

THE ROLE OF JOB COMMITMENT IN ACHIEVING ORGANISATIONAL EXCELLENCE AMONG EMPLOYEES OF THE ALGERIAN ELECTRICITY TRANSMISSION NETWORK MANAGEMENT COMPANY (GRTE) IN HASSI-SETIF

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Abstract:

The purpose of this study was to examine the role of work engagement in achieving organisational excellence among employees of the Algerian Electricity Transmission Network Management Company (GRTE) in Hassi-setif. The central question that guided our study was Does job engagement play a role in achieving organisational excellence among employees of GRTE in Hassi-Souf ? To answer this question, a descriptive method was used and a sample of 70 out of 247 employees was surveyed. The study found that job engagement plays a role in achieving organisational excellence among employees of GRTE in Hassi-Setif.

Keywords: Job engagement, organisational excellence, administrative employees, Sonelgaz company.

Introduction:

In today's rapidly changing and evolving world, economic institutions are undergoing significant and profound changes. These institutions are being forced to confront, adapt to and coexist with the challenges posed by these changes. As a result, they have to adapt to complex and interrelated global and local factors and changes. The adaptation of economic institutions to the rapidly evolving demands of the world is a challenge that the institution must face in order to maintain its competitive position and ensure its continuity, since survival today depends on reaching the summit.

Modern management trends have been the main reason for shifting attention to human resources and highlighting their importance, especially since they have become one of the most critical components of the institution's success due to their importance and responsibility in adapting to rapid and continuous changes, developments and transformations in the environment. This adaptation involves all aspects and levels and the ability of human resources to discover, innovate and achieve excellence. Achieving competitive advantage is no longer limited to the optimal use of available tangible and intangible resources. Instead, attention is focused on human capabilities, skills and ideas to achieve goals.

Economic institutions in Algeria, like other institutions, strive to achieve competitive advantage and maximise profits in order to ensure their survival and continuity. However, this survival depends on several factors, including the high level of job satisfaction of employees and their performance, as well as their interest and commitment to their work. This leads us to a deeper concept, which is job engagement, as it represents the employee's integration with

their position and work environment. It is one of the objectives of organisations that strive to develop it in their employees by caring for them and taking their needs into account. This is achieved through different approaches, methods and the use of different means, such as the provision of benefits and incentives, with the aim of achieving high levels of employee satisfaction and, consequently, increasing their commitment to their work. Despite these efforts, some organisations succeed in achieving job engagement while others fail.

Considering that job engagement, with its emotional, cognitive and behavioural dimensions, is a positive state that evaluates the employee's effort and the extent to which their skills match the job they are doing. It also indicates the degree to which employees are integrated into their work and the value of work in their lives. It enhances productivity and efficiency, increases voluntary behaviours and strengthens the employee's commitment to their work through immersion and dedication, all of which contribute to the organisation's success. Many employees in most organisations experience various types of pressure in their lives, which may be due to a variety of reasons related to the employees themselves and also to the organisations they work for.

Several studies have explored the concept of job engagement, such as Ahmed Deep Mohammed Madi's (2014) study titled "The Impact of Organizational Support on the Development of Job Engagement Among Employees". The study found several results, including a moderate positive relationship between organisational support and job engagement among employees in the Gaza regional office of UNRWA (United Nations Relief and Works Agency for Palestine Refugees).

Another study conducted by Al-Zanani (1997) found a strong positive relationship between job involvement and characteristics of the work environment in certain areas. It also highlighted a positive relationship between job engagement and work ethics, which is manifested in the belief in the importance and value of hard work (Abdulaziz Sultan, 2015, p. 15).

Based on these findings, various institutions and organisations are highly interested in activating the full potential of their employees to achieve the best results. This is especially true for universities, which play an important role in the development of society across all sectors by providing graduates with the necessary knowledge and skills to enter the workforce. Universities also transmit culture from one generation to the next, using all available human and material resources to help society solve problems and learn how to deal with them effectively.

The concept of excellence management has emerged as a comprehensive approach that encompasses all the elements and components of building organisations on a foundation of excellence. It aims to equip organisations with high capabilities to face external variables and circumstances, and to achieve coherence and coordination among their internal elements and components. It also seeks to invest in their capabilities and excel in the marketplace, ultimately achieving goals, benefits and advantages for those in power (Al-Salami, 2002, p. 26).

In this context, leading organisations have moved from administrative weakness to excellence by adopting the concepts of organisational excellence.

They are developing competitive advantage through effective strategies for their people, while enhancing their skills and capabilities. There is now an urgent need to learn continuously and to use the experience of others and one's own experience to achieve excellence in work.

