



Article

The Role of Conscious Leadership in Enhancing Job Engagement: An Analytical Study of the Opinions of a Sample of Employees at Al-Maaref Al-Ahliyya University

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Abstract: The research aims to identify the role of conscious leadership in enhancing job engagement, and conscious leadership consists of three dimensions (self-awareness, awareness and feeling of others, and situational awareness) while job engagement consists of three dimensions (cognitive, emotional, and physical) while the researcher used the descriptive-analytical method, and the research sample consisted of (45) An individual of the employees of Al-Maaref Al-Ahliya University, and the researcher used the questionnaire as a tool to collect and analyze the data, and the results were extracted by relying on the statistical program (SPSS), and the research reached the most important results, which are the existence of two correlations and influence between conscious leadership and job engagement.

Keywords: Conscious Leadership, Job Engagement, Al-Maaref National University

1. Introduction

Organizations around the world seek to defend and control their environment for their survival and permanence, and the variable of conscious leadership is one of the important topics that has been widely resonated for a long time and is still continuing to this day, due to its great importance in the management of these organizations, and because the conscious leader is the one who achieves the successes that he plans based on his ideas in light of the various variables that surround the work environment. In light of all these burdens faced by these organizations, it has become important to have a conscious and wise leadership that always seeks to achieve their goals through the leaders' previous experiences and full awareness of their field of work that qualifies them to complete their plans, and explore Researchers in the field of human resources management and organizational behavior have always paid great attention to the variable of job burnout as one of the important and necessary elements to understand the organizational behavior of workers within the work environment, in addition to helping to explain many variables Other behaviors such as satisfaction, performance, turnover, and organizational commitment [1].

Also, in light of the ongoing challenges, organizations have become in dire need of promoting and achieving the variable of job engagement, and forming a positive attitude and feeling among employees regarding the direction and values of these organizations, and this does not come in a vacuum, but is related to the ability and practices of conscious leadership, which is especially based on satisfying the needs and desires of the personality, achieving their goals, helping them to obtain their loyalty, and increasing their belonging and job love. This is what prompted many researchers to study and

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analyze all dimensions of the variable of Job Engagement as a key indicator To measure, or to express the quality of the organization's final organizational outputs [2].

Accordingly, the researcher was interested in studying the role of conscious leadership in achieving job engagement, so he chose a number of (the researched sample) in Anbar province as a field for his research in recognition of its importance and suitability for such studies, so a set of goals were set that the research seeks to achieve, the most important of which was to know the level of conscious leadership and job engagement by identifying the reality of the National Knowledge University that was researched by analyzing to distance the conscious leadership and its role in promoting To achieve these goals, a hypothetical scheme was built on the basis of which a set of hypotheses was formulated in an attempt to reach a set of recommendations and suggestions that contribute to the development of the research population and sample variables, in addition to indicating the correlation relationship and the nature of the effect between the two research variables to test them statistically [3].

For this purpose, the research included four axes, the first axis dealt with the research methodology and some previous studies, the second axis was dedicated to the theoretical aspect of the two research variables, while the third axis included the practical aspect, and finally the fourth axis included conclusions and recommendations [4].

The first theme: the research methodology and some previous studies

This axis reviews the research methodology that determines its general path, and it represents an action plan to identify the research problem, its objectives, importance, hypotheses, hypothesis and hypothesis, the methodology adopted and the limits of the research, as well as identifying the research population and sample, describing the characteristics of its sample, research tools, and statistical tools used in data analysis, in addition to this, this axis presents some previous studies, and the paragraphs of the axis will be discussed as follows:

First: Research Problem:

Al-Maaref Al-Ahli University faces great challenges in enhancing the variable of job engagement among its employees, as it uses various means and provides a lot of funds to train and qualify these workers in an effort to reach a high level of satisfaction among them, and it also uses many modern methods and research results to apply effective strategies to achieve its goal, and therefore the research problem lies in this university. The fact that its employees deliberately waste time and cause confusion in their administrative work, and their low level of performance as a result of their weak commitment to official work and evasion of it with regular, sick or temporary vacations, or through their attempt to leave early and attend late, as well as their lack of desire to work, and postpone their work to other times, all of these things mentioned above lead to a decrease in job engagement for the employees of this university, because job burnout poses a real danger that prevents the success of the Conscious Leadership Department, and the soundness of its programs used towards achieving excellence based on creativity in work, which would ultimately lead to the failure to achieve the goals, which would incur all the losses of the university and expose it to collapse, and for this it is necessary to have a conscious leadership that possesses the art and skill of persuasion, and acts as a link between the employees and the plans of the organization, through the thinking of its conscious leaders in a rational manner, and they seek to respond quickly to the changes that occur in order to achieving and enhancing job engagement among the employees of this university, and through this, the research problem was represented by a main question (What is the role of conscious leadership in enhancing job engagement in the researched National Knowledge University?), from which the following sub-questions are derived:

1. What is the level of conscious leadership and its dimensions in the researched National Knowledge University?
2. What is the level of job engagement and its dimensions in the researched National Knowledge University?
3. What is the relationship between conscious leadership and job engagement in the researched National Knowledge University?

4. What is the nature of the effect of conscious leadership on job engagement in the researched National Knowledge University?

Second: Research Objectives:

In light of the general framework of the presented problem, this research seeks to achieve a number of goals, the most important of which are:

1. Diagnosis of the level of the reality of conscious leadership and its dimensions in the researched National Knowledge University?
2. Diagnosis of the level of Job Engagement reality and its dimensions in the researched National Knowledge University?
3. Diagnosis of the relationship between the relationship and the nature of the influence between (conscious leadership and job engagement) in the researched National Knowledge University?

Third: The Importance of the Research:

The research gains its importance in light of its treatment of one of the important variables represented by conscious leadership in a vital sector represented by the employees of Al-Ma'arif Al-Ahlia University in Anbar Governorate, as the researcher addressed the importance in his research through two aspects:

1. The first aspect: theoretical (intellectual), which includes the theoretical or intellectual study of conscious leadership, Job Engagement and the nature of the relationship between them.
2. The second aspect: Applied (practical), which is manifested by the researcher's attempt to provide service at the National Knowledge University by determining the relationship and impact between the variable of conscious leadership and job engagement for the purpose of benefiting from the positive impact of the practical reality of the university under study [5].

2. Materials and Methods

Fourth: Research Methodology

In order to achieve the objectives of the research, the researcher relied on the descriptive-analytical approach to build the theoretical and practical aspect, as it is one of the most used methods in the study of human and social events, which emphasizes an accurate description of a specific phenomenon, event or topic in a quantitative and qualitative manner in order to understand its content.

