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Reducing Organizational Anomie In light of Entrepreneurial Behavior and Job Engagement:  
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General Company for Textile & Leather Industries / Cotton Factory

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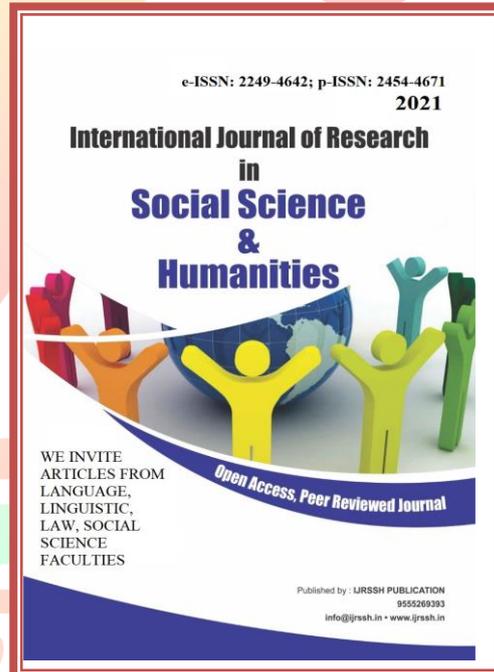
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## ABSTRACT

The research aims to demonstrate the role of the main variables represented by the four dimensions of entrepreneurial behavior (creative, risk taking, seizing opportunities, proactivity), and job engagement, whose dimensions are (cognitive engagement, emotional engagement, physical (physical) engagement) in Reducing the dependent variable of organizational anomie in the Qatina factory of the General Company for Textile and Leather Industries, one of the formations of the Ministry of Industry and Minerals

The experimental analytical method was adopted in the completion of the research, and an intentional sample of (162) individuals in the administrative levels (higher and middle) in the factory was taken. The relationship of entrepreneurial behavior and job engagement at the total level was positive with organizational anomie, and indicators of organizational non-normative dimensions, organizational cynicism and lack of organizational values decreased, because the cotton factory members do not ignore work values to achieve their goals, as well as the existence of a spirit of cooperation and teamwork Factory workers.

**Keywords:** *entrepreneurial behavior, job engagement, cognitive engagement, emotional or emotional engagement, and physical (physical) engagement, organizational anomie, non-normativeness, organizational cynicism, and lack of organizational values.*

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## INTRODUCTION

Entrepreneurial behavior is one of the positive organizational trends that must be available to working individuals, as it is a competitive advantage in itself because the organization will have efficient, creative and skilled individuals with professionalism that will enable it to face all forms of change and technology advancement, and it is one of the topics that has attracted the interests of both academic and professional sides. Because he tended to study human behavior, which includes finding and investing opportunities for the entrepreneurial process by searching for the new idea and developing it creatively.

Job engagement is characterized as an important goal of human resources management, which requires the senior management to view human resources as the main key to achieving organizational effectiveness. Ongoing evaluation process.

Organizational anomie arises as a result of the social structure being exposed to many economic, political, security fluctuations and other transformations that have cast strong shadows on the organizational reality from behavioral phenomena represented after adherence to standards, values and negative attitudes of employees in the workplace.

## The Research Problem

Anomie is considered a negative state that is difficult to remove from society and the organization, as it has become rooted in the Iraqi social structure, as it appeared due to changes and transformations, as well as wars that contributed to the emergence of a set of problems and complications on the social, cultural and economic levels, so it was and still is a factor in insecurity. Intellectual rivalry, political and religious violence.

The researcher noticed, while touring the field in the cotton factory, signs of the emergence of organizational anomie among its working members. At the same time, individuals' lack of awareness of the extent of its danger to their factory and its dire consequences that cast a shadow on the senior management's dealings with them, and on their relations with each other, despite the presence of good relations between them, but the emergence of animosity would blow up and destroy all these positive bonds.

And by initiating the research, and identifying the concepts of entrepreneurial behavior, job engagement and organizational anomie, a set of questions were formulated, which are as follows:

A. What is the role of entrepreneurial behavior and job engagement in mitigating the phenomenon of organizational anomie in the company under study?