In recent years, there has been widespread interest in the issues of work engagement and organisational excellence or competitive advantage. This interest stems from the need to adapt to the external environment and to strive for management capabilities in order to progress in a distinctive and continuous way. It involves keeping up with technological advances and focusing on the organisation's unique organisational characteristics that differentiate it from its competitors. This enables the organisation to effectively manage its resources to enhance progress and development within the institution. The pursuit of managerial excellence has become an inevitability for survival and continuity (Al-Rubaie, 2015, p. 18).

The issues of work engagement and organisational excellence or competitive advantage have received considerable attention in recent years. This attention is not only focused on the modernity of machines and technologies, but goes beyond to include the development of thinking and openness, which is known as the knowledge economy. Human resources are considered to be the most important element in achieving this advantage, as they represent human capital in the form of knowledge, skills, experience and all the capabilities that are crucial factors in improving organisational performance.

1- Problem Statement: Based on the above, the following problem statement is proposed:

Does job commitment play a role in achieving organisational excellence among managers of the Algerian Electricity Transmission Network Management Company (GRTE Sonelgaz) in Hassi -Setif?

The main problem statement leads to the following sub-questions:

-Does emotional (affective) commitment play a role in achieving organisational excellence among the employees of the Algerian electricity transmission network management company (GRTE Sonelgaz) in Hassi-Setif?

-Does cognitive (perceptual) commitment play a role in achieving organisational excellence among the employees of the Algerian Electricity Transmission Network Management Company (GRTE Sonelgaz) in Hassi-Setif?

-Does behavioural commitment play a role in achieving organisational excellence among the employees of the Algerian Electricity Transmission Network Management Company (GRTE Sonelgaz) in Hassi-Setif?

2- Hypotheses of the study:

In order to answer the proposed problem statement, the hypotheses are formulated as follows:

2-1 General hypothesis:

Job engagement plays a role in achieving organisational excellence among employees of the Algerian Electricity Transmission Network Management Company (GRTE Sonelgaz) in Hassi_Setif.

2-2 Sub-hypotheses:

- Emotional (affective) commitment plays a role in achieving organisational excellence among the employees of the Algerian Company for Electricity Transmission Network Management (GRTE Sonelgaz) in Hassi-Setif.

- Cognitive (perceptual) commitment plays a role in achieving organisational excellence among the employees of the Algerian Company for Electricity Transmission Network Management (GRTE Sonelgaz) in Hassi-Setif.
- Behavioural commitment plays a role in achieving organisational excellence among the employees of the Algerian Transmission Network Management Company (GRTE Sonelgaz) in Hassi-Setif.

3-Significance of the study:

In our study, we address a very important issue, namely, job engagement and its role in achieving organisational excellence. This topic has received much attention in recent years from various researchers and experts in the field of general management and contemporary organisational behaviour. Job engagement is seen as a fundamental factor that effectively contributes to the achievement of organisational excellence. It reflects the degree to which employees interact with their jobs and roles in the organisation, expressing their passion and commitment to their work. Organisational excellence is a primary goal for institutions in today's competitive environment, as both managers and organisations strive to achieve superiority and distinction in their performance. Work engagement is one of the key elements that institutions can use to achieve this excellence.

4-Study objectives:

Through our study, we aim to achieve the following objectives:

- To identify the role of job engagement in achieving organisational excellence among managers of the Algerian Electricity Transmission Network Management Company (GRTE Sonelgaz) in Hassi-Setif.
- To investigate the role of emotional commitment in achieving organisational excellence among managers of the Algerian Electricity Transmission Network Management Company (GRTE Sonelgaz) in Hassi-Setif.
- To examine the role of cognitive commitment in achieving organisational excellence among managers of the Algerian Electricity Transmission Network Management Company (GRTE Sonelgaz) in Hassi-Setif.
- To explore the role of behavioural commitment in achieving organisational excellence among managers of the Algerian Electricity Transmission Network Management Company (GRTE Sonelgaz) in Hassi-Setif.

5-The procedural terms used in the study are as follows:

* Job commitment: It refers to the internal integration of managers within the Algerian Electricity Transmission Network Management Company (GRTE Sonelgaz) in their job roles. It includes the psychological, physical and cognitive responsiveness of managers to their job in the company. Job engagement is measured by means of the Job Engagement Questionnaire filled in by the managers of GRTE Sonelgaz.

* Cognitive commitment: It refers to the full immersion of managers in their work in the company (electricity and gas) and their intense focus on the accomplishment of the tasks assigned to them. It is a dimension assessed by the Cognitive Commitment component of the Job Commitment Questionnaire completed by the managers of GRTE Sonelgaz.

* Emotional commitment: It represents the strong connection between the emotions, feelings and thoughts of an employee (manager) and the organisation he/she works for, leading to an increased sense of pride. Emotional commitment is measured by the Emotional Commitment

component of the Job Commitment Questionnaire filled in by the managers of GRTE Sonelgaz.