Fifth: Research Hypotheses:

The research hypotheses emerge from the questions raised and what is the person in the research problem within the context of intellectual and field trends, as follows:

The first main hypothesis: There is a significant correlation between the leadership that is aware of its exclusion and job engagement at the level of the National Knowledge University under study, and four sub-hypotheses emerge from it, namely:

1. There is a significant correlation between self-awareness as one of the dimensions of conscious leadership and job engagement at the level of the National Knowledge University under study.
2. There is a significant correlation between awareness and feeling of others as a dimension of conscious leadership and job engagement at the level of the National Knowledge University under study.
3. There is a significant correlation between situational awareness as one of the dimensions of conscious leadership and job engagement at the level of the National Knowledge University under study.

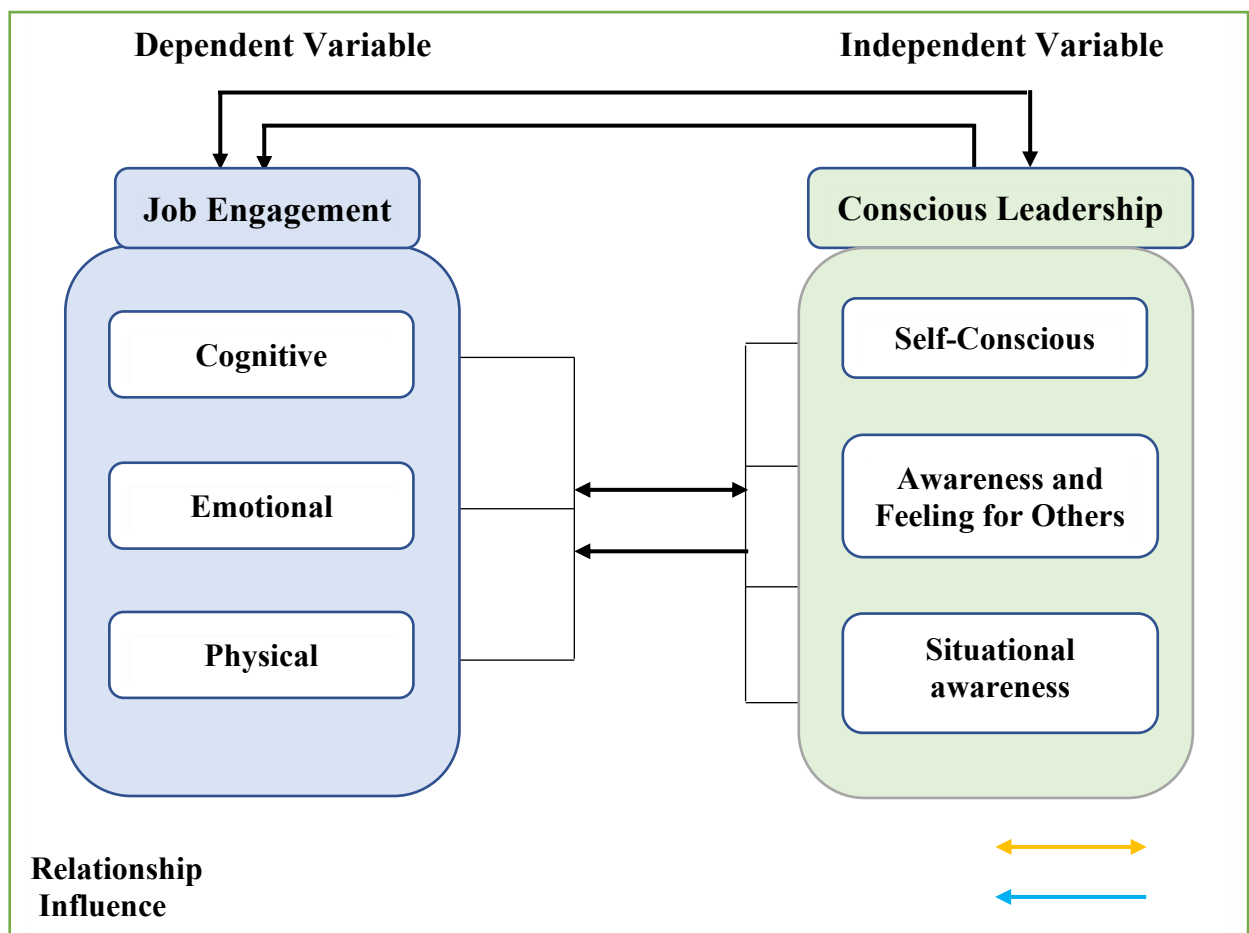
The first main hypothesis: Conscious leadership has a significant impact on job engagement at the level of the National Knowledge University under study, and four sub-hypotheses emerge from it, which are:

1. Self-awareness as one of the dimensions of conscious leadership has a significant impact on job engagement at the level of the National Knowledge University under study.

2. Awareness and feeling of others as a dimension of conscious leadership has a significant impact on job engagement at the level of the National Knowledge University under study.
3. Situational awareness as one of the dimensions of conscious leadership has a significant impact on job engagement at the level of the National Knowledge University under study.

Sixth: The hypothetical outline of the research:

The systematic treatment of the problem of any research according to the theoretical and practical aspect requires the construction of a hypothetical scheme that clearly reflects the nature of the logical relationship between the variables, as well as clarifying the sub-dimensions of those variables and their effects in the society under study, taking into account the possibility of measuring those dimensions statistically, as the researcher relied on a model to determine the dimensions of the independent variable (self-conscious leadership by its dimensions (self-awareness, awareness and feeling of others, awareness of the situation), and a model [5][6]. To determine the dimensions of the dependent variable (functional engagement by its dimensions (cognitive, emotional, and physical) (Figure 1).



Source: From the researcher's numbers based on previous sources.

Seventh: Statistical Tools:

The statistical tools in the following were used by the researcher:

1. The arithmetic mean was extracted to determine the level of the sample's answers to the xvariables and dimensions investigated in the questionnaire.
2. The standard deviation was extracted to show the level of dispersion of the sample answers from their arithmetic mean.

3. The coefficient of difference was extracted to compare the degrees of dispersion of two or more groups of values from their arithmetic mean by dividing the standard deviation by the arithmetic mean multiplied by (100).
4. The correlation coefficient (Pearson) was used to measure the correlation between the main and subvariables of the research.
5. The coefficient of determination (R^2) was extracted: to know the amount of changes in the independent variable that are interpreted by the dependent variable.
6. Marginal slope (B) is extracted: to determine the extent of the tendency of a particular variable to a single unit as it leads to a change from a particular variable by that one unit.
7. (F) was extracted to test the significance of the effect and measure it among the research variables.
8. (T) was extracted to test the effectiveness of each dimension and to verify the significance of the nature of the effect between the dimensions.

