

# THE ROLE OF ORGANIZATIONAL TRUST IN ENHANCING JOB ENGAGEMENT

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## Abstract

The research aims to explore the nature of the relationship between organizational trust and job engagement, and to demonstrate the extent to which the independent variable (organizational trust) influences the dependent variable (job engagement). The problem lies in the lack of adequate understanding of the implications of the two research variables and the neglect of the role of the independent variable in enhancing the dependent variable. The research derives its importance from the relevance of its topics in administrative thought, as well as the importance of the organization under study as an academic organization that plays an active role in the development and progress of society. A sample of 78 respondents was selected, and the questionnaire was the primary tool for collecting data and information. A number of appropriate statistical methods were used, using the SPSS statistical program. A number of conclusions and recommendations were reached. The most prominent conclusion was the absence of a motivational system that supports employees who demonstrate job engagement in their work within the organization. The most prominent recommendations included promoting an effective organizational culture that emphasizes the importance of organizational trust and job engagement across all administrative levels.

**Keywords:** Organizational trust, job engagement.

## Introduction

Because the current organizational environment is characterized by turmoil, uncertainty, and high ambiguity, leaders must adopt a culture based on openness to the challenges and opportunities available in the environment. This gives employees at all levels a sense of security and the ability to freely offer their ideas and suggestions in the workplace. This creates psychological stability, which subsequently contributes to value creation and the

unleashing of talent based on knowledge. According to social exchange theory, employees seek to interact reciprocally with others, whether managers or colleagues. This embodies organizational trust and shapes employee behaviour based on their perceptions of the way they interact, including psychological stability and a sense of security.

Thus, the importance of organizational trust in creating a healthy organizational climate and warm, friendly social relationships in the workplace is evident. Achieving these goals depends on individuals who have high confidence in their organizations, managers, and colleagues, as well as a safe work environment that helps individuals within the organization work collaboratively and achieve their individual and organizational goals. Furthermore, the importance of this trust is highlighted by the extensive space it has occupied in management literature over the past decades. Under these circumstances, organizations strive to attract highly qualified human resources capable of achieving optimal performance and embodying job immersion in their work within the organization. This ultimately enhances the organization's standing and reputation, as well as increasing job satisfaction and employee well-being.

Based on this and in recognition of the pivotal role played by the concepts of organizational trust and job involvement in achieving organizational success, the current research sheds light on two concepts that have gained significant prominence in management thought: organizational trust and job involvement. This research examines the most important conceptual propositions related to them and their dimensions. The research includes three sections: the first addresses the research methodology, the second covers the theoretical aspects of the research variables, the third presents the results of the statistical analysis, and the fourth addresses the conclusions and recommendations.

## **Section One: Research Methodology**

### **First: Research Problem**

Organizations are currently paying great attention to human resources, given the significant role these resources play in the organization's success, by enhancing its reputation and standing. Therefore, the organization needs effective relationships between the leader and the subordinate, and between the subordinates themselves, based on mutual trust between all parties. This can lead to the embodiment of job involvement by strengthening the employee's relationship with their organization, leading to the achievement of optimal performance.

Johannsenm & Zak (2021:2) pointed out that little is known about the impact of organizational trust on business performance. Furthermore, despite the clear importance of job engagement, many organizations face difficulty in fully embodying this concept (Dangar, 2025:538), while others fail entirely. This represents a significant gap between the theoretical benefits of job engagement and its practical application in organizational strategies (Khonjelwayo & Moyane, 2025:60).

Based on the above, the research problem becomes clear: organizational management's neglect of embodying organizational trust and its role in achieving job engagement. The question arises: "Does fostering organizational trust within an organization affect employee engagement?" This main question leads to a set of sub-questions, as follows:

1. What is the level of organizational trust in the organization under study?
2. To what extent do employees practice job engagement?
3. What is the nature of the correlation between organizational trust and job engagement?
4. What is the impact of organizational trust on job engagement in the organization under study?

### **Second: The Importance of the Research**

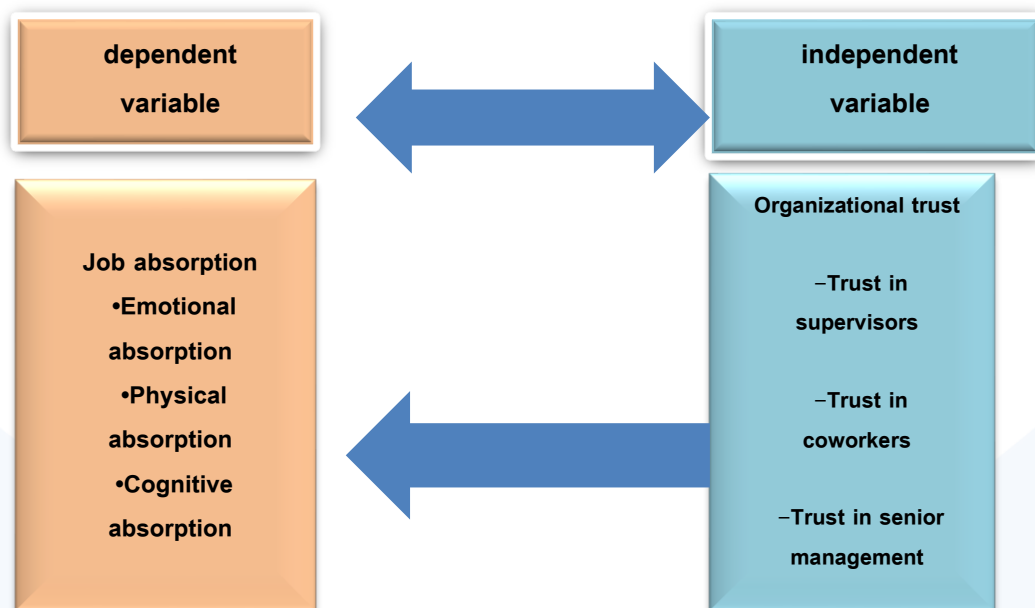
1. The importance of the research stems from the importance of the topics it addresses (organizational trust and job engagement), as these topics have received significant attention from researchers in management thought.
2. The importance of the research lies in the scarcity of Arab studies that have addressed the current research topics (organizational trust and job engagement).
3. The importance of the research stems from the importance of the organization under study, which is considered one of the most important and prominent organizations in society.
4. The results obtained by the research contribute to enhancing managers' and employees' awareness of organizational trust and job engagement.