* **Behavioural commitment:** It refers to the concentration of physical efforts and material energies of managers in the performance of their assigned tasks. Behavioural commitment is assessed through the Behavioural Commitment component of the Job Commitment Questionnaire completed by managers of GRTE Sonelgaz.

* **Organisational Excellence:** It refers to the superior performance of GRTE Sonelgaz, outperforming other organisations with similar products or services, and meeting and exceeding customer expectations. It involves strategic planning and the pursuit of a shared and well-defined vision in order to capitalise on the opportunities available. Organisational Excellence is measured by means of the Organisational Excellence Questionnaire filled in by the managers of GRTE Sonelgaz.

6- Previous studies:

Based on our review of a number of Algerian, Arab and foreign studies linking work engagement and organisational excellence, it appears that there is a lack of studies on this topic, with the exception of a single study that we present below.

* **Study:** Drid, Gharib, and Friha (2022) entitled "Job Engagement and Its Role in Achieving Organisational Excellence: A Study on a Sample of Employees in the Cement Company of Tebessa".

The purpose of this study was to examine the relationship between job engagement and organisational excellence. The study used a descriptive-analytical methodology and targeted a random sample of employees for data collection through questionnaires. The collected data were analysed using appropriate statistical methods to test the hypotheses using SPSS software. The study found that employees in the cement company exhibited high levels of job engagement and that employees' perceptions of organisational engagement contributed to the achievement of organisational excellence.

Chapter 1: Theoretical Literature of the Study

1- Job Commitment:

1.1 concept of the job engagement:

The concept of job engagement dates back to 1921 in studies of individuals' willingness to achieve organisational goals in the companies they work for. It was formulated by William Khan in 1990 as the use of an individual's physical, cognitive and emotional energies to carry out work tasks. Job engagement is considered as an indicator such as good job design and description, the availability of a positive organisational climate that encourages commitment and creativity (Ahmed T., Boubekour N., 2021, p. 108).

Zahran (2013) defines job commitment as the psychological connection between an individual and his or her occupation or job, where the occupation or job becomes a central dimension in his or her life. It involves the individual's self-integration into the job, alignment and psychological interaction with the job, which is reflected in the individual's self-realisation or commitment to their job (Zahran, 2013, p. 235).

Moroccan (2014) also defines job engagement as the degree to which an individual is integrated with the work they do and perceives its importance. It is related to both mental and emotional aspects, as job engagement is influenced by various factors, including the

emotional level. This is reflected in its positive effects on the individual, such as feelings of happiness, satisfaction and self-esteem. Conversely, when job engagement decreases, its negative effects are manifested in feelings of anxiety, distress, depression, and a sense of despair (Moroccan, 2014, p. 14).

Deep (2014) also defines job engagement as an expression of the degree of psychological attachment to work. It denotes serious involvement and high integration with one's work, leading to the performance of various activities and tasks with dedication, enthusiasm and drive (Deep, 2014, p. 35).

Finally, it can be said that job engagement is "the extent to which individuals are immersed in their work" (Rana & Rahman, 2014, p. 8).

1-2 Importance of job engagement:

The importance of job engagement can be seen in the following points:

- Job engagement is one of the most important approaches to enhance and improve the quality of work life. The interaction between job engagement and commitment makes individuals engaged in their work, committed to their organisation and more likely to stay and contribute to its development and improvement.
- It has a significant impact on employee productivity and efficiency.
- It has a significant impact on various organisational outcomes, such as increasing performance levels, job satisfaction, organisational commitment and promoting organisational citizenship behaviours, while reducing turnover intentions.
- It serves as a means to enhance and increase employees' motivation to work. It also promotes personal growth and satisfaction, and encourages individuals to improve and develop their skills and abilities.
- Job engagement helps predict and reduce absenteeism and tardiness (Ahmed T., Boubekeur N., 2021, p. 9).

1-3 Dimensions of work engagement:

RICH2010 identified three dimensions of work engagement:

1-3-1 Cognitive Engagement: This refers to an individual's complete immersion in the performance of his or her job and intense focus on accomplishing the tasks assigned. Engaged individuals are able to ignore distractions and focus intensely on the task at hand. On the other hand, there is the concept of cognitive disengagement, which refers to a lack of interest in the individual's work tasks. Cognitive engagement also refers to the full involvement of employees in their work or the degree to which they participate in work-related decisions, the importance of work in their lives and key characteristics such as psychological state, self-esteem and active participation.

1-3-2 Emotional involvement: This dimension means a strong connection between an individual's emotions, thoughts and feelings and their job. It represents the level of enjoyment or love an employee experiences in their work. Key characteristics of emotional engagement include attachment, enjoyment and connection, as opposed to unconscious disengagement, which highlights emotional absence characterised by disconnection from others (Dhiaf, 2020, p. 131).

