

HUMAN RESOURCES MANAGEMENT PRACTICES AND ITS EFFECT ON JOB INVOLVEMENT: A CASE STUDY IN DIRECTORATE OF COMMERCE ALGERIAN

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Abstract:

The aim of this study is to identify Impact of Human Resources Management on Job Involvement in Directorate General of Commerce. This study was conducted on all employees of several administrative levels in this sector .Descriptive analytical method has been used to test the hypotheses of the study, and data were collected through a questionnaire designed for this purpose. To achieve the study objectives, data were collected through the selection of a random sample of workers in Directorate General of Commerce from various levels. 140 copies of the designed questionnaire were distributed over the targeted sample group. However, 135 copies of the questionnaire were recovered. Was this relationship is tested using SPSS 19 statistical program .The study concluded that there is a positive impact of Human Resources Management with its various dimensions on Job Involvement in Directorate General of Commerce.

Key words: Human Resources Management; Job Involvement; Directorate General of Commerce; Performance Appraisal; Employee's Participation.

JEL Classification Codes: M12, M54.

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1. Introduction:

Because of the changeable economic environment, organisations nowadays will have to demonstrate flexibility and the ability to adjust themselves to new conditions. In order to meet this challenge, they need competencies and employee involvement. The results achieved by an enterprise and its ability to deal with the changing requirements of its environment depend on the kind and degree of involvement of its employees. Both researchers and practitioners of management consider human capital the determining factor of organizational development and growth that enables companies to achieve their competitive advantage. Job involvement is especially important in this context as its high level means that employees treat work as a core value in their lives, important for their image and self-esteem (Glińska-Noweś & Stankiewicz, 2013). Moreover, this kind of involvement is related to the degree in which the following needs are satisfied by an individual at work: prestige, respect for oneself, and autonomy. As a result of such a high level of involvement, excellent results can be achieved, improvements or innovative solutions may be reported, clients are satisfied, and an added value is created for an Organization (Krot & Lewicka, 2016). This is why efforts continue to be made in order to identify the practices and tools used to stimulate job involvement.

Some authors (Sanders, Dorenbosch, & Reuver, 2008) indicate that job involvement is related to the qualities of an individual, which is why an organisation may have a limited influence on it. Moreover, it is emphasised that job involvement is related to specific tasks and does not translate into a general attitude to work, which means that an individual may be extremely involved in performing work that is in line with their core values and the qualities of a work situation that they identify with. There are, however, some organisational factors that may have an impact on work, i.e. the leadership style represented by the supervisor, involving an employee in the decision-making process, social factors, and work characteristics. It is also emphasised that HRM systems may influence results at the level of individuals and organisations (Pfeffer, 2007). The results obtained by researchers in various countries over the past 20 years confirm that human resources management style has an impact on product quality, profitability, productivity, and value for stakeholders (Cascio, 2006). These studies also demonstrate that interorganisational trust is a factor that stimulates such

positive attitudes in an organisation as collaboration or sharing knowledge or ideas (Krot & Lewicka, 2016).

Considering the above, the aim of this paper is to answer the question:

What is the role of HRM practices in Job Involvement?

Research Hypotheses: The study is based on the following hypotheses:

H₀: There is no statistically significant effect for the application of Human Resources Management on Job Involvement in Directorate General of Commerce.

H₀₁: There is no statistically significant effect for Training Job Involvement

H₀₂: There is no statistically significant effect for Performance Appraisal Job Involvement

H₀₃: There is no statistically significant effect for Employee Participation Job Involvement

H₀₄: There is no statistically significant effect for Compensation Job Involvement

Objectives of the study :

- To understand the concept of Human Resources Management and its importance to Directorate General of Commerce employees.
- Renew the nature of the relationship between each dimension of Human Resources Management on Job Involvement.

2. LITERATURE REVIEW:

2.1 The Concept of Human Resource Management:

HRM is concerned with the human beings in an organization. “The management of man” is a very important and challenging job because of the dynamic nature of the people. No two people are similar in mental abilities, tacticians, sentiments, and behaviors; they differ widely also as a group and are subject to many varied influences. People are responsive, they feel, think and act therefore they can not be operated like a machine or shifted and altered like template in a room layout. They therefore need a tactful handing by management personnel.” (Dr.S.Ganesan, 2014);

Human Resource Management (HRM, or sometimes abbreviated to HR) is concerned with all aspects of how people are employed and managed in organisations.