### **Third: Research Objectives**

**The research objectives are as follows:**

1. To demonstrate the level of organizational trust in the organization under study.
2. To identify the reality of job engagement among employees in the organization that represents the research sample.
3. To explore the nature of the relationship between organizational trust and job engagement in the organization.
4. To determine the degree of influence of organizational trust on job engagement in the organization under study.

### **Fourth: The Hypothetical Research Model**



**Figure (1) The hypothetical model of the research**

**Figure 1 displays the hypothetical research model.**

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### **Fifth: Research Hypotheses**

The research includes two main hypotheses. Three sub-hypotheses emerge from the second hypothesis (the influence hypothesis), as follows:

Main Hypothesis 1: There is a statistically significant correlation between organizational trust in all its dimensions and job engagement in all its dimensions.

Main Hypothesis 2: There is a statistically significant effect of organizational trust in all its dimensions on job engagement in all its dimensions.

Sub-Hypothesis 1: There is a statistically significant effect of trust in supervisors on job engagement in all its dimensions.

Sub-Hypothesis 2: There is a statistically significant effect of trust in coworkers on job engagement in all its dimensions.

Sub-Hypothesis 3: There is a statistically significant effect of trust in senior management on job engagement in all its dimensions.

### **Sixth: Research Community and Sample**

The research community was represented by employees working at Al-Mustansiriya University, College of Administration and Economics. A random sample of (78) respondents was selected. The questionnaire was the primary tool for data collection. It consisted of two parts, each devoted to a specific research variable, with fifteen items for each variable, arranged according to a five-point Likert scale.

### **Seventh: Research Methodology**

The descriptive and analytical approach was adopted, which is appropriate to the nature of the research community. This approach is based on collecting data via a questionnaire, analyzing it, and drawing conclusions based on theoretical and practical aspects. The necessary recommendations are then presented to the organization being studied.

### **Eighth: Research Terms**

**Organizational Trust:** The individual's expectation that other parties within the organization will behave ethically and fairly, contributing to strengthening cooperation and teamwork with high sincerity to achieve the organization's goals and fostering a friendly and warm atmosphere within the organization.

**Job Engagement:** The individual's psychological, mental, and emotional attachment to their work within the organization, stemming from a high awareness of the importance of this work, leading the individual to exert maximum effort to effectively achieve the organization's goals.

## **Section Two: The Theoretical Aspect**

This section addresses some of the conceptual foundations of organizational trust and job engagement through two main sections, as follows:

### **First: Organizational Trust**

#### **1. The Concept of Organizational Trust**

The implications of trust stem from social exchange theory, as an individual's social behaviour is the result of economic and social exchange. Exchange is embodied in the principle of reciprocity. When one party does good to another, the other party is obligated to reciprocate. This theory suggests that the formation of a sustained, long-term, and complex

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social relationship between individuals lies in mutual trust, and that individuals make their decisions under the overall influence of this relationship and trust (Dai et al., 2022:3).

Organizations that cannot keep pace with changing societal needs and expectations lose their effectiveness and become irrelevant. Therefore, organizations must continually renew themselves and adopt innovative approaches to address the rapid changes in the environment. This requires an organizational climate governed by trust (Demir, 2021: 25).

Although the early features of the concept of organizational trust emerged in the 1960s, the true launch of research on the subject occurred at the beginning of the current century, when influential research and articles appeared in many well-known journals (Dirks & Jong, 2022: 248).

The topic of organizational trust has gained a place in many scientific disciplines, such as sociology, medicine, philosophy, religion, psychology, and business. Therefore, this topic has been addressed through definitions based on the scientific field in which it appears (Karikumpu et al., 2024: 2). It is well known that trust is largely embodied within the context of organizations (Bylok, 2022: 29). Trust arises in different ways and is based on the behaviour of the parties with each other.

For example, if a manager does not fulfill his promise to an employee, the employee may react by not cooperating with him at work, and vice versa (Meagher & Wait, 2023: 3). Therefore, organizational trust is defined as “positive expectations that an individual has regarding the intentions and behaviors of other parties in the organization based on organizational roles, relationships, and experiences” (Zalabak et al, 2000: 6).

Interestingly, some research has shown the presence of oxytocin, a chemical hormone secreted by the brain after positive interactions with others, including strangers. This indicates that the other person is trustworthy and that an increase in this hormone in the human brain increases trust (Johannsen & Zak, 2021:2). An individual who embodies trust expects the behaviour of other parties, including colleagues, supervisors, and senior management, to be desirable (Al-Hartsy & Rabhi, 2020:267).

It should be noted that organizational trust is not limited to individual expectations, but rather represents a broad network of organizational relationships and behaviours (Vanhala & Tzafrir, 2021:2). Therefore, Borzak & Shenouf (2020:100) defined it as positive reciprocal behaviours and relationships between an individual and their organization. Organizational trust is defined as a positive expectation between the individual and the organization regarding the intentions and behaviors of all parties, contributing to the organization's management supporting the interests of others (Khayat, 2024:14).

Accordingly, it is the individual's feeling of security and reassurance toward the organization, stemming from the individual's awareness of the organization's commitment to its promises and working to take into account the individual's interests and desires (Al-Ashqar, 2023:200). It is also a commitment to general ethical standards that lead to the achievement of goals (Al-Harthi, 2003:203).

Organizational trust is defined as positive individual beliefs and feelings expressed by an individual toward their colleagues, supervisors, and the organization's management (Taha, 2023: 859). Trust is a psychological state characterized by the willingness to accept vulnerability based on a positive expectation of others' intentions (Gustasson et al., 2021:



1410). Therefore, it is described as the psychological atmosphere created by individuals within an organization, regardless of their job titles (Sayed Abdo and Sayed Taha, 2022: 700).

Organizational trust is the willingness of an individual or group to be influenced by the actions of another party and the belief that this party has a propensity to do good and is characterized by reliability, competence, honesty, and openness (Maash, 2023: 21). Therefore, trust arises when a vulnerability that could have been exploited is not misused (De Jong et al., 2017: 78). Therefore, researchers define it as an individual's reliance on another person or persons in a risky environment to achieve a specific goal. This is based on the expectation that promises made by others will be fulfilled (Al-Shammari, 2020: 261).

Some refer to organizational trust as individuals' expectations regarding their interactions with others and the positive impact of their work on the organization (Kaur & Arora, 2023: 537). (Siregar et al., 2023: 186) indicated that this interaction extends to customers to strengthen trust with them and generate interest in purchasing the organization's products or services. (Bylock, 2023: 29) describes it as the willingness of one party to help deal with another party without having the ability to monitor them, whether the other party is an individual, a group, or an organization.