1-3-3 Behavioural or physical engagement: This dimension refers to the employee taking on additional roles, such as using evening time to improve work-related skills or thinking about work even after leaving the workplace. This type of engagement is characterised by

behavioural intentions, behaviours outside the boundaries, learning and development (Maamri Hamza, 2021, p. 78).

1-4 Factors that influence job engagement:

There are several factors that influence job engagement, including:- Empowerment, which refers to the use of applications such as participation in decisions that affect employees.

- Information sharing, which includes informing employees about organisational and group goals and involving them in performance feedback.

- Rewards, which includes assistance, support and skills development through formal training as well as informal mentoring to ensure engagement at all levels of the organisational hierarchy.

Jallab pointed out that work becomes motivating or satisfying when the following factors are present

- Task variety: The degree to which an employee performs a wide range of activities in his or her job.

- Task identity: The ability to complete a task from start to finish.

- Task significance: The impact of the task on the employee's life.

- Autonomy: Ownership of the task and freedom to plan and carry out work processes.

- Feedback: Receiving clear feedback on the effectiveness of performance (Jallab, 2001, p. 251).

2-Organisational excellence:

2-1 The concept of organisational excellence:

Organisational excellence, or what is known in English as EXCELLENCE, is not a recent discovery. Studies show that the concept was used by the Greeks with the concept of ARISTECIA, which translates into English as "BRAVER BEST", meaning the best conditions of courage and comprehensiveness. In Greek, the word originally consisted of two terms: "AB", meaning surpassing light or goodness, and "iston", meaning stability and harmony.

Excellence has two important dimensions in modern management. The first dimension is that true management has a "mental pattern and management philosophy based on an approach linked to achieving tangible results for the organisation to meet the needs of all parties, whether stakeholders or society as a whole, within a culture of learning, creativity and continuous improvement" (Belaid Hayat, Arab Fatima Zahra, Sadiqi Khadra, "Human Resource Management Practices and Their Impact on Achieving Organisational Excellence: A Case Study of Algerian Telecommunications Unit Bashar", Journal of New Economics, Volume 13, Issue 1, 2022, p. 286).

Furthermore, Al-Sairafi defines excellence as "the experience provided by the explicit and procedural knowledge of a specific organisation, which reflects exceptional and efficient performance aimed at accomplishing any task in an excellent manner" (Al-Sairafi, 2009, p. 6).

2-2 The characteristics of organisational excellence include:

- **Accepting challenging tasks:** Accepting challenging tasks is one of the most important sources of organisational excellence, as it promotes the growth and rapid learning of institutions and improves their processes.

- **Providing competent leadership:** Leadership serves as a role model and plays a prominent role in achieving and fostering excellence.

- **Resistance to difficulties:** Difficulties demonstrate the level of an institution's capabilities. Making mistakes, taking responsibility for crises and overcoming them help to improve the institution's skills and make it stand out.
 - **Experience beyond work:** Distinguished institutions have experience beyond the scope of work, especially in serving the community, which provides many opportunities to achieve excellence.
 - **Training programmes:** The standard system prevailing in institutions for performance excellence activities is less important than learning directly from training opportunities that enhance institutional excellence.
6. Accuracy: Refers to increasing the accuracy of the institution's forecasting system by selecting the best methods for performing tasks and creating an internal climate that emphasises the importance of forecasting accuracy in influencing institutional excellence (Khaledi, Mahawa, 2021, pp. 75-76).

2-3 Organisational Excellence Objectives:

Organisational excellence, from a collaborative perspective, involves effective investment by institutions in critical opportunities and a commitment to a shared vision, with clear plans and sufficient resources to achieve a set of objectives that can be highlighted in the following points:

- Enhancing engagement and accountability: Organisational excellence aims to increase participation and accountability within the organisation, fostering a culture where individuals are actively engaged and satisfied.
- Training individuals to improve processes: Excellent organisations focus on training people in methods and techniques for continuous improvement of processes and operations.
- Promote data-driven decision making and problem solving: Excellence requires organisations to make decisions based on facts and analysis, enabling them to effectively identify and solve problems as they arise.
- Maintain customer satisfaction and loyalty: Achieving excellence means creating an environment that supports continuous improvement and ensures customer satisfaction. By meeting and exceeding customer expectations, organisations can build long-lasting relationships.

(Source: "The Role of Participatory Management Strategy in Building Organisational Excellence" by Sabiha Abdel-Lawi and Asiya Bendoud, International Policy Journal, Volume 6, Issue 1, 2022, p. 921)

2-4 Key dimensions in interpreting organisational excellence:

Interpreting excellence based on institutional practices: The primary goal of implementing excellence standards in modern organisations is to achieve significant progress and performance improvements. Ambitious leaders strive for efficiency and performance excellence that can reach global levels, fostering a spirit of competition in all areas and activities within the organisation.