Eighth: Research Limits

The research is limited to the following limits:

1. Theoretical limits: This research represents two variables, one of which is independent, which is conscious leadership with its dimensions (self-awareness, awareness and feeling of others, awareness of the situation) and the other is dependent, which is functional engagement in its dimensions (cognitive, emotional, and physical).
2. Human and spatial limits: represented by a number of employees at Al-Ma'arif National University in Anbar Governorate.

Ninth: Data and Information Collection Methods:

1. Theoretical aspect: The researcher relied on books, magazines, researches in Arabic and English, dissertations, and dissertations in building the theoretical aspect [7].
2. Practical aspect: The researcher relied on the questionnaire as a main tool in collecting data and information related to the practical side of the research in order to test the hypotheses, and reach the results using the statistical program (SPSS), so the (Likert) five-point scale was used, whose value ranges between (5) completely agreed, and (1) completely disagreed with the paragraphs of the questionnaire, and the questionnaire was divided into two parts, the first section was represented by personal information, and the second was represented by the presentation of the questionnaire paragraphs, including, first, the scale of the dimensions of conscious leadership for the paragraphs of the (1-15) with (5) paragraphs for each dimension, and secondly, the dimensions of functional engagement of paragraphs (16-30) included (5) paragraphs for each dimension, and the sub-dimensions included in each of the main variables of the research were clarified as in Table (1).

Table 1. shows the structure of the research questionnaire

Scale Source	Number of paragraphs	Sub-Dimensions	Key variables	T
Prepared by the researcher	5	Gender, Age, Educational Qualification, Academic Title, Years of Service	General Information	Section One

Hadi, Muhaisen: 2024	5	Self-awareness	Independent variable Conscious Leadership	Section Two
	5	Awareness and Feeling for Others		
	5	Situational awareness		
AL-Zobaidy, &Al- Joufi: 2021	5	Cognitive	Dependent variable Job Engagement	Section III
	5	Emotional		
	5	Physical		

Source: Prepared by the researcher.

Tenth: Research Population and Sample:

The research population and sample consisted of (45) employees of Al-Ma'arif National University in Anbar Governorate, and the questionnaire was distributed to them, as shown in Table (2) [8].

Table 2. Distribution of Respondents by Gender, Age, Educational Qualification, Scientific Title, and Years of Service

% Percentage	Iteration	Property Distribution	Variables	T
82.2%	37	male	Gender	1
17.8%	8	female		
100%	45	Total		
35.6%	16	30 years and below	lifetime	2
17.8%	8	31-40 years		
13.3%	6	41-50 years		
33.3%	15	51 years and above		
100%	45	Total		
33.3%	15	Doctor	Educational Qualification	3
37.8%	17	Master		
15.6%	7	Higher diploma		
13.3%	6	Bachelor		
100%	45	Total		
33.3%	15	Assistant Lecturer	Scientific Title	4
26.7%	12	teacher		
15.6%	7	Assistant Professor		
13.3%	6	professor		
11.1%	5	He doesn't have a scientific title		
100%	45	Total		
28.8%	13	5 years and under	Years of Service	5
17.8%	8	6-10 Years		
15.6%	7	11-15 years		
11.1%	5	16-20 years		
26.7%	12	21 years and above		
100%	45	Total		

Source: Prepared by the researcher based on the results of the SPSS program.

From the above table, it was found that the number of males reached (37) with a percentage of (82.2%), and the number of females reached (8) with a percentage of (17.8%), and this indicates that the number of males is more than the number of females

in Al-Maaref Al-Ahlia University, either in terms of age, the category (30 years and below) came with the highest number in terms of age clause, reaching (16) individuals with a percentage of (35.6%), then the category of (51 years and above) with (15) individuals and a percentage of (33.3%), then the category (31-40 years) with (8) individuals and a percentage of (17.8%) As for the last rank, the category reached (41-50 years) with (6) and a percentage of (13.3%), which indicates that Al-Maaref Al-Ahliyya University has a cadre of young energies, either in terms of scientific qualification, those who hold a master's degree came with (17) and a percentage of (37.8%), then came the holders of a doctorate degree with a number of (15) and a percentage of (33.3%), followed by holders of a higher diploma with a number of (7) and a percentage of (15.6%), and finally the number of holders of a bachelor's degree reached (6) with a percentage of (13.3%), which indicates that Al-Maaref University has a cadre With regard to the scientific title, he obtained the title of assistant teacher with a percentage of (33.3%) with (15) individuals, followed by the title of teacher with (12) and (26.7%), as for the title of assistant professor with (7) and (15.6%), then followed by a group that does not have a scientific title with (5) and (11.1%), and finally the title of professor with (6) and (13.3%), which indicates that Al-Maaref Al-Ahliyya University has young cadres capable of providing more knowledge and experience during the job service, with regard to the years of service, those who possess (five) years or less) with (13) individuals with a percentage of (28.8%), followed by the category (21 years and above) with (12) individuals with a percentage of (26.7%), then those who have a service of (6-10 years) with (8) individuals with a percentage of (17.8%), while the number of category (11-15 years) reached (7) individuals with a percentage of (15.6%), and finally the category (16-20 years) came with a number of (5) individuals with a percentage of (11.1%), which means that Al-Maaref Al-Ahliyya University has a cadre with new job services [9][10][11].

3. Results and Discussion

Eleventh: Some Previous Studies:

1. Some previous studies related to conscious leadership:

a. Study:

The Role of Conscious Leadership in Enhancing the Strategic Expertise of Academic Leaders at the University of Kirkuk:

The study aims to find the relationship and the nature of the impact between the conscious leadership by its dimensions (self-awareness, awareness and feeling of others, cognitive awareness, awareness of the situation) in enhancing the strategic prowess by its dimensions (prowess of exploration, prowess of exploitation) of the academic leaders at the University of Kirkuk, as the problem of the study was identified by many questions represented by the nature of the relationship between the two variables of the study, so the researchers used the descriptive-analytical method in the field aspect of the study, noting that the statistical program used in the analysis of data for the practical aspect is (SPSS), (132) questionnaires were distributed, and (126) questionnaires were retrieved, of which (119) questionnaires were valid for analysis, i.e. (90.1%) of the studied sample, and the most important conclusions were the existence of the impact of conscious leadership in enhancing strategic prowess, and the most important recommendations were to address the deficiency that occurs as a result of the lack of commitment of academic leaders at the University of Kirkuk in paying attention to self-awareness through the practice and celebration of academic traditions and events [12][13][14].

b. Study:

Conscious Leadership and its Impact on Reducing Career Withdrawal Behaviors among University Leaders in the Faculties of Al-Reith Al-Anbiya University:

This study aimed to measure the extent of awareness of conscious leadership and its role in reducing career withdrawal behaviors among university leaders in the faculties of Warith Al-Anbiya University, and to achieve the objectives of the study, the problem

was identified with many questions represented in the correlation relationships and the nature of the impact between the two variables of the study and to verify the validity of the hypotheses, and all of them underwent multiple tests and the researchers used the questionnaire to obtain the data, so the descriptive-analytical approach was used in the field aspect of the study, and (80) questionnaires were distributed, and (78) questionnaires were retrieved, and they were The most important recommendations are to increase interest in the conscious leadership style and prepare a conscious leader who supports subordinates, cares about their interests, and develops their skills to overcome the obstacles they face at work to achieve the organization's goals efficiently and effectively [15][16][17].