From this emerge the following sub-questions:

1. What is the reality of entrepreneurial behavior and organizational anomie in the studied factory?

### **The Importance of Research**

Entrepreneurial behavior is an important factor for the success and excellence of organizations for its ability to rehabilitate and develop working individuals through training and developing their capabilities in a way that enables them to carry out their work in an efficient and more effective manner:

1. Focusing on the importance of the dimensions of entrepreneurial behavior (creativity, taking risks, seizing opportunities, and being proactive).
2. The subject of the research is characterized by an attempt to link its variables with modernity at the level of the Arab world and Iraq through reviewing the studies and research in the various research methods that have been viewed.
3. The importance of the issue of entrepreneurial behavior and job engagement in directing and improving the level of ideas of higher management in dealing with organizational anomie as soon as it appears in the factory.

### **Research Objectives:**

The research seeks to achieve a set of goals, which are as follows:

1. Statement of the role of the main variables (entrepreneurial behavior, job engagement) in reducing the dependent variable organizational anomie.
2. Studying the reality of the three variables (entrepreneurial behavior, job engagement, and organizational anomie).
3. Determining the most important dimensions for each of the variables, as well as determining the relationship and the influence between the variables.

Attempting to educate workers about the importance of the individual having an entrepreneurial behavior, in order to harness their potential and the ability to be creative and innovative, and to generate new ideas for products and according to customer demand, through discussions and meetings with their senior management.

### **The Hypothetical Scheme**

The hypothetical scheme designed by the researcher tries to find the correlation and influence relationship between the independent variable (entrepreneurial behavior) and the dependent variables (organizational anomie) and (job engagement), and to identify the desired results at the level of the main variables and sub-dimensions, to draw the features

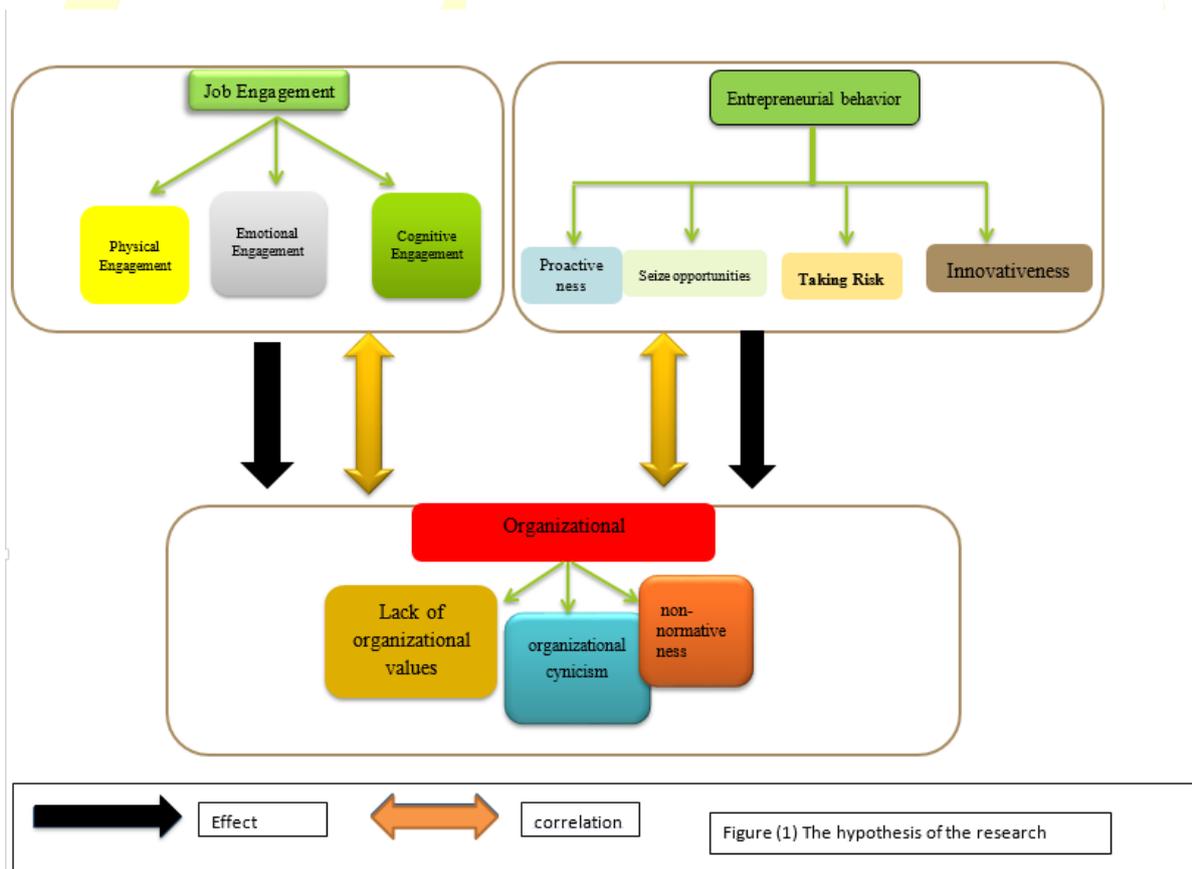
in the organizations, and try to find a solution to the problem. The search, as shown in Figure (1):