The term HRM has largely taken over from that of personnel management, which took over from previous terminology including labour or welfare

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management. In the 1980s, against a backdrop of economic recession and increased pressures on firms because of globalisation and the accelerated pace of change brought about by technological developments, a number of academics began to think about people in organisations from a different perspective. A combination of this thinking evolved into what became known as human resource management. (JOANNA, 2017).

The HRM system has been studied by researchers in different contexts. The one that is indicated most often is the context of the impact of human resources management practices (HRM practices) on the development of competencies and knowledge in an organisation and on such attitudes and behaviour of employees as involvement, loyalty to an organisation, focus on results, etc. (Boseli & Paauwe, 2005). In this concept, having American roots, the attention is put on individual (in contrast to collective) approach to human resources management, and using HRM practices in order to direct employee involvement toward the organisation's aims (McGunnigle, Stephanie, & Jameson, 2000).

2.2 Dimensions of Human Resource Management:

2.2.1 Training:

Training is an action of teaching a person, a particular skill or type of behavior. Training refers to the methods used to give new or present employees the skills, knowledge, behaviors and other abilities they need to perform their jobs (Amin, Khairuzzaman Wan Ismail, & Abdu, 2014). Training is positively associated with the job satisfaction, and job satisfaction is positively associated with the organizational performance (Jones, Latreille, & Jones, 2009). Complexities of tasks are increasing so there is the need to learn modern skills (Amin, Khairuzzaman Wan Ismail, & Abdu, 2014).

2.2.2 Performance Appraisal:

Performance appraisal is the process to assess the individual performance and productivity. It means how well he or she is performing on the job and establishing the plan for improvement (Amin, Khairuzzaman Wan Ismail, & Abdu, 2014). Performance appraisals are employed to determine who needs what training, and who will be promoted, demoted,

retained, or fired. When people perceive an imbalance in their outcome-input ratios relative to others tension is created (Ramlall, 2004). If it is not present in an organization, it caused many problems like low morale, decreased employee productivity and low enthusiasm to support the organization, and it declines the organizational performance (Amin, Khairuzzaman Wan Ismail, & Abdu, 2014).

2.2.3 Employee Participation:

Employee participation is the process in which employees are involved in decision-making processes, rather than simply acting on orders. Employee participation is part of a process of empowerment in the workplace (Wegner, 1994). Employee Participation is defined as a process in which influences are shared among individuals who are otherwise hierarchically unequal (Syed & Yan, 2012). Participation of employee can satisfy the employee's needs and the employee involvement boost the job satisfaction, so it shows the positive association between them (Syed & Yan, 2012).

2.2.4 Compensation: Compensation means the pay, money, monetary tool awarded to someone. Compensation is a pay practice one of the human resource management practices which normally refers to pay, wages, salary, and benefit, etc. (Tooksoon, 2011). Compensation is the reward system a company provides to an individual who is excellent (Amin, Khairuzzaman Wan Ismail, & Abdu, 2014). Reward system is based on the performance of the employees that ultimately enhances the firm performance (Syed & Yan, 2012). The compensation system in any organization has a significant effect on the employee's productivity and the organization's growth. Performance-based compensation has a positive effect on employee and organizational performance (Vlachos, Tsamakos, & Vrechopoulos, 2009).

2.3 The Concept of Job Involvement:

The concept of job involvement was introduced for the first time by (Lodahl & Kejner, 1965). They related the job involvement to psychology of an individual with the importance of work in the individual's selfimage. Job involvement has been defined as an individual's psychological identification or commitment to his/ her job (Kanungo, 1982). It is the degree to 'which one is cognitively preoccupied with, engaged in, and concerned with one's present job (Paullay, Alliger, & Stone-Romero,

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1994). Job involvement involves internalization of values about the importance of work in the worth of the individual (Lodahl & Kejner, 1965).

Job involvement has been widely studied mostly by industrial psychologists. The concept of job involvement has gained much importance in recent years, because of its pivotal role in providing a link between performance on one hand and employees' needs and quality of working life on the other (Lodahl & Kejner, 1965).