2. Some previous studies related to Job Engagement:

a. Study:

The Effect of Work Environment on Job Engagement among Employees of the Petroleum Products Distribution Company/Baghdad Distribution Authority:

The study aimed to identify the impact of the work environment on job engagement, in light of the dimensions of the work environment represented by (material working conditions, leadership, technology, incentives) and the dimensions of job engagement represented by (enthusiasm, comprehension, immersion in work, sincerity and dedication) through a survey of a sample of employees in the Petroleum Products Distribution Company / Baghdad Distribution Authority, the researcher used the descriptive-analytical method, and the questionnaire was adopted as a main tool in data collection, and it was distributed to a sample of (90) employees in the Petroleum Products Distribution Company, noting that The statistical program used in the analysis of data for the practical aspect is (SPSS), and one of the most prominent conclusions is the adoption of a fair incentive system that suits the needs and requirements of its employees, which encourages them to improve their performance and increase their job engagement, and the most important recommendations is that the organization conducts continuous improvement processes on the work environment, which helps employees to be open-minded and increase their engagement in work, even if it does not have negatives in the work environment, it always needs improvement [18][19][20].

b. Study:

The Reality of Job Participation of the Employees of the Iraqi Directorate of Residency Affairs:

This study aims to determine the role of job engagement in the Directorate of Residency Affairs and its impact on employees, as the variable of job engagement included the removal (cognitive, emotional, and physical) and this variable was studied in the Directorate of Residency Affairs, which is one of the specialized directorates in the Iraqi Ministry of Interior, and this study relied on the questionnaire as the main tool to collect data according to the random sampling method, and the sample size included (206) individuals out of (400) individuals, but the number of respondents reached (190) individuals, while the number of respondents reached The researchers used the statistical program (SPSS) in analyzing the data for the practical aspect, and one of the most prominent conclusions is that there is a clear cognitive engagement among most of the employees of the organization under study, as most of the employees have a high focus on the job tasks they perform, and we often find them trying to give their maximum to the job, and the most important recommendations are that although there is cognitive engagement among the employees of the directorate, there is some mental engagement and pressure on the employees, which may lead to A negative role in the future [21][22][23].

The second axis: the theoretical aspect

First: The Concept of Conscious Leadership:

Mindfulness or awareness building as a mechanism through which leaders can understand how to best support their followers and act according to the concept of

conscious leadership, as I begin by expressing the importance of including this structure in my model of situational leadership. This tradition, where individual minded individuals can clear their minds through meditation by not paying serious attention to their inner experiences that ultimately allow them to see the world as it actually is, a concept known as realistic perception, or the second entrance to consciousness comes from the perspective of Western tradition, which emphasizes the search for seriousness and the classification of information in innovative ways where individuals who have a state of elevation in their minds are present by participating in the present, and they are increasingly environmentally sensitive and open to information and the ability to create new categories to build perceptions and increase awareness from multiple perspectives[24][25]. Based on the above, and through Table (3), the researcher clarifies the concept of conscious leadership, which the researchers addressed according to its time frame.

Table 3. shows the concept of conscious leadership according to its time frame

The Concept	Researcher's Name and Year	T
It is a leadership approach that focuses on self-awareness, empathy, and ethical decision-making, involving structure, integrity, and a deep understanding of the interconnectedness between individuals, organizations, and the wider world.	(Potter et al., 2024:1)	1
It is the conscious vision of the leaders to take the necessary methods in investing intellectual skills, addressing the mental and emotional aspects of oneself and others, and working to show the right judgments when making decisions by setting correct work paths to solve the problems facing the work environment within the researched National Knowledge University.	(Mahmoud, Qadir, 2023: 14)	2
It is based on the social and cultural knowledge of reciprocity, it is an important factor for understanding social interactions and is responsible for defining the vision and goals of the organization and building a culture that includes several interactions with others through the self-awareness of its leaders.	(Ahmed, 2022: 208)	3
It refers to the core skills that good leaders consistently build through constant training and maintaining an inclusive mindset.	(Otsen, 2022:18))	4
They are leaders who lead from a place of self-awareness and who recognize a higher purpose in action and interconnection with stakeholders.	(Dufresne, 2021:37-38)	5
It is a holistic process in which the visual aspects of awareness are integrated with the intellectual, emotional, and spiritual aspects of the self and others, as well as the aspects of personal and ethical values through which leaders reach an integrated awareness that enables them to understand the mechanisms of	(Happy, 2019:1)	6

influencing subordinates and adapting to the variables of the work environment.		
It is to maintain awareness of thoughts, feelings, and experiences to achieve the goal.	(Marinčič , & Marič , 2018: 177)	7
It refers to the deliberate process by which a leader takes into account the essential elements of both the short-term and long-term dimensions of leadership when practicing them, i.e. the sense that the leader must properly evaluate attitudes and followers so that he can motivate others in the short term to reach a long-term vision, or achieve a set of organizational goals.	(Voss, 2017:76)	8

Source: Prepared by the researcher based on previous sources.

Second: The Importance of Conscious Leadership:

Conscious leadership has gained wide importance in the organizational field and there is a need in organizations to be led by conscious leaders who are present in the moment, and who guide, motivate, and inspire others in line with the organization's purpose in order to create an opportunity for a sustainable future pointed out that the importance of conscious leadership lies in the following:

1. They deal with the stresses of life and multiple tasks effectively.
2. Identify strengths, admit mistakes, and gain higher levels of acceptance.
3. It facilitates the integration of beliefs and attitudes as well as enables better coordination of work-related activities within organizations by quickly resolving potential problems.
4. Mindfulness-driven behavior positively impacts working individuals by making them more work-ready.