The first independent variable: It is represented by the entrepreneurial behavior with the main dimensions (creativity, taking risks, seizing opportunities, and being proactive).

The second independent variable: job engagement and its main dimensions are

(cognitive engagement, emotional or emotional engagement, and physical (physical) engagement).

Dependent variable: organizational anomie and its main dimensions (non-normativeness, organizational cynicism, and lack of organizational values).



## ENTREPRENEURIAL BEHAVIOR

The most knowledgeable dictionary defines entrepreneurial. Derived from Rod, pioneers or pioneers, or it means the intention of the thing: its request is a pioneer and the object is intended. The most important elements of the main concept of entrepreneurial is risk (Risk). The concept of the entrepreneur was used for the first time in the French language at the beginning of the sixteenth century to denote the risk that accompanies expeditions. It means (transfer) and thus becomes the word (transport - between), which in French means (the undertaker) (Ali and Daoud, 2017:61).

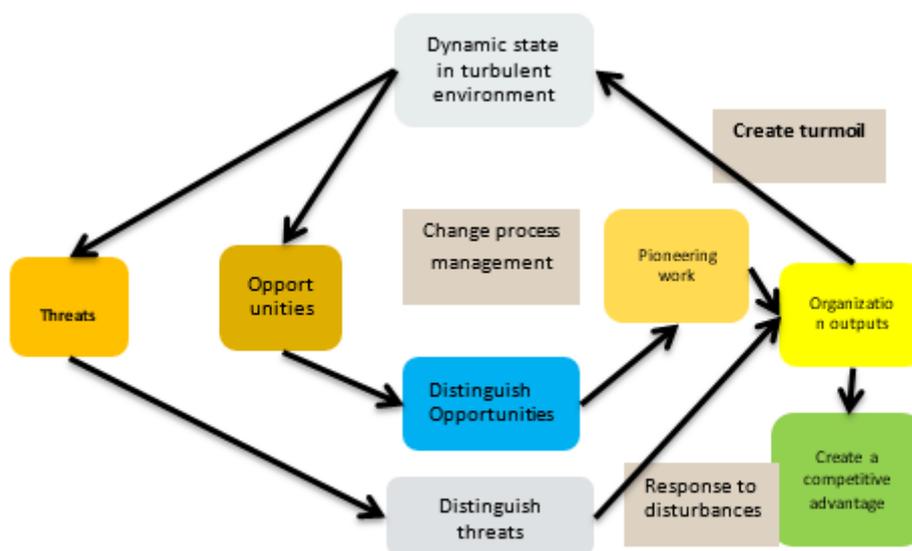


Figure (2): Entrepreneurial behavior of organizations

Source: (Al-Nasiri, Tariq Kazem Shalaka, and Al-Qaisi, Fadel Hamad Salman, (2015), "Strategic leadership practices within the framework of the entrepreneurial orientation (field research in the Oil Projects Company)", Master's thesis, Department of Public Administration, College of Administration and Economics, University of Baghdad pp. (192-212).