Job involvement refers to how people perceive their jobs in relation to the working environment, the job itself, and how their work and life are integrated (Hirschfeld & Field, 2000). Also, job involvement can be viewed as a psychological condition wherein an employee "is cognitively preoccupied with, engaged in, and concerned with one's present job" (Paullay, Alliger, & Stone-Romero, 1994). One of the early definitions of job involvement was proposed by (Lodahl & Kejner, 1965) who defined job involvement as "the level to which an employee is identified psychologically with his job or the importance of job in his total self-image". There is a general consensus among researchers that employees with a high level of job involvement would place their jobs at the centre of their overall interests (DeCarufel & Schaan, 1990). On the other hand, employees with low levels of job involvement concentrate on other interests rather than their jobs (Hogan, Lambert, & Griffin, 2013), and will be less creative and innovative (Abdallah, Phan, & Matsui, 2016). Additionally, (Chen & Chiu, 2009) argued that employees with "high job involvement are more independent and self-confident—they not only conduct their work in accordance with the job duties required by the company but are also more likely to do their work in accordance with the employees' perception of their own performance" (p. 478). Employees with high levels of job involvement tend to see their jobs as central to their personal character and focus most of their attention on their jobs (Hackett, Lapierre, & Hausdorf, 2001). Job involvement is highly effected by the work environment as it makes one believe that one's work is meaningful, offers control over how work is accomplished, maintains a clear set of behavioural norms, makes feedback concerning completed work available, and provides supportive relations with supervisors and co-workers (Brown & Leigh, 1996). Though (Singh & Gupta, 2015) pointed to the similarity of the constructs of job involvement and organizational commitment as both are associated with worker's

identification with the job experience; however, the two constructs differ. Job involvement is more associated with identification with worker's immediate job activities while organizational commitment is more associated with worker's attachment to the organization (Brown & Leigh, 1996).

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

3. Definition of Directorate General of Commerce:

The Directorate of Commerce is a public administration of a local character, which is nationally and functionally affiliated to the Ministry of Commerce and is called Foreign Interests.

It became known as the State Directorate of Trade pursuant to Executive Decree No. 409/03 of November 5, 2013, which is tasked with the implementation of the national policy in the fields of foreign trade, competition, quality, regulation of business activities, legalized professions, economic control and suppression of fraud.

4. DATA ANALYSIS AND FINDINGS :

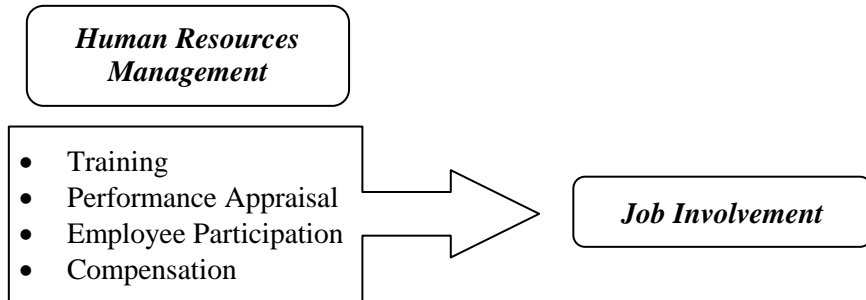
4.1 Study Population and Sample :

- **The study population:** all workers in Directorate General of Commerce
- **Sample Size:** The study sample represented by Directorate General of Commerce Employees' was chosen. The sample is determined to be random in order that all individuals have equal opportunity. Questionnaires were distributed over 140 male and female employees from all sections of these foundation at all administrative levels. 135 copies of the questionnaires were recovered, which is equivalent to 96.43 % of the sample size.

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4.2 Study Model:

Fig.1. Study Model



Source: Prepared by the researchers

4.3 Reliability Analysis Cronbach's Alpha:

Table 1. Values of Cronbach's alpha

Cronbach's Alpha	Number of elements
0.902	26

Source: the preparation of researchers and the adoption of the spss19

- A reliability test was carried out using Cronbach's alpha, which measures the internal consistency of a construct. The recommended minimum acceptable limit of reliability measure, as reported by Sekaran, (Sekaran, 2003) is 0.60. As shown in Table 1, the reliability test of questionnaire is estimated at 0.902%, which is 90.2%. This means that the questionnaire is valid for being greater than 0.60 indicating greater stability of the measuring instrument. If it is returned in another time and place for the same sample, the same results will be obtained

4.4 Results of the study data analysis and hypothesis testing:-Data analysis :

4.4.1 Description of the Study Sample

The results of Table 1 show that most respondents to the study were females with an average of **60.74%**, while **53** respondents representing (**39.26%**) are males, and the age category is from 31-40 years old amounting to **47.41%** and that's because the majority of the employees of this sector their age range between (31-40), also the analysis showed that

the majority of respondents are within the group who hold a University degrees at the average of **65.93%**, The majority of them have less than 9 years of experience degrees at the average of **54.81%** while 61 respondents representing (45.19%) have gathered 10 years experience & above. also the analysis showed that 66 of respondents belong to Executive management, and where the income is from the income group above than 50.000 D.A monthly, the average is **62.22%**.