While pointed out that the importance of conscious leadership is manifested in the following points:

1. Guiding the behavior of individuals to achieve the desired goals, and there is no doubt that mental skills that enhance self-awareness from a broad perspective inspire others, make them want to commit to continuous development, and affect the level of overall organizational performance [26].
2. Contributing to ensuring the survival of organizations in light of environmental fluctuations, as it enhances the ability to predict the success of working with competitors through the use of various strategic maneuvers that rely on mental processing and rapid response, because awareness of the perception of variables is a prerequisite for them [27].
3. Conscious leadership allows critical decisions to be made regarding organizational policies and practices that affect the workforce within organizations after they have identified and discovered themselves, questioning their intentions and directing their goals and objectives towards organizational success [28].
4. As an important factor in understanding social interactions, and that the organization is a network of human interactions, thus conscious leadership is responsible for defining the vision and goals, and building the general culture of these interactions, as the leader's reaching the stage of self-maturity through his awareness of himself and others is an important factor in understanding these interactions [29].

Third: Dimensions of Conscious Leadership:

The dimensions of conscious leadership, which are represented by three dimensions (self-awareness, awareness and feeling of others, and situational awareness) have been adopted based on the model these dimensions will be explained as follows:

1. Self-awareness: This dimension represents a crucial stage because it is one of the characteristics that lead to effective management in the banking service organization, it refers to the state in which leaders are aware of their feelings, behavior, and qualities as a whole, and thus the dimension of self-awareness leads to the evaluation of the gaze of others and self-understanding, and often these self-aware leaders have the ability to self-regulate by determining what they feel [30].

It has been described that the leader's awareness of all his thoughts related to his emotions and his attention to a personal and internal situation is the basis for the leader's self-confidence, making safer decisions and building stronger relationships, as the dimension of self-awareness is the super-skill of the 21st century, and it is one of the concepts of great importance in the field of management science, as studies in the field of management science have confirmed that leaders who are aware of themselves clearly and transparently become more self-confident and more creative in their field of work [31].

2. Awareness and feeling for others: This dimension refers to the extent to which the leader knows how others (followers) think, and it makes it easier for the conscious leader to reach others more because he relies on his experience and flexibility to form himself, and this makes his communication style with others clear [32].

The conscious leader is the one who approaches people by cooperating and sharing in the performance of tasks and mutual respect to know their feelings and needs, in addition to his ability to manage them and make them more adaptable to change, transformation and development [33].

This dimension also focuses on the ability to monitor the feelings and emotions of a person and others, distinguish between them, and use this information to guide a person's thinking and actions, and the dimension focuses on mental abilities and deals with emotional intelligence as a standard intelligence, such as the model of the four branches of emotional intelligence that mixes mental abilities with personality traits and competencies Adaptively, this includes the ability to accurately perceive emotions in oneself and others, by using emotions to facilitate thinking [34].

In this dimension, leaders with a high degree of sensitivity to others are the key to the success of the research organization, and because leaders influence the attitudes and behaviors of employees towards achieving stated goals, this organization needs conscious leadership to achieve effectiveness, and for this it is necessary to understand that leaders are a vital part of effective decision-making [35].

3. Situational awareness: The dimension of situational awareness expresses the leaders' possession of knowledge about the factors affecting the performance and implementation of strategies, and how to make adjustments to the leaders' strategies according to the situation, as conscious leaders have the ability to understand the situation in order to facilitate change, as they are aware of what is going on inside and outside, as well as being aware of the results of decisions and actions, and they also understand the interaction and overlap between a complex set of factors and forces that shape situations, and the dimension of situational awareness is achieved in conscious leaders By possessing a conscious vision and a forward-looking outlook, they go beyond logical thinking, complement logic with intuition to understand the situation, and combine discipline, trust, and harmony in the wisdom of their intuition [36].

This dimension is created from an infinite set of representations from the environment surrounding leaders, where the conceptual system organizes a set of categorical images that represent the individual components of experience, and this conceptual system classifies information into components that are then stored in memory, and leaders later use it in future interactions, where it has been described. This dimension is defined as a full understanding of the factors that will contribute to the optimal performance of the task, as it provides a deep understanding of the environment, especially during unfamiliar dynamic situations under the expected and unforeseen circumstances that surround leaders [37].

Fifth: The Concept of Job Engagement:

The origin of the word (absorbed) in the language goes back to the verb (took over) i.e. an adult in something and exceeded the limit, and the concept of Job Engagement is one of the relatively recent terms, and it has gained the attention of researchers in recent decades as it began to take its place in the academic literature, and the first contributions to this concept were by William Kahn, who is considered the father of this concept [38]. Their organizations will enable the organization to retain talent and improve organizational performance, as well as this concept is the key link to customer satisfaction, the organization's reputation, and the creation of value for stakeholders [39]. Researchers in the field of human resource management from all over the world have considered that the concept of job engagement is an important and influential factor on both individuals and organizational outcomes, and that the challenges facing organizations today, especially the researchers, are how to strive to make individuals more integrated in their jobs by providing behavioral incentives and an organizational environment that encourages achievement and creativity and satisfying their needs and desires, and this is what distinguishes individuals with high levels of work immersion in work, as they make the job a major part of their personality and life and focus most of their attention towards their jobs and getting work done.

Based on the above, and through Table (4), the researcher shows the concept of Job Engagement that the researchers have addressed according to its time frame.

Table 4. shows the concept of job engagement according to its time frame

The Concept	Researcher's Name and Year	T
It is a psychological condition that includes two components: dedication, which refers to the availability of knowledge and the amount of time an individual spends thinking about his role in work, and preoccupation refers to the strength of the individual's focus on the role he or she plays.	(Rothbard, 2001:656)	1
An individual who is aware of the business context and works closely with co-workers to improve job performance for the benefit of the organization.	(Harter, et al, 2002: 269)	2
It indicates that functionally engaged individuals are more interested in the future of the organization, as well as willing to invest their efforts voluntarily to achieve the goal and ensure the success of the organization.	(De Lacey, 2009:39)	3
The employee's sense of security at work if he finds meaning in the job he performs more than if he does not feel reassured and comfortable in it.	(Chung & Angeline, 2010:1838)	4
It represents the cognitive, emotional and behavioral range of the individual and the expected reactions to the organizational results required in the work, and	(Jose & Mambelli, 2014:96)	5

results in the individual's cognitive judgment about the self-image that he has formed about his ability to perform organizationally within the organization.		
It is a business strategy designed to ensure that the individual is committed to the goals and values of the organization and contributes to its success, and the researcher reinforces this by saying that the individual who is engaged feels that his efforts have a role in the success of the organization.	(Aynickal, 2014: 26)	6
It is the commitment of the individual to do the work required of him, give his time and effort, and develop his skills voluntarily, by providing a work environment in which there is effective communication between managers, officials, and employees.	(Marshall, 2018:2)	7
It refers to being an optimistic state of mind in the workplace, it is an expression of the self-deception of the members of the organization while performing their work roles, and it can be easily understood by comparing it to disengagement, that is, individuals employ their energy, and express themselves physically, cognitively, and emotionally while performing these roles, as interacting individuals are more involved in their jobs, and develop an active and effective connection to their work compared to their separate colleagues.	(Rastoji, 2019:6)	8
It is the individual's sense of integration, psychological attachment, and love with his job, immersion in the organization without feeling the passage of time, and increasing his desire to accomplish tasks with the best of his creativity, increasing his effective participation, and matching his goals with the goals of the organization and working to achieve them.	(Mahmoud, et al, 2023: 4)	9

Source: Prepared by the researcher based on previous sources.