In support of this view, trust has been described as a reciprocal relationship between more than one party, as this relationship is based on expectation and the principle of willingness to bear risks (Saleh and Gabriel, 2021: 20). Organizational trust is a general assessment of the organization's worthiness and expected support from employers. This worthiness is based on integrity and charitable work (Joo et al, 2023:5).

## **2. The Importance of Organizational Trust**

Trust offers benefits to organizations and their stakeholders, but it can be a "poisoned chalice" if manipulation and exploitation are allowed. Nevertheless, it is in management's best interest for employees to trust the organizational system, as it increases performance and effectiveness. Trust within an organization is a source of authority (Gustafsson et al., 2021: 1411). The importance of organizational trust is embodied in its impact on the behaviours of individuals working within the organization and their attitudes in the workplace. Organizational trust is a fundamental aspect of forming and strengthening work relationships within the organization, based on honesty in dealings. The absence of trust leads to the deterioration of human relations (Saeed and Abdul, 2019: 63).

Neuroscience research shows that trust makes people feel happy, and when this occurs at work, the work itself can be enjoyable. Patterns of social behavior that stimulate the initiation of occupational therapy have been observed in employees who demonstrate good organizational citizens (Johannsen, 2021: 2). Organizational trust is an important factor in improving the efficiency of organizational operations and decisions, as well as enhancing individual cooperation (Haik, 2021: 48).

It also influences organizational outcomes and is an important source of organizational efficiency and effectiveness (Bahri and Kharmoush, 2022: 1298). The presence of organizational trust within an organization reduces costs by reducing the organization's reliance on traditional control mechanisms to achieve control over individual behavior (Saad

and Ibrahim, 2022: 1526). Trust is a fundamental factor in organizational success, as it influences critical aspects, such as employee engagement, cooperation, and efficiency (Iddrisu, 2025: 1).

The importance of organizational trust is evident in its role in promoting accountability and responsibility, which in turn enhances sales and customer service. Researchers have found that low trust in management weakens employee performance and the overall success of the organization. Thus, organizational trust significantly impacts the performance of both individuals and organizations (Gladys, 2025: 1385).

Organizational trust enables managers to adopt informal agreements with employees outside of formal, legal agreements. This allows for more productive arrangements and facilitates the delegation of decision-making authority, as managers cannot be fully informed of all decisions (Meagher & Wait, 2023: 4).

Inter-organizational trust plays a crucial role in shaping organizations' strategic orientations toward mutually beneficial behaviours, as it influences resource availability and communication efficiency. Previous research indicates that trust promotes open communication between collaborating organizations, leading to the development of mutually beneficial behaviours. Trust also mitigates opportunistic behaviours (Sun et al., 2023: 1).

The importance of organizational trust is demonstrated by research showing that countries with high public trust experience faster income growth compared to countries with low trust. Trust reduces transaction costs, thus facilitating wealth creation. Personal trust also contributes to individual well-being by facilitating secure attachment to and attachment to others (Johannsen & Zak, 2021:2).

Organizational trust helps employees define their organizational identity, prepare to build strong, long-term relationships with the organization, and enhance their commitment and loyalty (Yu et al., 2018:3). Organizational trust is one of the most important factors influencing organizational character, as it enhances organizational stability and satisfaction among its members, helps reduce negative conflicts, and enhances the effectiveness of problem-solving responses. In organizations where organizational trust is guaranteed, employees enjoy high morale and loyalty, reflecting their good behaviour toward the organization, colleagues, and managers (Abdel Rahman, 2021:3).

### **3. Dimensions of Organizational Trust**

It has become clear that most studies and research related to the topic of organizational trust have focused on three dimensions: trust in supervisors, trust in coworkers, and trust in senior management. These dimensions are based on social exchange theory, which holds that organizations are platforms for exchange at multiple levels. An employee participates in at least three types of social exchange relationships within the organization: first, with his colleagues, second, with his direct supervisor or manager, and third, with the employer. Therefore, social exchange theory is a theoretical model that can explain the employment relationship (Vanhala & Tzafrir, 2021:4).

### **A. Trust in Supervisors**

Trust in supervisors represents positive expectations held by individuals regarding supervisors, as they feel they can rely on them. This feeling stems from many aspects, including fairness, job competence, and good morals (Warraq, 2024:7). This trust is called vertical trust (Bylok, 2022:30). To clarify the significance of this trust, researchers describe effective professional work as embodied in an employee's trust in his or her colleagues through positive interactions with them (Dai, 2022:3).

This trust is described as the level of expectation based on relational exchange between a subordinate and their direct supervisor. Based on trust in the supervisor, the employee submits without any exploitation or violation of rights. This is coupled with the presence of traits in the supervisor, such as honesty, integrity, and allowing subordinates freedom to express their opinions (Madani and Lahrouch, 2024:13). When these characteristics are present, along with a focus on employee interests, trust spreads among employees (Abosen et al., 2024:11). This trust is embodied in employees' reliance on the administrative activities of their managers (Johannsen & Zak, 2021:2).

### **B. Trust in Colleagues**

This type of trust is called horizontal trust (Bylok, 2022:30). The basis of this trust is mutual cooperative relationships between individuals, enabling them to feel they can rely on each other. The effectiveness of this trust depends on aspects such as teamwork, respect, honesty, and trustworthiness (Warraq, 2024:7). Thus, this trust expresses the spread of positive relationships among colleagues (Al-Hakim & Shet, 2022:549). This trust embodies shared visions, harmony, and agreement among employees within the organization. This trust is reinforced by individuals possessing experience, skills, and specialized capabilities that add value (Tommy, 2019:14).

To emphasize the importance of trust in colleagues, professional work is described as the degree of trust employees have in their colleagues (Dai, 2022:3). Trust in colleagues is employees' belief in the honesty and good faith of their colleagues (Johannsenm & Zak, 2021:2). Embodying this type of trust is demonstrated by shared ideas among colleagues and open communication among them to achieve goals. Therefore, the most important components of this trust are sincerity, transparency, knowledge sharing, and fostering a spirit of cooperation and teamwork (Madani and Lahrouch, 2024:13). This should be coupled with making information available to all parties, which enhances work completion and goal achievement (Abusan et al., 2024:11).