### THE DIMENSIONS OF (EB):

#### 1. Innovativeness:

Most of the studies that dealt with creativity and entrepreneurship have resulted in the conclusion that Peter Ducker is the first to develop a systematic study to diagnose the interconnected relationship

between the two concepts. To give current resources as a force that enhances their wealth creation capabilities (Sabr, 254:2018).

#### 2. Taking Risk

Risk means the ability to calculate the possible risks, psychological and economic confrontation, and then take the

appropriate decision to overcome them. It can be said that the risk is the possibility of obtaining a reward, or achieving returns in the event of the success of the proposed project plan, and the assessment of the risk is from an economic point of view and is related to decision-making and is based on the principle of gambling and adventure and the resulting outcomes (Al-Tai, 144:2016).

### ***3. seize opportunities:***

It is represented in discovering, evaluating and investing the available opportunities, and that this concept plays a pivotal role in the study of entrepreneurship, as entrepreneurial opportunities depend on current resources. and modernity (i.e. some products, services or technology that did not exist previously (Hamad and Muhammad, 2018: 82).

### ***4. Proactiveness:***

Proactivity is defined as improving current conditions or creating new ones, which involves challenging the status quo instead of negatively adapting to current conditions (Crant, 2000).

## **JOB ENGAGEMENT THE CONCEPT OF (JE)**

It should be noted that the word "engagement" takes several meanings when translated into Arabic, including (integration, immersion, association, engagement, attachment, association), it

was used by a number of researchers according to its consistency with their research or study and according to their understanding of its meaning (Al-Ta'i, Al-Anzi, 91:2017).

### ***1. Cognitive Engagement:***

This type of sensory information translation results, which requires the integration of a set of feelings about what the individual puts his choice or opinion on, through the use of internal knowledge, expectations, and cognitive and emotional justifications, and it is described as the extent to which individuals desire self-stimulation and use self-regulation strategies to reach the goals that determine Subjectively and related to their future aspirations (Ahmed and Ismail, 2019: 259).

### ***2. Emotional Engagement:***

Emotional Engagement is defined as a combination of recruitment and self-expression of the individual to carry out work tasks that require a certain level of positive behaviors and emotions to perform the job role with working individuals, and the emotional interaction is related to the individual's feelings that play a key role in achieving the goal of the organization (Al-Hasnawi and Zwain, 56: 2017).

### ***3. Physical Engagement:***

Described as adaptive behavior aimed at achieving an organizational purpose, as it

can be observed directly in the work context and includes innovative, proactive and proactive behaviors and exceeding what can be expected. and personal initiative” (Mahmoud and Obaid, 291: 2020).

#### **4: Organizational Anomie (OA)**

Anomie (from Greek: an- [absence], and -nomos [law]) is caused by a social deficiency. This absence can cause people to become confused, anxious, isolated, and even misbehave. The effect of anomie on deviance has been extensively studied in forensic studies, but its presence in the regulatory literature is limited. According to Srole, each of his five-item scale represents a distinct aspect of anomie: (1) individuals feel that leaders are indifferent to their needs; (2) their perception of the social system as fundamentally volatile and unpredictable; (3) The opinion that they and their ilk are receding; (4) Feeling that life is meaningless, and (5) realizing that their immediate personal relationships are no longer stable (Zoghbi, 2007:465).

#### **1. Organizational Normlessness:**

Non-normativeness means the individual's feeling that illegal means are required and that he needs them to achieve goals, and this situation arises when social values and norms disintegrate and fail to control and control bad behavior (Ben Zahi and Lucia, 2007: 26).

#### **2. Organizational Cynicism:**

The ambiguous nature of the concept of organizational cynicism fueled controversy among researchers and was directly reflected in the generation of many points of view to define it (Proefschrift, 2007:3), and sarcasm was from the beginning a lifestyle and philosophy as well. Cynics believe that people's habits are unnatural and should be avoided as much as possible. Within the framework of progress that was taking place in life at that time, and within the framework of the rejection of social norms, the cynics were wearing rags and drinking liquids with their hands so that they would not use glasses of water as a means (Dean et al, 1998:342)).