Sixth: The Importance of Job Engagement:

Studies have shown that job engagement contributes to improving the individual's quality of life and livelihood and increases his desire to work and stay in the organization, as well as increases his sense of job satisfaction and makes him more committed to his work and organization.

The importance of job engagement is highlighted through its positive impact on behavioral outcomes and other behaviors of individuals such as organizational commitment and loyalty, and it also negatively affects whether the levels of job engagement are low, which increases the individual's sense of job alienation or feelings of separation towards his job and the organization itself, so the pursuit of high levels of job engagement is very important in order to promote and achieve the goals of the organization.

The importance of the engagement of organizations is also highlighted through the positive results achieved by this behavior as indicated, which are represented in the following:

1. Engaging in work supports job performance by enhancing ability, motivation, and focus on job tasks.

2. It has far-reaching implications for improving employee performance through the focus and energy inherent in engagement at work, and allows employees to achieve their job potential.
3. Organizations seek to motivate employees to take initiative and be proactive without being constrained by the formal structure of the job to include developing new knowledge and responding to unique opportunities.
4. Supporting the organization's activities by encouraging the initiative of orientation and volunteering for employees.
5. It empowers employees in preparing for their activities, increasing their knowledge and confidence in the relationship between efforts to develop supportive work environments, and enhancing individual performance that will contribute to improving organizational performance in general.
6. It is a basic rule that enables employees to adapt to their ever-changing work lives.
7. It causes the building of a cognitive and perceptive perspective towards creativity, efficiency, flexibility, and integration in a positive way in the job work, which contributes to new developments in the professional life of employees.

Seventh: Dimensions of Job Engagement:

The dimensions of job engagement have been multiplied by the different views of writers and researchers in determining them, through which the level of job engagement in the research organization can be measured, and the dimensions (cognitive, emotional, and physical) have been chosen because most writers and researchers agree on it and because it is consistent with the nature of the research and its objectives, and the following is an explanation of each of the dimensions adopted by the current research:

1. Cognitive: Both Rich & Azar, Bishri, agreed that the cognitive dimension refers to the complete immersion of individuals in practicing their work, or the degree of strength of the individual's participation in making decisions about his job, or the degree of importance of the job in his life and its most important characteristics (psychological state, self-esteem, active participation).

He also believes that this dimension Shum indicates the extent to which individuals desire self-motivation and use self-regulation strategies to reach self-determined goals, which are related to their future aspirations, as in the literary theories of integration, this dimension refers to the idea of investing in learning, as some researchers link this dimension to the extent to which individuals perceive self-learning as relevant to their future goals and integration into the job [40].

2. Emotional: The second important and necessary dimension of job engagement is the emotional dimension, which refers to the emotional attachment and emotional feelings that an individual has towards the organization or the work he does.

This dimension also means that there is a strong relationship between the emotions, thoughts, and feelings of the individual and the job, which leads to feelings of enthusiasm and pride, and on the contrary, the dimension of emotional engagement emerges the concept of (emotional absence) that is characterized by the separation of emotion from others, yet we are all aware with our intuition that the individual can only take from him as much as he is willing to give, and that rational control, no matter how effective, will only take from him as much as it avoids accountability, and in order to give the individual the maximum He must work on the basis of what he desires and enjoy the work he does without boredom.

Gladys added that the emotional dimension is a combination of positive emotions that occur within the context of work, which is characterized by high levels of physical and mental energies and flexibility exercised in the job, which is a positive state of mind shown by the individual that pushes him to integrate and participate in more work without thinking, and to exert additional energy when he faces challenges or work

pressure in another work and vitality to accomplish work, and that the individual's vitality is an internal driving force through the effort of energy Time spent, and focusing on the job or activities related to the organization by focusing the energy and positive emotions that the individual provides and exerts in the job as a result of increasing morale, motivation, sense of duty, and connection to the goals of the organization.

3. Physical: describes Macey & Schneider the physical engagement dimension as an adaptive behavior that aims to achieve an organizational purpose, as this dimension of engagement is seen as a behavior that can be observed directly in the context of work, and includes innovative behaviors, initiative, proactive behaviors, and exceeding what can be expected.

This dimension refers to the state of increasing the levels of efforts directed towards organizational goals by devoting a lot of energy.

The dimension of physical engagement means the concentration of the physical efforts and material energies of the worker to complete the tasks, and represents the employment and embodiment of the physical, cognitive, and emotional state of the worker while performing these tasks.

The Third Theme: The Practical Aspect

First: Description and Diagnosis of Research Variables:

In order to identify the reality of conscious leadership and its impact on job engagement among the employees of Al-Maaref Al-Ahliya University in the light of the answers of the sample members, the arithmetic mean and the standard deviation of those answers will be relied on by relying on the five-point scale (Likert) of the research sample's answers to the questionnaire, so the results of the responses of the members of the study population to the variables addressed in the questionnaire, based on the analysis of those answers related to the variables, were as follows:

1. Description and diagnosis of the research sample's opinions on the variable (Conscious Leadership):

The Conscious Leadership Variable was the first (independent) variable of the current research variables, which includes three sub-dimensions (self-awareness, awareness and feeling of others, and situational awareness) through paragraphs (1-15) at the level of dimensions, which reflect the trends of the research sample, and the extent of its diagnosis in Al-Maaref Al-Ahliyya University as a study population, and Table (5) shows that:

Table 5. shows the analysis of the research sample's opinions for the variable of conscious leadership n = 45

Order of importance	Coefficient of Difference %	Standard Deviation	Arithmetic mean	Paragraphs	T
Conscious leadership at the university					
4	43.41	1.10	2.53	It has the ability to identify its mistakes and works to correct them.	1
5	54.60	1.36	2.49	She has the courage to accept outright criticism of her behavior.	2
3	41.63	0.98	2.36	She possesses self-confidence in all situations she encounters.	3
1	28.84	0.68	2.36	She controls her emotions when making and making decisions.	4
2	41.33	1.07	2.60	She stays calm when trying to resolve disagreements with others.	5
	41.96	1.03	2.46	Total for the dimension of Self-Conscious	
Conscious leadership at the university					