Table 2. RESPONDENTS’ DEMOGRAPHIC ANALYSIS

Variable	Levels	Number	%
Gender	Male	53	39.26
	Female	82	60.74
Age	Less than 30 years	22	16.30
	31 to less than 40 years	64	47.41
	41to less than 55 years	42	31.11
	56 years and over	7	5.19
Qualification	Secondary	12	8.89
	Academic	89	65.93
	Graduate studies	34	25.19
Work Experience	0 – 9 years	74	54.81
	9.1 - 20 years	36	26.67
	20 years and above	25	18.52
Income	less than 25.000 DA	29	21.48
	25.001 DA - 50.000 DA	22	16.30
	50.001 DA and above	84	62.22
Function	Director manager	12	8.89
	Line managers	26	19.26
	Executive management	66	48.89
	Other functions	31	22.96
Total		135	100

Source: the preparation of researcher and the adoption of the spss19.

4.4.2 Test the hypotheses of the study:

- First hypothesis: The relationship between Training & Job Involvement:

H₀: There are no significant differences between Training and Job Involvement

H₁: There are significant differences between Training and Job Involvement

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Table 3. The relationship between Training & Job Involvement:

Independent variables : Training	The correlation coefficient	The regression line	The dependent variable : Job Involvement		
			R	R ²	Sig
	0.164	3.006	0.309	0.095	0.07

Source: the preparation of researcher and the adoption of the spss19

Analysis: The table above shows, reveals that the bilateral link value (R) between Training and the Job Involvement was (0.309), representing value of (30.9%) Is a very weak link, as was the coefficient of determination (R²=0.095) that is (9.5%) of change Job Involvement in the due to the change in the Training. Note that the significance level (Sig=0.07) is Greater than the level of significance ($\alpha =0.05$) This shows that there is no statistically significant differences between Job Involvement and Training, We accept the null hypothesis **H₀** and reject the alternative hypothesis **H₁** in the sense that there is no statistically significant relationship between the Job Involvement and Training. Thus, regression equation between Training (X₁) and Job Involvement (y) as follows: **Y= 3.006+0.164X₁**

- Second Hypothesis: The relationship between Performance Appraisal & Job Involvement:

H₀: There is no statistically significant relationship between Performance Appraisal and Job Involvement

H₁: There is statistically significant relationship between Performance Appraisal and Job Involvement

Table 4. The relationship between Performance Appraisal & and Job Involvement:

Independe nt variables : Performan ce Appraisal	The correlation coefficient	The regression line	The dependent variable Job Involvement		
			R	R ²	Sig
	0.14	3.06	0.274	0.075	0.11

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Performance Appraisal and Job Involvement was (0.274), which is (27.4%) Is Low correlation, as was the coefficient of determination (R²=**0.075**) that is (7.5%) of change Job Involvement in the due to the change in the Performance Appraisal. Note that the significance level (Sig =0.11) is greater than the level of significance ($\alpha =0.05$) This shows that there is no statistically significant differences between Job Involvement and Performance Appraisal, We accept the null hypothesis **H₀** and reject the

alternative hypothesis H_1 in the sense that there is no statistically significant relationship between the Job Involvement and Performance Appraisal . Thus, regression equation between Performance Appraisal (X_2) and Job Involvement (y) as follows: $Y=3.06+0.14X_2$

- **The third hypothesis: The relationship between Employee Participation & Job Involvement**

H_0 : There is no significant relationship between Employee Participation and Job Involvement

H_1 : There is significant differences between Employee Participation and Job Involvement

Table 5. The relationship between Employee Participation & Job Involvement

Independent variables : Employee Participation	The correlation coefficient	The regression line	The dependent variable : Job Involvement		
			R	R ²	Sig
	0.18	2.89	0.335	0.11	0.049