Interpretation of excellence based on institutional superiority: This concept emphasises the uniqueness and positive superiority of an organisation over its peers. It encompasses the interaction between internal and external elements of the organisation, leading to distinctiveness and outperforming other institutions in achieving their objectives.

Interpreting excellence as exceeding customer expectations: This concept focuses on the efforts of service-oriented organisations to understand customer expectations and to

continuously improve and develop their services to exceed those expectations. By providing services that exceed customer expectations, the organisation becomes a model to be emulated. (Source: "The Contribution of Recruitment Procedures to Achieving Organisational Excellence: A Case Study of Economic Institutions in Biskra Province" by Khalidi Farah and Mahawa Amal, Perspectives on Economic Studies Journal, Issue 01, Volume 06, 2021, p. 75)

Second: The framework used

1- Field study procedures

1-1 Study Areas:

1-1-1 Geographical area: The study was carried out on the Algerian company Sonelgaz GRTE, which manages the gas transmission network in the El Hassi region of the province of Setif.

1-1-2 Temporal scope: The field study was conducted from 2 May to 18 May 2023.

1-2 Study methodology:

Since our current study falls under predictive studies that aim to uncover the role of job engagement in achieving organisational excellence, we considered that the appropriate methodology and nature of the topic is the descriptive approach. It analyses the phenomenon as it exists in reality and then interprets it.

1-3 Study population and sample:

The population of our study consists of the administrative employees of the Algerian company for the management of the electricity transmission network (GRTE) in El Hassi region, Setif province, with a total number of 247 employees. As for the sample of the study, the simple random sampling method was used. The researcher distributed 74 questionnaires, which is the total number of employees in the study institution, and 70 questionnaires were retrieved, representing 94.59%. The number of questionnaires that were not returned was 4, which is 5.41%. Thus, the study sample consisted of 70 workers out of a total of 247 workers, representing 30% of the total population of the study.

1-4 Data collection tools:

In our study, we relied on the questionnaire as a tool to collect data and information related to the study variables. The questionnaire is considered one of the most important tools that can be used in studies that focus on measuring attitudes and different relationships between variables in order to test the study hypotheses. After testing the psychometric conditions of validity and reliability, the data were collected as follows:

Axis 1: It includes 3 questions that contain the personal data of the sample (age, gender, seniority).

Axis 2: It includes 24 items related to work engagement (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24).

Axis 3: This includes 23 items related to organisational excellence (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24).

Table 1: Distribution of Sections on Survey Axes

Number	Axes	Dimensions	Number of Items or Statements
01	Job Engagement	Emotional Engagement	1_2_3_4_5_6_7_8
02		Cognitive Engagement	9_10_11_12_13_14_15_16
03		Behavioral Engagement	17_18_19_20_21_22_23_24
1	Organisational Excellence	Leadership	1_2_3_4
02		Policies and strategies	5_6_7_8_9
03		Human Resources	10_11_12_13_14
04		Operations	15_16_17
05		Beneficiaries	18_19_20
		Service Quality	21_22_23_24

Source: Prepared by the researchers.

1-5 Psychometric characteristics of the research instrument

1-5-1 Questionnaire validity: Questionnaire validity refers to the measurement of what the questionnaire is intended to measure. The validity of the questionnaire was ensured by the following calculations:

1-5-1-1 Content validity (experts): To ensure the validity of the questionnaire, we followed the method of content validity, which is one of the most common and widely used types of validity. In this stage, the preliminary form of the questionnaire was presented to a group of professors specialised in the field of organisational psychology and management. The group was made up of five experts.

After collecting the experts' opinions, which included suggestions and proposed modifications, the majority of the experts agreed on the items of the instrument. Some linguistic revisions were made based on their suggestions. The final version of the questionnaire was developed on the basis of the experts' opinions and suggestions.

In order to assess the extent to which each statement measures the intended construct, the following Lawshe's formula was used

$$N1 - N2 \div N$$

N1 = number of experts who said that the item measures the construct

N2 = number of experts who stated that the item does not measure the construct

N = total number of experts

After presenting the questionnaire to the experts to assess the representativeness of each statement, the content validity ratio was calculated using Lawshe's formula. The content validity ratio for each construct is as follows:

A- Job Engagement:

$$\text{Content Validity Coefficient} = \frac{\text{Number of Correct Items}}{\text{Total Number of Items}}$$

Substituting the values:

$$\text{Content Validity Coefficient} = \frac{18}{20} = 0.90$$

B- Organizational Excellence:

$$\text{Content Validity Coefficient} = \frac{\text{Number of Correct Items}}{\text{Total Number of Items}}$$

Substituting the values:

$$\text{Content Validity Coefficient} = \frac{22.2}{24} = 0.92$$

As these values are greater than 0.60, we can conclude that the content validity for both constructs is satisfactory.