### **C. Trust in Senior Management**

Employee trust in management, also referred to as collective or organizational trust, represents the shared perception among employees that their leaders are trustworthy, honest, and fair. This trust is built through consistent behaviour that prioritizes their well-being, making them willing to face risks based on positive expectations of management's actions (Gladys, 2025:1385). Given the importance of this trust, researchers describe professional work as an employee's appreciation of leadership's honesty and trustworthiness (Dai, 2022:3).



It is the trust that exists between an employee and senior management. If an employee feels this trust, they are willing to do their best for their work, particularly when offering opinions, suggestions, and ideas, because they realize that senior management will work to satisfy their needs and desires. This trust is influenced by recruitment mechanisms, an effective incentive system, providing opportunities for employee development, and fostering a supportive organizational culture (Madani and Lahrouch, 2024:13). Therefore, employees view their jobs as means to help the organization achieve its goals (Abossen et al., 2024:11).

Employees' trust in their organization is influenced by the trust-building characteristics of many organizational members (such as senior leaders and executive management) and multiple organizational components (such as human resource systems, policies and practices, culture, and strategy). Accordingly, trust within an organization is viewed as an intermediate concept influenced by psychological processes, behaviours, and group dynamics at the micro-level, and organizational structures and arrangements at the macro-level (Gustafsson, 2021:1411).

To enhance this trust, the organization offers positive and beneficial incentives in response to employees who adopt positive behaviours. Management offers high-quality incentives, such as long-term career plans and secure jobs, to maintain long-term exchange relationships with employees and foster trust with them (Yu et al., 2018:3). These are positive employee expectations toward senior management and the organization as a whole, indicating a serious interest in their interests. Factors that support this trust include fairness, commitment, and opportunities for development (Warraq, 2024:7). Second: Job Engagement

### **1. The Concept of Job Engagement**

The term job engagement first appeared in an article published in the Academy of Management Journal titled "Psychological Conditions of Personal Engagement and Disengagement at Work." Engagement is "the representation of oneself in everyday life" (Shuck & Wollard, 2010: 95). Since then, the concept has gained widespread popularity, and researchers have conducted numerous studies in this area. The term "engagement" may play a facilitating role in the relationship between employee commitment and intention to leave (Umm Kulsoom, 2020: 21).

The concept of employee engagement lacks a comprehensive definition, which poses a challenge in research. It is defined as the mobilization of organizational members' selves within their job roles, through which individuals express themselves physically, cognitively, and emotionally through their roles (Mishra et al., 2025:194). Job involvement is a critical topic in management thought and practice (Akanumu et al., 2025:2).

Job involvement appears to be one of the most important aspects of an employee's relationship with their organization, as human resources currently value a sense of belonging and active participation in their roles and within the organization. The extent to which employees feel valued, connected, and engaged in their jobs and the organization is a key indicator of a positive and healthy work environment (Jain & Daxit, 2025:1). Job engagement is defined as an individual's engagement in their work and their psychological response to it, which reflects their self-esteem, commitment, interest in their work, love for their job, and close connection to it (Al-Anqari, 2025: 1032).

Based on the outcomes it is supposed to achieve, it is defined as an illusory force that motivates individuals to achieve higher levels of performance. It has been described as a desirable energy similar to commitment to the organization, pride in one's job, greater effort, passion, and enthusiasm. It is a combination of commitment, loyalty, productivity, and ownership, and is defined according to two dimensions: the individual's contribution to the organization's success and personal satisfaction with the role. Full engagement represents the alignment of maximum job satisfaction with maximum job contribution (Sharma et al., 2019: 54).

Job engagement is described as the level of positive feelings an employee has toward their job. Job engagement is not just about doing a good job; employees with high engagement also have a strong sense of responsibility toward their organization. Job engagement, therefore, represents a positive, energetic, and committed state related to work (Ariyanto et al., 2025: 674).

It is the degree to which an employee loves, is immersed in, and feels enthusiastic about the importance of their work, and adapts to the organizational environment to achieve their own and the organization's goals (Farah et al., 2019: 77). It also reflects the employees' embedding of their job roles and expressing this at the physical, cognitive, and emotional levels (Southgate, 2023: 2). It is also defined as the level of commitment, motivation, and emotional attachment an employee feels toward their work and the organization they work for.

This includes the extent to which they feel connected to the organization's vision, mission, and values, as well as their enthusiasm for performing their duties. Employees who demonstrate engagement tend to be more dedicated and productive, and have a greater desire to contribute positively to the organization's success (Marlita, 2025: 112).

Job engagement refers to an employee's emotional engagement and commitment to their job. Employees with high engagement are more satisfied and productive with their organizations (Romiyatun, S. & Prasilowati, 2025: 161). Job engagement is described as a positive attitude or mental state toward one's job, leading to positive outcomes. Employees with high engagement tend to be energetic and enthusiastic about their tasks. This concept aligns with the principles of positive psychology, a branch of psychology that focuses on promoting well-being rather than solely diagnosing or treating mental health problems (Varshney & Goel, 2025: 5037).

Job engagement is defined as the dedication an employee demonstrates to their work, their organization, and its overall goals. A wide range of research and real-world organizational experiences have demonstrated that a highly engaged workforce has a profound impact on various aspects of business performance (Safirt et al., 2025: 270).

Job engagement represents an employee's ability to understand their duties and their sense of belonging to their organization, as well as their positive engagement in the organization's work and commitment to its interests by exerting maximum effort and utilizing their skills and experience (Al-Karaawi, 2024: 243). Job engagement is embodied in the level of dedication to work and active contribution to achieving the organization's goals and ensuring its success, in addition to its positive impact on other aspects (Dangar, 2025: 538). Therefore, it reflects an employee's connection to their work, whether within the organization or outside

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of it, indicating that the job will become an integral part of their personal life (Al-Aama et al., 2022: 332). 2. The Importance of Job Engagement