#### **3. Organizational Valuelessness:**

The researchers dealt with the concept of organizational values from multiple aspects, as they represent the organization's basic convictions about the endeavors and ways to perform its work, and it works to translate these convictions into relatively permanent practices (Mohammed and Asad, 2018: 171), and they refer to recognized and accepted standards that guide the behavior of Individuals at all levels are therefore considered valuable to the organization itself (Abdel Fattah, 519: 2020).

Table No. (1) show the results according to the sample's views on (the main research

variables), to the arithmetic mean, standard deviation, coefficient of variation and the general relative importance related to (the main research variables). From paragraph (1-3), the paragraphs of this dimension have been arranged in descending order

according to the degree of approval of the study sample members on them, and based on the arithmetic mean. The coefficient of variation, the lower the coefficient of variation, the higher the importance, as follows:

Table No. (1) arithmetic mean, standard deviation, coefficient of variation and relative importance of the total main research variables

S	Items	Arithmetic mean	standard deviation	Variation coefficient	Relative importance	Sort by importance
1	Entrepreneurial behaviorX	3.15	0.72	22.89	62.97	2
2	Job Engagement Z	3.91	0.69	17.74	78.26	1
3	Organizational Anomie Y	2.66	0.73	27.44	53.13	3

1. Paragraph No. (2), which is (job engagement Z), ranked first in the arithmetic mean, and ranked first for the coefficient of variation in terms of the degree of approval of the study sample members on it, as it obtained the highest arithmetic mean, whose value was (3.91), which indicates ! To the option (agree), and with good consistency in the answers, and it is confirmed by the value of the standard deviation and the coefficient of variation in it, and respectively, with a value of (0.69), (17.74), and this result indicates that this paragraph has a good level of importance for the sample, while it was Relative importance, (78.26), which

confirms the degree of interest by the research sample about job engagement Z.

2. Paragraph No. (1), which is (Entrepreneurial Behavior X), came in second place in the arithmetic mean, and in the second place for the coefficient of variation in terms of the degree of approval of the study sample members on it, as it obtained an arithmetic mean of (3.15), which refers to The (neutral) option, with average consistency in the answers, and is confirmed by the value of the standard deviation and the coefficient of variation in it, respectively, with a value of (0.72), (22.89), and this result indicates that this paragraph has a medium level of importance for the sample, while the

importance was Relativity, (62.97), which confirms the degree of interest by the research sample about the axis of entrepreneurial behavior X.

3. Paragraph No. (3), which is (organizational anomie Y) ranked third in the arithmetic mean, and ranked third in the coefficient of variation in terms of the degree of approval of the study sample members on it, as it obtained an arithmetic mean of a value of (2.66), which refers to an option (Neutral), and with average consistency in the answers, and it is confirmed by the value of the standard deviation and the coefficient of variation in it, respectively, with a value of (0.73), (27.44), and this result indicates that this paragraph has a medium level of importance for the sample studied, while the relative importance was , (53.13), which confirms the degree of interest by the research sample about the axis of organizational anomie Y.

***Second: To test the impact hypotheses of the study***

3. The third main hypothesis: The dimensions of entrepreneurial behavior negatively affect organizational animosity and the following sub-hypotheses emerge from it:

Table No. (2) shows the results of the regression analysis of the impact of entrepreneurial behavior on organizational anomie, and it is noted that the entrepreneurial behavior achieved a significant inverse effect with organizational anomie, that is, there is a significant effect relationship between entrepreneurial behavior and organizational anomie, and (R<sup>2</sup>) explained (46.6%) of the Contributions made to organizational anomie, and the calculated (F) value amounted to (123.801), which is greater than the tabular value at the level of significance (0.01 - 0.05) and under the degree of freedom (1.142), which amounts to (6.82 - 3.91), and the value of ( $\beta$ ) amounted to (-0.690) It indicates that the change that occurs in the entrepreneurial behavior by one unit leads to an increase in (organizational anomie) by (-0.690), and since the value of ( $\beta$ ) is negative, this means that the effect of the entrepreneurial behavior is positive and inverse in organizational anomie, i.e. the more Entrepreneurial behavior increased, organizational anomie decreased, and these results confirm the acceptance of the third main effect hypothesis.