1-5-1-2 Content validity (experts): Content validity refers to the extent to which the questionnaire provides consistent results when administered multiple times under the same conditions and circumstances.

The researchers assessed the reliability of the study tool using Cronbach's alpha coefficient. The results are shown in the table below:

Table 2: Reliability of the questionnaire using Cronbach's Alpha Coefficient

Axes	Value	Number of Statements
Job Engagement	0.89	20
Organizational Excellence	0.85	24

Prepared by the researchers, based on the results obtained from the SPSS v25 software, the following statistical methods were used

1-6 Statistical methods used:

- Cronbach's alpha test was used to assess the reliability of the questionnaire items.
- Simple linear regression analysis was used to examine the correlation between variables in the simple linear regression model, using the correlation coefficient (r) and the coefficient of determination (R²).

2- Presentation of the results of the field study:

2-1 Presentation and analysis of partial hypothesis results:

To test the validity of the hypothesis that emotional (affective) commitment plays a role in achieving organisational excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi Setif, a significance level of $\alpha = 0.05$ was considered. Simple linear regression analysis was used and the results are presented in the following table:

Table 3: Illustrates the results of simple linear regression analysis for the role of emotional (affective) commitment in achieving organisational excellence.

	Linear Regression Equation		F-test		T-test		Correlation Coefficient (R)	Coefficient of Determination (R ²)
	Coefficients (B)	Standard Error	F-Value	Significance Value	T-Value	P-Value		
Constant	0.087	0.046		0.000	1.900	0.062	0.989	0.977
Cognitive Engagement	0.965	0.018			54.037	0.000		

Prepared by the researchers based on the results obtained from the SPSS v25 software.

From the table we can see that the F-value is $F = 2919.9$ and the T-value is $T = 1.900$. Since the p-value (ρ) is equal to 0.062, which is less than 0.05, we reject the null hypothesis and accept the alternative hypothesis, which states that emotional (affective) commitment plays a role in achieving organisational excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi Setif.

Considering the coefficient B, a unit increase in the value of Emotional (Affective) Engagement corresponds to $B = 0.965$ in achieving organisational excellence. This is explained by the correlation coefficient (r) value of 0.989, which indicates a strong positive correlation between the two variables. The coefficient of determination (R²) is 0.977, which means that 97.7% of the variation in Organisational Excellence can be attributed to variations in Emotional (Affective) Engagement. The remaining percentage can be attributed to other factors not taken into account.

Based on these results, we reject the null hypothesis and accept the alternative hypothesis, thus accepting the validity of the partial hypothesis which states that Emotional (Affective)

Engagement plays a role in achieving Organisational Excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi Setif.

2-2 Presentation and analysis of the results of the partial hypothesis:

In order to test the validity of the hypothesis that cognitive commitment plays a role in achieving organisational excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi Setif, a significance level of $\alpha = 0.05$ was considered. Simple linear regression analysis was used and the results are presented in the following table:

Table 4: Illustrates the results of simple linear regression analysis for the role of cognitive commitment in achieving organisational excellence.

	Linear Regression Equation		F-test		T-test		Correlation Coefficient (R)	Coefficient of Determination (R ²)
	Coefficients (B)	Standard Error	F-Value	Significance Value	T-Value	P-Value		
Constant	-0.126	0.167	4435.03	0.000	-3.123	0.003	0.992	0.985
Cognitive Engagement	1.050	0.064			66.596	0.000		

Prepared by the researchers based on the results obtained from the SPSS v25 software.

From the table we can see that the F-value is $F = 4435.03$ and the T-value is $T = -3.123$. Since the p-value (ρ) is equal to 0.003, which is less than 0.05, we reject the null hypothesis and accept the alternative hypothesis, which states that cognitive commitment plays a role in achieving organisational excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi Setif.

Considering the coefficient B, a unit decrease in the value of Cognitive Engagement corresponds to $B = -0.126$ in the achievement of organisational excellence. This is explained by the correlation coefficient (r) value of 0.992, which indicates a strong negative correlation between the two variables. The coefficient of determination (R^2) is 0.985, which means that 98.5% of the variation in Organisational Excellence is due to variation in Cognitive Engagement.

Based on these results, we reject the null hypothesis and accept the alternative hypothesis, thus accepting the validity of the partial hypothesis which states that Cognitive Engagement plays a role in achieving organisational excellence among the employees of the Algerian Electricity Network Management Company (GRTE) in Hassi Setif.

2-3 Presentation and analysis of the results of the partial hypothesis:

To test the validity of the hypothesis that behavioral commitment plays a role in achieving organisational excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi Setif, a significance level of $\alpha = 0.05$ was considered. Simple linear regression analysis was used and the results are presented in the following table:

Table 5: Illustrates the results of simple linear regression analysis for the role of behavioural commitment in achieving organisational excellence.