2	36.91	0.84	2.27	Understands the needs and desires of employees well.	6
5	49.78	1.19	2.40	Considerate and appreciate the emotions and feelings of others.	7
3	44.58	1.14	2.56	Listen attentively and focus to the opinions and suggestions of the employees .and take them into consideration	8
4	45.83	1.14	2.49	Trusts the integrity and honesty of employees in the performance of their duties.	9
1	35.31	0.89	2.53	It supports the workers even if you disagree with them in their orientations.	10
	42.48	1.04	2.45	Total for the dimension of Awareness and Feeling for Others	
Conscious leadership at the university					
4	43.41	1.10	2.53	Situations are analyzed from many perspectives before a final decision is made.	11
3	42.60	1.00	2.36	They are wise and have common sense in adapting to the environmental changes and transformations that occur in their environment.	12
2	37.28	0.89	2.38	She has sufficient experience and knowledge to face and overcome difficulties.	13
1	34.40	0.76	2.20	It has the ability to act calmly in managing and addressing crises that threaten its existence.	14
5	46.22	1.06	2.29	Choose business strategies that suit the situation and needs of the community.	15
	40.78	0.96	2.35	Total for the dimension of situational awareness	
	41.74	1.01	2.42	metic mean, standard deviation, and coefficient of general variation of the conscious leadership variable	

Source: The table prepared by the researcher based on SPSS software.

Table (5) shows us that the variable of conscious leadership obtained an arithmetic mean of (2.42), which is smaller than the value of the hypothetical mean of (3), and this means that the answers of the research sample of this variable are directed towards disagreement and disagreement strongly, with a standard deviation of (1.01), and the level of response to the variable was within the low, while at the level of dimensions, after self-awareness, which was limited to the numbered paragraphs (1-5), it obtained an arithmetic mean of (2.46), which is smaller than the hypothetical mean. With a standard deviation of (1.03), this indicates that the employees of the National Knowledge University in question have a low level of self-awareness, while the awareness and feeling of others, which was limited to the numbered paragraphs (6-10), occurred on an arithmetic mean of (2.45), which is smaller than the hypothetical mean, and with a standard deviation of (1.04), and this indicates that the employees of the National Knowledge University under study have a kind of awareness and feeling for others at a low level, either after awareness of the situation measured by the numbered paragraphs (11-15) obtained an arithmetic mean of (2.35), which is smaller than the hypothetical mean, with a standard deviation of (0.96), which indicates that the employees of the National Knowledge University in question have a low level of situational awareness. Describe and diagnose the opinions of the research sample about the variable (job engagement)

The second variable (dependent) of the current research variables, which included three sub-dimensions (cognitive, emotional, and physical) was measured through

paragraphs (16-30) at the level of dimensions, which reflect the trends of the research sample, and the extent of its diagnosis in Al-Maaref Al-Ahliyya University as a study population, and Table (6) shows that:

Table 6. shows the analysis of the research sample's opinions on the variable of job engagement n=45

Order of importance	Coefficient of Difference %	Standard Deviation	Arithmetic mean	Paragraphs	T
5	46.34	1.00	2.16	I focus on getting my work done without the need for supervision and guidance.	16
4	43.98	0.97	2.20	I give a great deal of attention to my assigned job.	17
1	28.91	0.67	2.31	I feel very absorbed and mentally immersed in my job.	18
3	41.87	0.91	2.18	I dedicate a great deal of perseverance to getting my work done.	19
2	40.35	0.91	2.27	Have a high level of energy and mental flexibility.	20
	40.29	0.89	2.22	Total for the dimension of Cognitive	
5	50.87	1.19	2.33	I feel a very strong emotional connection to my current job.	21
1	23.84	0.48	2.00	I feel proud and proud of my current job	22
3	37.26	0.94	2.53	I feel very motivated and constantly about my current job.	23
4	39.83	0.93	2.33	I look happy, inspired, and productive in my current job.	24
2	31.34	0.79	2.51	I have good relationships with my coworkers.	25
	36.63	0.87	2.34	Total for the dimension of emotional	
2	39.51	0.86	2.18	I put all my effort and mental and physical energy into minimizing work problems.	26
3	39.61	0.93	2.36	I use most of my intellectual and creative potential and professional experience to do the work I do.	27
1	39.13	0.94	2.40	I'm always trying to find new ways of doing the work I do.	28
4	42.10	0.97	2.31	I always work hard, and the more difficult I find the work I do, the more determined I am to get it done.	29
5	44.48	1.05	2.36	I feel like I have a high degree of self-control around determining my performance.	30
	40.97	0.95	2.32	Total for the dimension of physical	
	39.30	0.90	2.29	Arithmetic mean, standard deviation, and coefficient of general variation of the job engagement variable	

Source: The table prepared by the researcher based on SPSS software.

Table (6) shows us that the variable of Job Engagement obtained an arithmetic mean of (2.29), which is smaller than the hypothetical mean of (3), and this means that the answers of the research sample of this variable are directed towards disagreement and strongly disagreement, with a standard deviation of (0.90), and the level of response to the variable was within the low, while at the level of dimensions, the cognitive dimension, which was limited to the numbered paragraphs (16-20), obtained an arithmetic mean of (2.22), which is smaller than the hypothetical mean, and with a standard deviation This

indicates that the employees of the National Knowledge University in question have a rather low level of knowledge in practicing their work at a low level, while the emotional dimension, which was limited to the numbered paragraphs (21-25), obtained an arithmetic mean of (2.34), which is smaller than the hypothetical mean, and with a standard deviation of (0.87), and this indicates that the employees of the National Knowledge University under study have feelings of enthusiasm at a low level in the performance of their work, either the physical dimension that was measured by the numbered paragraphs (26-30) He obtained an arithmetic mean of (2.32), which is smaller than the hypothetical mean, with a standard deviation of (0.95), and this indicates that the employees of the National Knowledge University in question have a lack of concentration in physical efforts and material energies to complete their tasks at a low level.

Second: Testing the research hypotheses:

1. Testing the main and sub-correlation hypotheses:

The first main hypothesis: The point shows the correlation between the independent variable (conscious leadership) and the dependent variable (job engagement) and based on the Pearson correlation coefficient matrix, as the table (7) shows that there is a significant correlation between (conscious leadership) and (job engagement) with a correlation value of (0.807**), so the first hypothesis (there is a significant correlation between conscious leadership and job engagement) in the National Knowledge University under study is accepted, either the main sub-hypotheses emanating from the sub-hypotheses The first will be illustrated through Table (8).

Table 7. shows the results of the correlation between conscious leadership and job engagement.

Resolution	Job Engagement			Independent variable
				Dependent variable
Acceptance of the hypothesis	N	Same	R	Conscious Leadership
	45	0.000	0.807**	

Source: The table prepared by the researcher based on SPSS software.