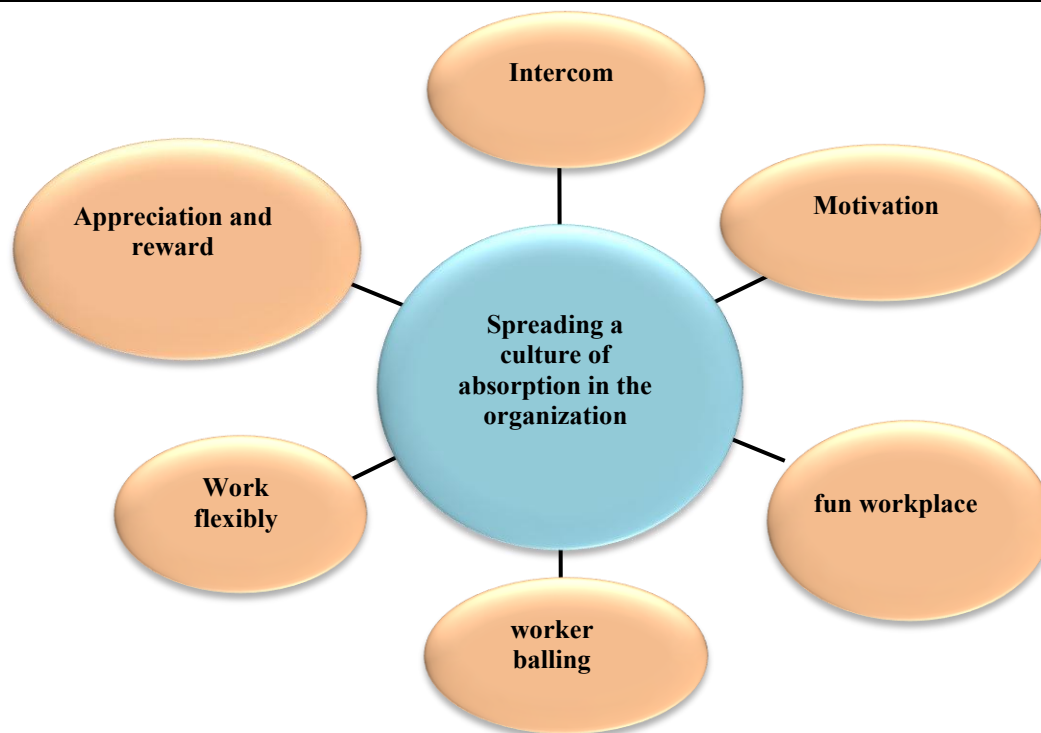
Organizations with high levels of engagement can reduce employee turnover (Romiyatun, & Prasilowati). The importance of job engagement is evident in employees' positive attitudes toward the organization and its values. Conversely, employees who do not embody engagement significantly undermine the organization's reputation and perform at a minimal level (Jain & Dixit, 2025:2). Job engagement contributes to enhancing organizational citizenship behaviour, proactive performance, and personal initiative (Sharma et al., 2019:57). Job engagement has a significant impact on job satisfaction (Ariyanto et al., 2025:674). It also has a clear impact on enhancing individual autonomy, well-being, and building trust (Nyabvudzi & Chinyamurindi, 2025:84).

Job engagement is a tangible measure of workforce satisfaction, enthusiasm, loyalty, and commitment. It is often used as a critical indicator of organizational culture, a warning sign of employee turnover, and a measure of the results of talent management efforts. Job engagement represents a desirable state, serving an organizational purpose, and encompasses engagement, commitment, passion, enthusiasm, focused effort, and energy. Therefore, it includes behavioral components.

In practice, job engagement has become important for organizations and managers due to its association with performance and other positive indicators such as off-duty behavior and affective commitment (Fadzil et al., 2021:124). It also promotes employee skill development (Khonjelwayo & Moyane, 2025:61). Job engagement also contributes to enhanced organizational commitment and a propensity for creativity and innovation (Wulandari et al., 2025:5006).

The importance of job engagement is evident in its role in improving the quality of work life, increasing employee productivity, increasing employee motivation, reducing turnover and absenteeism, and enhancing the quality of organizational outputs, including goods and services (Ti and Naroura, 2021: 109). The importance of job engagement is evident in its role as an integral part of an organization's job philosophy, encompassing the behaviours of employees within their organizations and aimed at achieving organizational goals. Job engagement is also considered a crucial factor in the success of organizations of all types and the nature of their work, as well as in fostering a sense of belonging to the organization (Abu Al-Awa, 2022: 33).

Based on these aspects that underlie the importance of job engagement and its crucial role in organizations, organizations must build a culture that fosters engagement. An organization's culture represents the beliefs and values regarding how to deal with the events that occur within the organization, embodied in the behaviours of its members. An organization's culture determines the level of engagement that employees will experience. In an organization where decisions are made without taking into account or listening to employees' opinions, their influence during the decision-making process will be minimal, and research indicates that their engagement will be low (Moran, 2009: 25).



**Figure 2: Spreading the culture of absorption in the organization**  
Source: Moran, C. (2009), A Study of Employee Engagement, National College of Ireland. P.27.

Figure 2 illustrates the requirements for promoting a culture of engagement in the organization.

In an evolving business environment, with technological changes and accelerating market dynamics, employee engagement has become more than just a human resources concern; it is a strategic imperative for building a resilient workforce. Having a deeply committed workforce is critical not only to an organization's success but also to building a positive work culture that can adapt quickly to change (Khonjelwayo & Moyane, 2025:60).

Organizational culture is an integral part of engagement. A positive culture that promotes inclusivity, collaboration, and a shared sense of purpose enhances job engagement. When employees feel connected to the organization's mission and are supported by a respectful and transparent work environment, their engagement increases. A negative culture can significantly undermine engagement (Safirt et al., 2025:273).

### 3. Dimensions of Job Engagement

At its core, job engagement is a psychological concept that describes the extent to which employees are emotionally, mentally, and physically connected to their work. This variable focuses on three main dimensions: participation, commitment, and job satisfaction. This variable links participation to achieving better results for the organization. Job involvement has three main dimensions: (Ariyanto et al, 2025:674

### **A. Emotional (behavioural) Engagement**

The emotional aspect relates to employees' feelings toward work and the organization (Mishra et al., 2025:194). This type of engagement reflects a strong emotional relationship between the individual, their organization, and the job they perform, fostering a sense of pride in their work, love for it, and enjoyment of the tasks they perform (Maash, 2023:44).

It is the individual's feeling of emotional connection to their job, their organization, and the goals they seek to achieve. An individual who embodies emotional engagement is more motivated than others, with a high connection to their organization's mission and values. This individual contributes proactively to achieving the organization's goals (Marlita, 2025:113). Emotional engagement reflects an employee's attachment, whether positive or negative, to their job, which impacts their motivation to learn and perform well. Work engagement is an organizational approach that aims to ensure employees are aligned with the organization's goals and values, motivate them to contribute to its success, and enhance their own well-being (Varshney & Goel, 2025: 5037).

Deep emotional engagement with work, accompanied by feelings of pride and motivation, indicates deep emotional involvement, as employees feel enthusiastic, proud, and inspired by their work. Dedicated employees feel that their work is meaningful, significant, and aligned with their personal values (Ariyanto et al., 2025: 674).