	Linear Regression Equation		F-test		T-test		Correlation Coefficient (R)	Coefficient of Determination (R ²)
	Coefficients (B)	Standard Error	F-Value	Significance Value	T-Value	P-Value		
Constant	0.018	0.017	2181.2	0.000	1.022	0.310	0.998	0.997
Behavioral Engagement	0.997	0.007			147.653	0.000		

Prepared by the researchers, based on the results obtained from the SPSS v25 software. From the table we can see that the F-value is $F = 2181.2$ and the T-value is $T = 1.022$. Since the p-value (ρ) is equal to 0.310, which is greater than 0.05, we do not reject the null hypothesis and do not accept the alternative hypothesis, which states that behavioural commitment plays a role in achieving organisational excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi _Setif.

Considering the coefficient B, a unit increase in the value of Behavioural Engagement corresponds to $B = 0.018$ in achieving organisational excellence. The value of the correlation coefficient (r) is 0.998, indicating a strong positive correlation between the two variables. The coefficient of determination (R^2) is 0.997, meaning that 99.7% of the variation in Organisational Excellence is due to variation in Behavioural Engagement.

Based on these results, we do not reject the null hypothesis and do not accept the alternative hypothesis, indicating that there is no significant role of Behavioural Engagement in achieving Organisational Excellence among the employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi _Setif.

2-3 Presentation and analysis of the results of the general hypothesis:

To test the validity of the hypothesis that job engagement plays a role in achieving organisational excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi _Setif, a significance level of $\alpha = 0.05$ was considered. Simple linear regression analysis was used and the results are presented in the following table:

Table 6: Illustrates the results of simple linear regression analysis for the role of job engagement in achieving organisational excellence.

	Linear Regression Equation		F-test		T-test		Correlation Coefficient (R)	Coefficient of Determination (R ²)
	Coefficients (B)	Standard Error	F-Value	Significance Value	T-Value	P-Value		
Constant	-0.029	0.020	1727.4	0.000	-	0.149	0.998	0.996
					1.459			

Job Engagem ent	1.013	0.008			131.4 21	0.00 0		
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Prepared by the researchers based on the results obtained from the SPSS v25 software.

The table shows that the F-value is $F = 1727.4$ and the T-value is $T = -1.459$. Since the p-value (ρ) is equal to 0.149, which is less than 0.05, we reject the null hypothesis and accept the alternative hypothesis, which states that job engagement plays a role in achieving organisational excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi _Setif.

Considering the coefficient B, a unit decrease in the value of job engagement corresponds to $B = -0.029$ in the achievement of organisational excellence. The value of the correlation coefficient (r) is 0.998, indicating a strong positive correlation between the two variables. The coefficient of determination (R^2) is 0.996, which means that 99.6% of the variation in Organisational Excellence is due to variation in Job Engagement.

Based on these results, we reject the null hypothesis and accept the alternative hypothesis, indicating that job engagement has a significant role in achieving organisational excellence among employees of the Algerian Electricity Network Management Company (GRTE) in Hassi _Setif. Therefore, we accept the first partial hypothesis: Job engagement plays a role in achieving organisational excellence among employees of the Algerian Company for Electricity Network Management (GRTE) in Hassi _Setif.

3- Discussion of hypothesis results:

3-1 Interpretation and discussion of the results of hypothesis 1:

The researcher believes that the role of emotional commitment in achieving organisational excellence is due to the strong relationship between an individual's emotions, feelings and thoughts and the organisation they work for. This generates and increases feelings of pride and strengthens the relationship between the individual's emotions, thoughts and work, leading to feelings of enthusiasm. In contrast, emotional disengagement, characterised by emotional detachment from others, is the opposite of emotional involvement. In this sense, emotional engagement is the opposite of cynicism. The higher the level of emotional engagement among employees, the more it contributes to achieving organisational excellence. Therefore, emotional engagement among employees plays a significant role in the differentiation of their institution, whether at the national or international level.

3-2 Interpretation and discussion of the results of hypothesis 2:

The researcher attributes the interpretation of these results to the total immersion of individuals in their work and their intense focus on accomplishing their assigned tasks. The total immersion of employees in their work, the degree of their involvement in decision making related to their work, the importance of their work in their lives, and important characteristics such as psychological state and self-esteem contribute positively to the achievement of organisational excellence.

3-3 Interpretation and discussion of the results of hypothesis 3:

The researcher interprets these results as the concentration of physical efforts and material energies of individuals to complete tasks. Material involvement ranges from passive involvement to active involvement. The more active the material or physical engagement, the

greater the contribution to achieving organisational excellence. The researcher believes that job engagement is a measure of an employee's attachment to and participation in their job.

