Accepted
H12	X2	**0.762	Accepted
H13	X3	**0.638	Accepted
H1	X		Accepted
		**0.777	

(*) The significance level of correlation is denoted as follows:

(*) Indicates significance at the level of 0.05.

(**) Indicates significance at the level of 0.01.

Source: SPSS program, variable 23

Sub-Hypothesis Testing of Correlations

The statistical analysis results provide evidence for accepting the first sub-hypothesis, indicating a meaningful positive correlation between enthusiasm and Excellence performance, with a correlation coefficient of 0.680 and a significance level of 1%

Likewise, the findings corroborate the acceptance of the second sub-hypothesis, demonstrating a significant positive correlation between dedication and Excellence performance, with a correlation coefficient of 0.762 and a significance level of 1%.

Furthermore, the findings demonstrate the acceptance of the third sub-hypothesis, revealing a significant positive correlation between absorption and Excellence performance, with a correlation coefficient of 0.638 and a significance level of 1%.

Testing and Analyzing the Effect Relationship Hypothesis

This paragraph is dedicated to examining the influence of organizational immersion on Excellence performance, As stated in the second hypothesis, it suggests the presence of a statistically significant association between organizational immersion and Excellence performance:

1-Testing the second hypothesis:

This paragraph emphasizes the impact relationship described in the second primary hypothesis, which proposes a significant effect of organizational immersion on Excellence performance.

TABLE 3. The outcomes of the impact relationships

hypothesis	F	R ²	Sig	result
H21	89.330	0.46	**0.000	Accepted
H22	144.160	0.58	**0.000	Accepted
H23	71.380	0.41	**0.000	Accepted
H2				Accepted
	156.720	0.60	**0.000	

Source: SPSS program.var23

Based on the results presented in Table (3), which demonstrate the effect between the research variables of organizational immersion and Excellence performance, it was found that there is a significant impact between these two variables. The analysis results (P-Value=0.000) and the high value of (F) at (156.720) demonstrate significant significance at the 1% level. The model's explanatory power, denoted by (R²) at (0.60), indicates that the organizational immersion variable explains 60% of the variance in the Excellence performance variable. As a result, the second hypothesis is validated at the overall level.

Testing the Sub-Hypotheses of Influence

The analysis of the first sub-hypothesis confirmed its acceptance, indicating a significant effect of enthusiasm on Excellence performance, as evident from the analysis result (P-Value = 0.000) and the highly significant value of (F) which reached (89.330) at a significant level of (1%). The explanatory capability of this dimension was demonstrated by the value of (R²) at (0.46), meaning that enthusiasm accounts for 46% of the variation in the responsive variable, namely, Excellence performance.

The results also demonstrated the acceptance of the second sub-hypothesis, indicating a significant effect of dedication on Excellence performance, as evident from the analysis result (P-Value = 0.000) and the highly significant value of (F) which reached (144.160) at a significance level of (1%). The explanatory capability of this dimension was reflected in the value of (R²) at (0.58), suggesting that dedication accounts for 58% of the variation in the responsive variable.

The results also indicated the acceptance of the third sub-hypothesis, revealing a significant effect of absorption on Excellence performance, as evidenced by the analysis result (P-Value = 0.000) and the highly significant value of (F) which reached (71.380) at a significance level of (1%). The explanatory capacity of this dimension was demonstrated by the value of (R²) at (0.41), indicating that comprehension accounts for 41% of the variation in the responsive variable.

CONCLUSIONS

- 1-The employees of the organization in question represented by the Kufa Cement Factory show an acceptable interest in the dimensions of organizational immersion.
- 2-The employees of the organization in question have an appropriate interest in the basic elements that lead to the promotion of Excellence performance.
- 3-There is an influential relationship to the dimension of enthusiasm in enhancing the Excellence performance of the organization in question.
- 4-There is an influential relationship to the dimension of dedication in promoting Excellence performance in the organization in question.
- 5-There is an influential relationship to the dimension of assimilation in enhancing the Excellence performance of the organization under study.
- 6-There is a clear effect of organizational immersion in enhancing the Excellence performance of the organization in question.

RECOMMENDATIONS

- 1-The necessity of increasing the interest of the organization in question by providing the appropriate environment for workers in order to strengthen the foundations of organizational immersion that contribute to encouraging the Excellence performance of workers.
- 2-The organization in question should pay more attention to the enthusiasm of the employees and the conditions that contribute to the development of improving work procedures in order to enhance the Excellence performance of the employees.
- 3-The necessity of focusing on the principle of the dedication of the workers, providing its requirements, and working to encourage the workers to be keen to perform their work in an Excellence manner.
- 4-Paying attention to the employees' comprehension and understanding of what is required of them at work, which can contribute to enhancing their functional capabilities and achieving Excellence performance in the organization in question.
- 5-Working on the development of organizational measures such as training courses, seminars and workshops that can contribute to increasing the capabilities of workers in order to develop their functional capabilities and creativity at work and enhance their productivity in a distinct way.
- 6-The need to pay attention and focus on achieving job satisfaction for employees in a way that enhances their efficiency and effectiveness at work, emphasizing the value of psychological connection and the increasing

keenness on the part of workers to perform their work in an Excellence manner, which contributes to the success of the organization in question.

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