### **B. Physical (Material) Engagement**

This engagement is embodied in the physical aspect, represented by the energy employees expend in performing their organizational roles (Mishra et al., 2025:194). It represents the physical energy an individual mobilizes to perform their work with high enthusiasm (Al-Karaawi, 2024:246), contributing to the effective and efficient achievement of organizational goals (Farah et al., 2019:78). An individual who embodies physical engagement focuses on utilizing all of their physical capabilities to accomplish their tasks to the best of their ability and achieve the highest efficiency (Imam, 2019:321).

Job engagement represents the level of energy and stamina during work. This engagement indicates high levels of energy and strong mental and physical resilience during work. An employee with this engagement tends to be enthusiastic, does not tire easily, and has the motivation to continue working despite challenges. This employee finds it difficult to disconnect from work. Absorption refers to a state of complete focus and engagement in work, such that the employee feels that time passes quickly and finds it difficult to separate from the task (Ariyanto et al,2025:674).

### **C. Cognitive (cognitive) absorption**

Cognitive absorption involves the use of memory and analysis to link different concepts to learning, employing cognitive, metacognitive, and volitional strategies. Cognitive absorption is described as the "psychological state" of exerting sustained effort in the work environment, particularly over the long term (Shomotova & Ibrahim, 2025: 1208). The cognitive aspect includes employees' beliefs about their organization, leaders, and work conditions (Mishra et al., 2025: 194).



Cognitive absorption is defined as high awareness, intellectual alertness, and a high sense of the importance of work. This type of absorption is linked to the individual's understanding of the organization's purpose and the role they play within it. Therefore, some call it mental or cognitive absorption (Saber, 2017: 37). Cognitive absorption is described as the extent of an individual's participation in the decision-making process related to their work (Farah et al., 2019: 78). The most important characteristics of those who embody this absorption are self-respect and active participation, as well as a good psychological state (Daif and Saduq, 2020: 131). In this type of absorption, the individual possesses a high capacity for concentration, performs his work intensively, and masters the task assigned to him by the organization (Al-Karawi, 2024: 246).

### Section Three: The Practical Aspect

## First: Testing the Research Scale

### 1. Scale Reliability

Reliability is an indicator of the scale's accuracy, consistency, and the reliability of the questionnaire results. It is measured through Cronbach's alpha analysis. The index is considered acceptable when it reaches 70%, and the higher the value of this index, the higher the level of reliability. The analysis revealed that all values of this index were higher than 70%, indicating the validity of the scale's items for the purpose for which it was developed, as well as the clarity of its items, as shown in Table 1.

Table (1) Cronbach's alpha coefficient for the research questionnaire items

Dimensions	Cronbach's alpha coefficient	Number of items
Trust in supervisors	0.83	5
Trust in coworkers	0.86	5
Trust in senior management	0.90	5
Organizational trust	0.84	15
Emotional absorption	0.78	5
Physical absorption	0.80	5
Cognitive absorption	0.92	5
Job absorption	0.88	15
Total	0.85	30

Source: SPSS program results.

It is noted from the data in Table 1 that the overall reliability coefficient (Cronbach's alpha) for the questionnaire as a whole reached 0.85, which indicates that the questionnaire's reliability can be relied upon.

### 2. Sample Adequacy

In order for the results to be reliable and generalizable to the research community, the research sample must be sufficient. This is where the role of the KMO measure becomes clear, as it is an indicator of the adequacy of the sample items when its value is greater than

0.50. Bartlett's scale is also used to ensure intercorrelation and significance, meaning that the matrix will not be univariate. Table 2 displays the results of the aforementioned criteria.

Table (2) KMO, Bartlett's test for sample adequacy

Var.	KMO	Result	Bartlett's	Sig.	Result	Decision
Organizational Trust	0.824	> 0.50	948.268	0.000	Significantly	Appropriate
Job Engagement	0.865	> 0.50	1162.452	0.000	Significantly	Appropriate

Source: SPSS Program Results

## Second: Descriptive Analysis Results

### 1. Organizational Trust

It is clear from the data in Table (3) regarding organizational trust and the dimension of trust in supervisors that the fifth item ranked first. It concerns the supervisor's concern for the feelings of employees. This item achieved a mean of (3.74), which indicates good agreement among sample members regarding the embodiment of the item's content. This is supported by the standard deviation value of (0.71), which indicates a low level of dispersion in sample members' responses.

This is reinforced by the coefficient of variation value of (19.2), which indicates high consistency in responses. The second paragraph, which concerns the dimension of trust in supervisors and is related to recommendations related to performance, achieved the last rank with an arithmetic mean of (3.56), which indicates an acceptable agreement, but it does not rise to the level of the previous paragraph, and is almost close to a neutral response, with the presence of a medium-level dispersion that embodies a standard deviation of (1.04), and a coefficient of variation of (29.2), which indicates that the responses regarding this paragraph are less consistent.

From the data in Table 3 regarding the dimension of trust in colleagues, paragraph nine achieved first place, embodying the compatibility between the individual's interests and those of the organization. This paragraph achieved a mean of (3.86), which reflects good agreement among sample members regarding the embodiment of the paragraph's content. This is supported by the standard deviation value of (0.96), which indicates a low level of dispersion in sample members' responses.

This is reinforced by the coefficient of variation value of 24.8, which indicates high consistency in the responses. Paragraph six, regarding individuals' reliance on supervisors to carry out responsibilities, achieved last place with an arithmetic mean of (3.45), indicating almost neutral agreement. This means there is dispersion in the responses, embodied by a standard deviation of (1.14), and a coefficient of variation of (30.7, indicating that the responses to this paragraph are less consistent.

**Table (3) Descriptive Analysis Results of Organizational Trust**

Dimensions	Item Sequence	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Rank
Trust in Supervisors	Q1	3.84	0.98	25.5	3
	Q2	3.56	1.04	29.2	5
	Q3	3.62	1.02	28.1	4
	Q4	3.72	0.76	20.4	2
	Q5	3.74	0.72	19.2	1
Total		3.71	0.88	23.7	
Trust in Colleagues	Q6	3.45	1.14	30.7	5
	Q7	3.62	0.98	27.1	2
	Q8	3.72	1.03	27.6	4
	Q9	3.86	0.96	24.8	1
	Q10	3.82	1.04	27.2	3
Total		3.64	0.99	27.2	
Trust in Senior Management	Q11	4.22	0.78	18.4	1
	Q12	3.58	1.02	28.4	3
	Q13	3.46	1.06	30.6	4
	Q14	3.66	1.01	27.5	2
	Q15	3.28	1.14	34.7	5
Total		3.67	0.92	25.0	
Total Organizational Trust		3.66	0.90	24.5	

Source: SPSS results

As for the dimension of trust in senior management, Table 3 shows that paragraph 11 achieved first place, embodying employees' reliance on senior management to carry out responsibilities. This paragraph achieved an average of (4.22), which expresses a high level of agreement among sample members regarding the embodiment of the paragraph's content. This is supported by the standard deviation value of (0.78), which indicates a low level of dispersion in the sample members' responses.