3-4 Interpretation and discussion of the results of the general hypothesis:

The researcher interprets the results of the general hypothesis as the degree to which individuals integrate with and perceive the importance of their job. It is related to both cognitive and emotional aspects. The concept of engagement has become a motivational factor for employees and a key to personal development, satisfaction with the work environment and directing behaviour towards the achievement of organisational goals. The internal integration of individuals in their work, or the psychological orientation and response to work, which is reflected in self-fulfilment or commitment to their work, love and interest in their work and their level of attachment, raises the institution to higher levels and distinguishes it from other organisations.

Due to the lack of similar studies on the topic of this study, the researchers were unable to compare the results of their study with previous studies.

Conclusion:

Through the presented study, we have shed light on one of the most important management concepts in organisational behaviour, namely, job commitment and organisational excellence. These concepts are directly related to human resource behaviour, which plays a crucial role in the development, growth and differentiation of an organisation. We must acknowledge the difficulty of managing human behaviour due to the multiple variables that influence it on the one hand, and the instability of these influencing variables on the other. The conditions of the working environment are considered to be one of the most influential factors in interpreting individual behaviour and the interaction between them.

Similarly, the pay and reward system, participation in decision making, job security and stability have a significant impact on increasing employees' loyalty to the organisation and their commitment to their work. The organisation's focus on the aforementioned dimensions of organisational stability serves as a weapon or advantage to mitigate job turnover, attrition and negative behaviours. Therefore, Algerian economic institutions should adopt this effective approach in order to ensure efficient performance, achieve competitive advantage, or rather, achieve organisational excellence at the national and international levels.

References and citations:

References should be documented at the end of the article (Times New Roman, size 10), following APA (American Psychological Association) style. This involves giving the author and year in parentheses in the body of the text (Brown, 2006), with the full reference listed in the reference section as follows:

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Appendices:

Include appendices at the end of the article.

Questionnaire:

-Personal Information:

Please complete the following information by placing an "x" next to the appropriate answer of your choice.

- Gender: Male Female

- Age:

- Seniority:

Part Two: Questionnaire Phrases

First Axis: Job Commitment

For each statement below, please put an "x" in the box that corresponds to your opinion:

Statement Number	Statement	Agree	Neutral	Disagree
Emotional Engagement				
01	I organize myself well to perform my job.			
02	I can balance between my work and personal life.			
03	I have the desire to meet all the requirements of my job.			
04	I am fully convinced of my job			
05	I am always ready to work			
06	I have good relationships and positive interactions with all my colleagues.			
Cognitive Engagement				
07	Everyone acknowledges my contribution to the work.			
08	I fully know the tasks I am responsible for.			
09	I can identify the new skills required for the job.			
10	I find it necessary to treat my job with dignity and recognize its value.			
11	I encourage self-learning rather than just following orders.			
12	I expect that the experience I gain now will be a significant factor in developing my professional life.			
13	I make every effort to perform my job tasks			
Behavioral Engagement (Physical)				
14	. I seek to acquire skills and knowledge that enhance my organization's goals.			
15	I use my intellectual effort in my work			
16	I develop new techniques and abandon traditional methods			
17	I strive for effective participation at work			
18	I prefer self-monitoring in performing my job.			
19	I seek to improve my knowledge level to			

	advance in my job.			
20	I consult with supervisors if I encounter difficulties at work.			

Second Axis: Organisational Excellence

Please place an "x" in the box that indicates your agreement with each of the following statements:

Statement Number	Statements	Agree	Neutral	Disagree
Leadership				
01	Top management clarifies the mission and desired goals			
02	Top management plans for future needs			
03	Top management identifies the needs of stakeholders			
04	The organization encourages employees to contribute ideas			
Policies and Strategies				
05	The organization develops strategies to achieve its goals			
06	Programs implemented align with strategic plans			
07	The organization continually develops its goals			
08	Alignment exists between employee and organizational goals			
09	Organization programs are prioritized			
Human Resources				
10	Plans for human resource development are established			
11	The organization encourages direct communication with leaders			

12	Employees contribute to decision-making			
13	Employees are informed about the organization's goals			
14	Employees have deep loyalty to the organization			
operations“procedures”				
15	Primary procedures in the organization are clear			
16	Employees adhere to procedures according to the specified system			
17	Customer feedback on service procedures is considered			
Beneficiaries(clients)				
18	Clear procedures exist to gain customer satisfaction			
19	The organization monitors customer complaints			
20	The organization improves its services to achieve customer satisfaction			
Service Quality				
21	Customer service procedures are convenient			
22	The organization relies on modern technology in service delivery			
23	The organisation develops service delivery mechanisms			
24	Employees are informed about the organisation's laws			