Table 8. shows the results of the correlation relationships between distancing-conscious leadership and job engagement n=45

Resolution	Job Engagement		Independent variable
			Dependent variable
1- There is a significant correlation between self-awareness and job engagement			
Acceptance of the hypothesis	Same	R	Self-awareness
	0.004	0.419**	
2- There is a significant correlation between awareness, feeling of others and job engagement			
Acceptance of the hypothesis	Same	R	Awareness and Feeling for Others
	0.000	0.835**	

3- There is a significant correlation between situational awareness and job engagement			
Acceptance of the hypothesis	Same	R	Situational awareness
	0.005	0.411**	

Source: Table prepared by the researcher based on SPSS software.

From Table (8), it was shown that all sub-hypotheses from the first main hypothesis will be accepted, as the correlation (R) between the dimension of self-awareness and the variable of job engagement was (0.419**), and this indicates that the conscious leadership in the National Knowledge University under study has self-awareness in enhancing job engagement among its employees, and the correlation between the dimension of awareness and feeling of others and the variable of Job Engagement is (0.835**), and this indicates the extent to which conscious leaders know how others (dependents) think, which facilitates the The relationship between the dimension of situational awareness and the variable of job engagement was (0.411**), which indicates that conscious leaders have knowledge about the factors affecting performance and implement strategies to enhance job engagement among employees at the university under study.

Testing the main and sub-effect hypothesis:

Table (9) shows the results of the analysis of the effect of the independent variable (conscious leadership) in the dependent variable (job engagement), as it can be seen from the results, the effect of conscious leadership has a significant effect on job engagement, as the calculated value of (f) reached (80.050), which is greater than its tabular value (4.04), and this indicates that there is a relationship between the effect of conscious leadership on job engagement, at a significance level less than (0.05), and the value of (R²)(0.651), and this indicates that the conscious leadership explains (65.1%) of the significant changes in job engagement, while the value of (B) has reached (0.807), and this indicates that the change in the conscious leadership of one unit leads to a change in job engagement by (80.7%), while the value of (SIG) has reached (0.000), which is less than the significance level of (0.05), and this justifies the significance of the regression model and indicates the acceptance of the second main hypothesis that (there is a significant effect nature). for the conscious leadership to keep them away from the Job Engagement at Al-Maaref Al-Ahliyya University.

Table 9. shows the nature of the effect of conscious leadership on job engagement.

Job Engagement Y						Variable
Resolution	Sig	T	F	R ²	Beta	
Acceptance of the hypothesis	0.000	8.947	80.050	0.651	0.807	conscious leadership X
Table F value (4.04) N = 45						

Source: The table prepared by the researcher based on SPSS software.

Table 10. shows the nature of the sub-effect between the dimensions of conscious leadership and job engagement.

1- There is a significant effect of self-awareness on job engagement							1
Resolution	Sig	T	F	R ²	Beta		
Acceptance of the hypothesis	0.000	3.023	9.139	0.175	0.419		
2- There is a moral effect of awareness and feeling of others in Job Engagement							2

Resolution	Sig	T	F	R^2	Beta	
Acceptance of the hypothesis	0.000	9.955	99.096	0.697	0.835	
3- There is a significant effect of situational awareness on job engagement						
Resolution	Sig	T	F	R^2	Beta	3
Acceptance of the hypothesis	0.005	2.958	8.751	0.169	0.411	
Table F value (4.04) N=45						

Source: Table prepared by the researcher based on SPSS V.25 software.

Through Table (10) it is clear that all the sub-hypotheses emanating from the second main hypothesis will be accepted, as the results of the statistical analysis showed that the dimension of self-awareness has a significant effect on job engagement, where the calculated value of (f) reached (9.139), which is greater than its tabular value of (4.04), and this indicates the effect of the dimension of self-awareness on job engagement at a significance level less than (0.05), and the value of (R²) This indicates that the dimension of self-awareness explains (17.5%) of the changes in job engagement, either the value of (B) reached (0.419), and this indicates that the change in the dimension of self-awareness by one unit leads to a change in job engagement by (41.9%), while the value of (SIG) reached (0.000), which is less than (0.05).

The results of the statistical analysis in Table (10) also showed that the dimension of awareness and feeling of others has a significant effect on job engagement, where the calculated value of (f) was (99.096), which is greater than its tabular value of (4.04), and this indicates the effect of the dimension of awareness and feeling of others on job engagement at a significance level of less than (0.05), and the value of (R²) was (0.697), and this indicates that the dimension of awareness and feeling of others explains (69.7%) of the changes in job engagement, either the value of (B) reached (0.835), which indicates that the change in the dimension of awareness and feeling of others in one unit leads to a change in job engagement by (83.5%), while the value of (SIG) reached (0.000), which is less than (0.05).

The results of the statistical analysis in Table (10) showed that the dimension of situational awareness has a significant effect on job engagement, where the calculated value of (f) was (8.751), which is greater than its tabular value of (4.04), and this indicates the effect of the dimension of situational awareness on job engagement at a significance level of less than (0.05), and the value of (R²) was (0.169), and this indicates that the dimension of situational awareness explains (16.9%) of the changes in job engagement, or the value of (B) reached (0.411), which indicates that the change in the dimension of situational awareness by one unit leads to a change in job engagement by (41.1%), while the value of (SIG) reached (0.005), which is less than (0.05).

4. Conclusion

Fourth Theme: Conclusions and Recommendations

First: Conclusions

1. Conscious leaders in the university under study have dimensions (self-awareness, awareness and feeling of others, and awareness of the situation), which is a good indicator of the extent to which the leaders have various qualifications and abilities to exercise their administrative roles efficiently and effectively.
2. Based on the theoretical and practical framework of this research, it was concluded that the university under study is committed to applying the conditions of

sustainability, works to exploit its resources economically, provides value to its employees and seeks to develop them, as well as facing political interventions. Her happiness is a stakeholder, and therefore she will achieve functional engagement.

3. The results showed that there is a significant correlation between conscious leadership and job engagement at Al-Maaref Al-Ahliyya University, and this came as a result of the need of the university and its employees for job engagement.
4. The results showed that there is a significant effect of conscious leadership on job engagement in the university under study, and this indicates that the university enhances job engagement in its employees that benefits it.

Second: Recommendations:

1. The necessity of paying attention to the university's researched mission, vision and goals, which contribute significantly to the most efficient selection of leaders who must have the characteristics of conscious leadership and its dimensions represented by the leader's self-awareness and other individuals to face situations related to work conditions, and take appropriate decisions to face the challenges of the competitive environment.
2. Focusing on cognitive, emotional, and physical engagement through work teams to enhance their functional engagement at the university under study.
3. Encouraging and supporting the ideas presented by the employees of the research university, providing all resources to implement them, and supporting teamwork that would find innovative solutions to many challenges.

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