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Employee Participation and Job Involvement was (0.335), which is (33.5%) Is a Low link, as was the coefficient of determination ($R^2 =0.11$) that is (11%) of change Job Involvement in the due to the change in the Employee Participation. Note that the significance level (Sig=0.049) is less than the level of significance ($\alpha =0.05$) This shows that there is statistically significant differences between Job Involvement and Employee Participation, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between the Job Involvement and Employee Participation. Thus, regression equation between Employee Participation (X_3) and Job Involvement (y) as follows: $Y= 2.89+0.18X_3$

- **The fourth hypothesis: The relationship between Compensation & Job Involvement**

H_0 : There is no statistically significant relationship between Compensation and Job Involvement

H_1 : There is no statistically significant relationship between Compensation and Job Involvement

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Table 6. The relationship between Empowerment & Job Involvement

Independent variables : Compensation	The correlation coefficient	The regression line	The dependent variable : Job Involvement		
			R	R²	Sig
	0.163	2.99	0.286	0.081	0.009

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Compensation and Job Involvement was 0.286), representing value of (28.6%) Is a Low link, as was the coefficient of determination ($R^2=0.081$) that is (8.1%) of change Job Involvement in the due to the change in the Compensation. Note that the significance level (Sig=0.009) is less than the level of significance ($\alpha =0.05$) This shows that there is statistically significant differences between Job Involvement and Compensation, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between Job Involvement and Compensation. Thus, regression equation between Compensation (X_4) and Job Involvement (y) as follows:
 $Y=2.99+0.163X_4$

- The main Hypothesis: the relationship between Human Resources Management & Job Involvement

H₀: There is no statistically significant relationship between Human Resources Management and Job Involvement

H₁: There is no statistically significant relationship between Human Resources Management and Job Involvement

Table 7. The relationship between Human Resources Management & Job Involvement

Independent variables: Human Resources Management	The correlation coefficient	The regression line	The dependent variable : Job Involvement		
			R	R²	Sig
	0.142	3.07	0.249	0.062	0.012

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that The Pearson correlation (r) between Human Resources Management and Job Involvement was (0.249), which is (24.9%) Is a low link, as was the coefficient of determination ($R^2 =0.062$) that is (6.2 %) of change Job Involvement in the due to the change in Human Resources Management. Note that the significance level (Sig=0.012) is less than the level of significance ($\alpha=0.05$)

This shows that there is statistically significant differences between Job Involvement and Human Resources Management. We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between Job Involvement and Human Resources Management. Thus, regression equation between Human Resources Management (X) and employees Job Involvement (y) as follows:
 $Y = 3.07 + 0.142X$

5. Conclusion:

may conclude that the relationship between the HRM system and job involvement is partially . As proven by the results obtained, the HRM system has a significant impact on shaping job involvement. Probably, this effect is a result of the right selection, promotion, and training of managers, whose competencies have become very well developed. They are conducive to developing vertical relations based on trust. This effect may also be strengthened by transparent HRM practices and the possibilities of development or promotion visible for employees.

Recommendations

Based on the findings of this study, the following recommendations were made:

1. Develop Job Involvement for DGCA employees by applying the following:
 - Assess employees' needs and objectives in order to try to achieve them.
 - Reduce the job pressure and stress employees have at work
 - Motivate employees from all sides, concerning their salaries and their personal human needs. They need to be encouraged when they perform well and reprimanded when they perform badly, so that they feel that their performance is assessed well.
 - Empower them by giving them more authority at work since empowering employees makes them more interested and involved in the job. This makes the employees feel like they are a part of the organization's entity

and makes them feel even more involved.

- Give employees the opportunity to give decisions and discussing their decisions so that they feel that their opinions are important.

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- Provide employees a good work climate since it deeply affects their performance. The good work climate motivates employees to perform well.
- Give employees more training courses that are work-related since these courses develop employees' skills and make them master doing tasks effectively and efficiently.
- Restructure the rewards or recognition system for those employees who do extra-role behavior.

LIMITATIONS AND FUTURE RESEARCH AREAS :

First, in this study, we used a small sample to analyze the impact of HRM practices on Job Involvement. Because staff behaviors change with changing environment and organizational practices, we have to collect data more than once and compare results. Future research should include more public and private directorates. Future researchers should also consider moderate variables such as individual culture, organizational climate, and the legal and regulatory environment.

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