Table (2) The impact of entrepreneurial behavior on organizational anomie

independent variable	dependent variable	constant value a	beta coefficient value $\beta$	parameter value R <sup>2</sup>	The calculated F value	Indication level - 0.01 ) ( 0.05
entrepreneurial behavior X	organizational anomie Y	4.830	-0.690	0.466	123.801	moral

\* Tabular (F) value at a significant level of 0.05 and two degrees of freedom (1,142) = (3.91)

\*\* Tabular value (F) at a level of significance 0.01 and two degrees of freedom (1,142) = (6.82)

Table No. (3) shows the results of the regression analysis of the effect of job engagement in organizational anomie, and it is noted that job engagement achieved a significant inverse effect with organizational anomie, i.e. there is a significant effect relationship between job engagement and organizational anomie. The contributions made to organizational anomie, and the calculated (F) value amounted to (46.543), which is greater than the tabular value at the level of

significance (0.01 - 0.05) and under the degree of freedom (1.142), which is (6.82 - 3.91), and the value of ( $\beta$ ) amounted to (-0.522) It indicates that the change that occurs in job engagement by one unit leads to an increase in (organizational anomie) by (-0.522), and since the value of ( $\beta$ ) is negative, this means that the effect of job engrossing is positive and opposite in organizational anomie, i.e. the more The more job engagement, the less organizational anomie.

Table (3) The effect of job engagement on organizational anomie

independent variable	dependent variable	constant value a	beta coefficient value $\beta$	parameter value R <sup>2</sup>	The calculated F value	Indication level - 0.01 ) ( 0.05
job engagement Z	organizational anomie Y	4.698	-0.522	0.247	46.543	moral

\* Tabular (F) value at a significant level of 0.05 and two degrees of freedom (1,142) = (3.91)

\*\* Tabular value (F) at a level of significance 0.01 and two degrees of freedom (1,142) = ((6.82

Third: Multiple linear regression analysis, the multiple impact hypothesis (Multi Regression Analysis)

***1- Determining the dimensions of the most influential entrepreneurial behavior in organizational anomie***

The fifth main hypothesis was developed in the study methodology, according to which the dimensions of entrepreneurial behavior X (creativity X1, risk adoption or tendency to take risks X2, seizing opportunities X3, proactiveness X4) collectively affect both morally and positively and inversely the researched organizational anomie. It is clear from Table (4) that the calculated (F) value reached (41.100), which is greater than the tabular (F) value of (3.46) at a significance level of (0.01), with a significance (0.000), and with a degree of freedom (4,139), and this The result means that there is a statistically significant effect of the responsive variable (the sum of the dimensions of (X) entrepreneurial

behavior) on the dependent variable (the organizational anomie Y), in the research sample. As for the value of the coefficient of determination (R<sup>2</sup>), it was (0.542), which means that (the sum of the dimensions of (X) entrepreneurial behavior) explains (54.2%) of the contributions made to (organizational anomie Y), and that (45.8%) is Explained variance from factors that did not enter the regression model. Accordingly, these results provide sufficient support to accept the fifth major research multiple-effect hypothesis, which states that (there is a significant effect of the sum of dimensions (X) combined, the entrepreneurial behavior X in organizational anomie Y

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Table (4) The multiple influence of the total dimensions of (X) entrepreneurial behavior in organizational anomie Y

organizational anomie Y							entrepreneurial behavior X
the decision	morale	F calculated	The coefficient of determination R <sup>2</sup>	morale	t calculated	regression coefficients	
There is an effect	0.000	41.100	0.542	.000	21.538	5.003	fixed limit
				.061	-1.891	-.157	creative X1
				.006	-2.805	-.256	Taking RiskX2
				.000	-5.803	-.447	seize opportunities X3
				.057	-1.918	-.161	ProactivenessX4

\* Tabular (F) value at a significance level of 0.05 and two degrees of freedom (4,139) = (2.44)

\*\* Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (4,139) = (3.46)

\* Tabular (t) value at a significance level of 0.05 and two degrees of freedom (139) = (1.66)

\*\* Tabular (t) value at 0.01 level of significance and two degrees of freedom (139) = (2.35)

2- Determining the dimensions of job involvement that have the most impact on organizational anomie.