This is reinforced by the coefficient of variation value of (18.4), which indicates a high level of consistency in the responses. Paragraph fifteen, regarding individuals' sense of security with senior management due to its high ability to predict and harmonize, achieved last place with an arithmetic mean of (3.28), which indicates neutral agreement. This means there is a high level of dispersion in the responses, embodied by a standard deviation of (1.14), and a coefficient of variation of (34.7), which indicates that the responses to this paragraph are less consistent.

At the overall level of dimensions, it is clear that trust in supervisors achieved first place with an average of (3.71), indicating a high concentration of answers towards agreement regarding the content of this dimension, with low dispersion in answers with a standard deviation of (0.88), and high consistency supported by a coefficient of variation of (23.7). Trust in senior management came in second place among the dimensions with an average of (3.67),

indicating a high concentration towards agreement regarding the embodiment of this dimension as a whole in the organization under study.

This means that the dispersion in answers was not high, supported by the standard deviation value of (0.92), with good consistency supported by a coefficient of variation of (25.0). The dimension of trust in colleagues came in third place with an average of (3.64), which reflects a somewhat high agreement with a slight dispersion in answers, shown by a standard deviation of (0.99), with acceptable consistency in answers, shown by a coefficient of variation of (27.2).

## 2. Job Engagement

It is clear from the data in Table (4) regarding job engagement and the emotional engagement dimension that Item 20, which concerns employees' feelings of positivity toward their jobs, achieved first place. This item achieved a mean of 3.70, which reflects good agreement among sample members regarding the content of this item.

This is supported by a standard deviation of 1.06, which indicates a low level of dispersion in sample members' responses. This is reinforced by a coefficient of variation of 28.6, which indicates high consistency in responses. Item 17, regarding employees' feelings of vitality, achieved last place with an arithmetic mean of 3.28, indicating neutral agreement in sample members' responses. This indicates a high level of dispersion, represented by a standard deviation of 1.19 and a coefficient of variation of 37.1, indicating that responses to this item appeared less consistent.

Table 4: Results of the descriptive analysis of job engagement

Dimensions	Item Sequence	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Rank
Emotional Engagement	Q16	3.74	1.18	31.5	2
	Q17	3.28	1.22	37.1	5
	Q18	3.56	1.19	33.4	3
	Q19	3.42	1.24	36.2	4
	Q20	3.70	1.06	28.6	1
Total		3.58	1.07	29.8	
Physical Engagement	Q21	3.65	1.12	30.6	3
	Q22	3.32	0.99	29.8	2
	Q23	3.22	1.02	31.6	4
	Q24	3.36	0.97	28.8	1
	Q25	3.20	1.16	36.2	5
Total		3.30	1.02	30.9	
Cognitive Engagement	Q26	3.98	0.97	24.3	1
	Q27	3.40	1.05	30.8	5
	Q28	3.74	1.02	27.2	2
	Q29	3.62	1.08	29.8	4
	Q30	3.68	1.06	28.8	3
Total		3.64	0.96	26.3	
Total Job Engagement		3.52	0.86	24.4	

Source: SPSS results.

From the data in Table 4 regarding the physical absorption dimension, it appears that paragraph twenty-four appeared in first place, embodying the individual's interest in and dedication to his job. This paragraph achieved an average of (3.30), which expresses neutral agreement among sample members regarding the embodiment of the paragraph's content. This is supported by the standard deviation value of 1.02, which indicates a high level of dispersion in the sample members' responses.

This is reinforced by the coefficient of variation value of 30.9, which indicates modest consistency in the responses. Paragraph twenty-five, regarding individuals making exceptional efforts to perform their work, achieved the last position with an arithmetic mean of (3.20), which indicates neutral agreement. This means there is a high dispersion in the responses, embodied by a standard deviation of 1.16 and a coefficient of variation of 36.2, which indicates that the responses regarding this paragraph are less consistent.

As for the cognitive absorption dimension, the content of Table 4 shows that paragraph (26) achieved the first rank, which embodies the employees' focus on their jobs, as this paragraph achieved an average of 3.98, which expresses a high agreement among the sample members regarding the embodiment of the content of this paragraph. This is supported by the standard deviation value of (0.97), which indicates a low level of dispersion in the responses of the sample members.

This is reinforced by the coefficient of variation value of 24.3, which means a high consistency in the responses. While paragraph twenty-seven, related to the individuals' interest in their work tasks, achieved the last rank with an arithmetic mean of (3.40), which indicates a neutral agreement, which means that there is a high dispersion in the responses, embodied by a standard deviation of (1.05), and a coefficient of variation of (30.5), which indicates that the responses regarding this paragraph are less consistent.

At the overall level of dimensions, it is clear that the cognitive absorption dimension achieved first place with an average of 3.64. This indicates a high concentration of answers toward agreement regarding the overall content of this dimension, with low dispersion in answers, a standard deviation of 0.96, and high consistency supported by a coefficient of variation of 26.3. The physical absorption dimension ranked second among the dimensions, with an average of 3.30, indicating a concentration toward neutrality regarding the embodiment of this item in the organization under study.