The sixth main hypothesis was developed in the study methodology, which states that the dimensions of job engagement Z (Cognitive Engagement Z1, emotional or emotional Engagement Z2, physical (physical) Engagement Z3) collectively affect morally and positively and inversely the organizational anomie in the organization in question. It is clear from Table (5), that the calculated (F) value

amounted to (23.970), which is greater than the tabular (F) value of (3.46) at a significance level of (0.01), with a significance (0.000), and a degree of freedom (3,140), and this The result means that there is a statistically significant effect of the responsive variable (sum of dimensions (Z) job engagement) on the dependent variable (organizational anomie Y), in the research sample. As for the value of the coefficient of determination (R<sup>2</sup>), it was (0.339), and this means that (the sum of (Z) dimensions of job

engagement) explains (33.9%) of the contributions made to (organizational anomie Y), and that (66.1%) is Explained variance from factors that did not enter the regression model. Therefore, these results provide sufficient support for accepting the sixth major research multiple-effect hypothesis, which states (there is a significant effect of the sum of the (Z) dimensions of the combined Z-functionalization in organizational anomie Y.

Through table (5), we note that the value of the fixed term ( $a = 4.370$ ) is statistically significant, as the calculated t value reached (14.762), which is greater than the tabular t at the level of significance (0.01) and the degree of freedom (140), which is (2.35), As for the value of the marginal propensity for (cognitive engagement, emotional or emotional engagement), respectively, its value was ( $b = -0.161, -0.545$ ), it is statistically significant, as the

calculated t-value amounted to (-1.770, -5.332), respectively, which is It is greater than the tabular t at the level of significance (0.01, 0.05), and the degree of freedom (140), which is (1.66, 2.35), and the value of the marginal propensity for (physical engagement), its value ( $b = -0.067$ ) is not statistically significant. , as the calculated t-value was (-0.641), which is less than the tabular t at the level of significance (0.05), and the degree of freedom (140), which is (1.66), and since the value of ( $\beta$ ) is negative, this means that the effect of job engagement with its dimensions is positive and inverse. In organizational anomie, that is, the greater the job engagement, the lower the organizational anomie.

In the light of these results, it is clear that job engagement with its combined dimensions has a strong negative and significant effect on organizational anomie in the organization in question.

Table (5) The multi-impact total of (Z) dimensions of job engagement in organizational anomie Y.

organizational anomie Y							job engagement Z
the decision	morale	F calculated	The coefficient of determination R2	morale	t calculated	regression coefficients	
There is	0.000	23.970	0.339	.000	14.762	4.370	fixed limit
				.079	-1.770	-.161	Cognitive Engagement Z1

an effect				.000	-5.332	-.545	emotional engagement Z2
				.522	-.641	-.067	Physical) engagement) Z3

\* Tabular (F) value at a significant level of 0.05 and two degrees of freedom (3,140) = (2.67)

\*\* Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (3,140) = (3.46)

\* Tabular (t) value at a significant level of 0.05 and two degrees of freedom (140) = (1.66)

\*\* Tabular value (t) at a level of significance of 0.01 and two degrees of freedom (140) = (2.35)

### CONCLUSIONS

This topic deals with a review of the most important conclusions reached by the research, as follows:

1. Entrepreneurial behavior has received many definitions that reflect the different views of a large number of researchers who have dealt with this topic, and this is an indication that this term has wide uses in various fields.

2. Job engagement represents the philosophy through which the nature of business is assimilated or understood and the principles necessary for its performance are established.

3. The term organizational anomie is considered strange and relatively unknown, and this is an indication of the novelty of this topic and the urgent need to delve into it, and pay attention to its danger to working individuals.

### RECOMMENDATIONS

Based on the findings of the research, the following recommendations can be made:

1. The necessity of placing the Entrepreneurial behavior at the center of researchers' attention due to the great importance it contains for organizations and for its encouraging elements and an opportunity for working individuals to show and develop their skills.

2. Encouraging researchers to enrich their research and delve deeper into the knowledge of the origins of job engagement, because this topic needs to define individuals and make them aware of the importance of having an immersed individual among them.

3. Opening up a wide field of research for organizational anomie, especially since it is a recent topic and is spreading in the environment of organizations without paying attention to the seriousness of its effects on organizations.

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