This means that the dispersion in answers is high, supported by a standard deviation of 1.02, with good consistency supported by a coefficient of variation of 30.9. The emotional absorption dimension ranked third with an average of 3.58, reflecting a relatively high agreement with a slight dispersion in answers, as illustrated by a standard deviation of 1.07, and a relatively low consistency

in answers, as illustrated by a coefficient of variation of 29.8. Third: Hypothesis Testing



## 1. Testing the First Main Hypothesis (Correlation Hypothesis)

Table (5) Correlations

Organizational Trust	Dimensions	Job Engagement				
		Indicators	Emotional Engagement	Physical Engagement	Cognitive Engagement	Total
	Trust in Supervisors	Correlation	0.538**	0.394**	0.472**	0.466**
		Significance	0.000	0.000	0.000	0.000
	Trust in Coworkers	Correlation	0.358**	0.326**	0.332**	0.376**
		Significance	0.000	0.000	0.000	0.000
	Trust in Senior Management	Correlation	0.426**	0.394**	0.418**	0.412**
		Significance	0.000	0.000	0.000	0.000
	Total	Correlation	0.474**	0.388**	0.416**	0.442**
		Significance	0.000	0.000	0.000	0.000

Source: SPSS results

The data in Table 5 illustrate the results of the correlation between organizational trust and job engagement at the dimension and aggregate levels. The correlation values vary, with all values at the sub-level being statistically significant at the 0.05 and 0.01 levels. The highest correlation was 0.538\*\*, while the lowest was 0.326\*\*. At the aggregate level, a statistically significant correlation was found between the organizational trust variable and job engagement, with the correlation value reaching 0.442\*\*. Based on this result, the first main hypothesis is accepted, which states: "There is a statistically significant correlation between organizational trust in its combined dimensions and job engagement in its combined dimensions." 2. Testing the Second Main Hypothesis (the Impact Hypothesis) and Its Subsidiaries

The data in Table 6 demonstrate the effect of organizational trust on job engagement, as included in the second main hypothesis. The coefficient of determination is 0.412, and the adjusted coefficient of determination is 0.410. This means that organizational trust explains 41.0% of the variance in job engagement, while 60% of the aforementioned variance is attributable to other factors not included in the research model.

The beta value is 0.406, indicating that any one-unit change in organizational trust will lead to a 40.6% change in job engagement. The calculated F value appears to be greater than its tabular value at a significance level of 0.005. These results provide sufficient support for accepting the second main hypothesis, which states, "There is a statistically significant effect of organizational trust in all its dimensions on job engagement in all its dimensions."

Table (7): The effect of organizational trust on job involvement

Variables	Job involvement					
Organizational trust	R <sup>2</sup>	R <sup>2</sup> Adjusted	β	F	Sig.	Resolution
	0.412	0.410	0.406	6.840	0.000	Acceptable

Source: SPSS Program Results.

Table 7 shows the effect of trust in supervisors on job engagement, as included in the first sub-hypothesis within the second main hypothesis. The coefficient of determination is 0.394, and the adjusted coefficient of determination is 0.392, meaning that trust in supervisors explains 39.2% of the variance in job engagement.

This means that 59.8% of the aforementioned variance is attributable to the presence of other factors not included in the research model. The beta value is (0.364), indicating that any one-unit change in trust in supervisors leads to a change in job engagement of (36.4%). The calculated F value is greater than its tabulated value at a significance level of 0.005. These results provide sufficient support for accepting the first sub-hypothesis within the hypothesis. The second main finding is that "there is a statistically significant effect of trust in supervisors on job engagement in all its dimensions."

Table (7): The effect of trust in supervisors on job engagement

Dimension/Variable	Job Engagement					
	R <sup>2</sup>	R <sup>2</sup> Adjusted	β	F	Sig.	Resolution
	0.394	0.392	0.364	10.620	0.000	Acceptable

Source: SPSS Program Results.

Table 8 shows the impact of trust in colleagues on job engagement, as included in the second sub-hypothesis within the second main hypothesis. The coefficient of determination was 0.372, and the adjusted coefficient of determination was 0.368. This means that trust in supervisors explains 36.8% of the variance in job engagement.

This means that 53.2% of the aforementioned variance is attributable to the inclusion of other factors not included in the research model. The beta value was 0.312, indicating that any one-unit change in trust in supervisors leads to a 31.2% change in job engagement. The calculated F value was greater than its tabulated value at a significance level of 0.005. These results provide sufficient support for accepting the first sub-hypothesis within the hypothesis. The second main finding is that "there is a statistically significant effect of trust in coworkers on job engagement in all its dimensions combined."

Table (8): The effect of trust in colleagues on job involvement

Dimension/Variable	Job Engagement					
	R <sup>2</sup>	R <sup>2</sup> Adjusted	β	F	Sig.	Resolution
	0.372	0.368	0.312	11.308	0.000	Acceptable

Source: SPSS Program Results.

The data in Table 9 show the effect of trust in senior management on job engagement, as included in the third sub-hypothesis within the second main hypothesis. The coefficient of determination was 0.402, and the adjusted coefficient of determination was 0.398, meaning that trust in senior management explains 39.8% of the variance in job engagement. This means that 60.2% of the aforementioned variance is attributable to the inclusion of other

factors not included in the research model. The beta value was (0.358), indicating that any one-unit change in trust in supervisors leads to a change in job engagement of (35.8%).

The calculated F value was greater than its tabulated value at a significance level of 0.005.

These results provide sufficient support for accepting the first sub-hypothesis within the hypothesis. The second main finding is that "there is a statistically significant effect of trust in senior management on job engagement in all its dimensions."

Table (9): The effect of trust in senior management on job engagement

Dimension/Variable	Job Engagement					
	R <sup>2</sup>	R <sup>2</sup> Adjusted	β	F	Sig.	Decision
Trust in senior management	0.402	0.398	0.358	6.892	0.000	Acceptable

Source: SPSS results.

## **Section Four: Conclusions and Recommendations**

### **First: Conclusions**

1. Despite a degree of awareness of the concepts of organizational trust and job involvement, this awareness is not sufficient to draw a clear picture of both concepts, especially job involvement.
2. The presence of organizational trust among individuals working in the organization that comprised the research sample.
3. Variation in the degree of trust according to its specific dimensions. It appeared that trust in supervisors received the highest attention, followed by trust in senior management, and then trust in coworkers.
4. It appeared that the embodiment of job involvement, in general, among employees in the organization under study was medium to high.
5. Slight variation in the embodiment of job involvement dimensions, with cognitive involvement coming first, followed by emotional involvement, and finally physical involvement.
6. The absence of a motivational system that supports employees who embody job involvement in their work within the organization.

### **Second: Recommendations**

1. Promote an effective organizational culture that emphasizes the importance of organizational trust and job engagement across all administrative levels.
2. Enhance the current level of organizational trust among organizational members. This can be achieved through training courses designed to build individual skills in these concepts.
3. Strengthen social ties among individuals within the organization through adequate support for the foundations of teamwork and the spirit of cooperation.
4. Develop an effective incentive system based on providing material and moral support to individuals who demonstrate a high level of job engagement.
5. Empower employees in the organization under study, in a manner consistent with their cognitive and social skills.

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