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## Article

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# Job Immersion and Its Role in Reducing Organizational Obesity Through Job Compatibility

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**Abstract:** This research aims to identify job immersion and its impact on job compatibility by reducing organizational obesity in the Al-Wasat Refinery Company/Al-Doura Refinery Company. The research problem emerged from the possibility of a weakness in achieving employee satisfaction as a result of the impact of job immersion in the company and the increase in slackness and job laziness. The sample included 200 employees in the surveyed company, as the research aimed to test the hypotheses of the correlation and influence relationship between job immersion, organizational obesity, and job compatibility in the company, which was at the overall level and the sub-dimensions level, relying on the questionnaire to collect data and information related to the practical aspect, and using SPSS for data processing. One of the most important conclusions reached by the research is that applying a set of strategies to reduce organizational obesity in the investigated company would enhance the effect of job immersion on job compatibility, which indicates that the influential relationship between job immersion and job compatibility changes depending on the change in the level of organizational obesity in the company. The examined company led to enhancing the level of innovation among its employees in a way that contributes to increasing job compatibility by achieving satisfaction at work, reducing job laziness, providing academic qualifications for individuals working in the organization, and increasing the sense of responsibility, which leads to increasing its competitive position in the market.

**Keywords:** job immersion; organizational obesity; job compatibility; job sagging; low productivity.

## Introduction

Job immersion is a concept that refers to the degree of deep involvement and attachment that individuals show toward their jobs and responsibilities in the work environment. Immersion in work is an important factor in achieving the organization's goals, as it enhances compatibility between the organization's individuals and its strategic goals. It also plays a prominent role in reducing organizational obesity, which is a common phenomenon in work environments. Providing a work environment that encourages immersion in work can lead to improved individual and organizational performance as a whole (Hussein & Atta, 2023). People feel fulfilled and satisfied with doing their work and are more willing to work hard and with dedication. In addition, work immersion increases interaction between teams and departments within an organization, enhancing compatibility and cooperation among individuals (Min, 2023).

Through job fit, an optimal combination of individual skills, interests, and job requirements can be achieved, maximizing individuals' potential and enhancing productivity (Gheyratmand et al., 2016). Therefore, immersion in work can contribute to reducing the phenomenon of organizational obesity, which arises from a mismatch between an individual's skills and his job requirements. This research seeks to

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investigate the level of development of job involvement levels and reduce organizational obesity in Al-Wasat Refinery Company/Al-Dora Refinery Company. In addition to identifying the links between job immersion and job compatibility on one hand and reducing organizational obesity and job compatibility on the other hand in the surveyed company, this research attempts to answer whether job immersion contributes to achieving job compatibility by reducing organizational obesity in the surveyed companies the researched company.

The importance of the research lies in trying to address practical issues within organizations, specifically in the context of enhancing employee satisfaction, reducing job laziness, and improving job compatibility. By identifying strategies that enable organizations to reduce organizational obesity, this research suggests ways to enhance the effects of work embeddedness on job fit, ultimately leading to increased innovation, employee satisfaction, and organizational competitiveness. This has broader implications for organizational management and human resources practices. The current research also suggests actionable insights for improving organizational effectiveness at Al-Dawra Refinery Company in general.

The research attempts to bridge the theoretical conceptual gap in (job embeddedness and organizational obesity) with practical implications (employee satisfaction and compatibility). career, organizational competitiveness). Through the use of empirical data and statistical analysis, the current study provides evidence-based insights that can inform the decision-making process within the investigated company and can be relied upon in similar organizational contexts. Work immersion can enhance a sense of belonging and openness to learning within an organization (Atoof, 2023). Individuals who are immersed in their work feel confident and stable, making them more willing to develop their skills and improve their performance (Kim et al., 2022).

Work immersion also contributes to encouraging innovation and development cycles within the organization, which ultimately leads to improved organizational efficiency and effectiveness (Khalil, 2022). The study of Al-Refaei et al. (2023) indicates the importance of organizational immersion, as it is in the organization's interest in achieving goals. (Agarwal et al., 2022) confirms this in that organizations' managements have paid great attention to organizational immersion and are trying as much as possible to push their employees towards this direction through the use of incentives and rewards. Fisk (2023) believes that job immersion and organizational fit improve a positive work environment.

Organizational obesity is one of the most prominent obstacles in institutions operating in Iraq, and it is one of the main obstacles that prevents achieving productivity. This means that organizational obesity has a specific role in Job immersion and organizational compatibility and prevents the individual from becoming a productive and efficient worker. Ali and Al-Obaidy (2020) believe that controlling and reducing organizational obesity increases the chances of organizational compatibility, reduces work turnover, and reduces job laziness, and thus increases the incidence of organizational immersion.

This study attempts to discover the nature of the relationship between job immersion, job compatibility, and organizational obesity and shed light on the mechanisms that can be followed to reduce job laziness resulting from organizational obesity. This study was divided into four sections, a section dealing with the theoretical aspect in which previous literary contributions were presented in the field of Job immersion, job compatibility, and organizational obesity. The second section included the study methodology and hypotheses development, a section included the results and discussion, and finally a section included the most prominent conclusions and recommendations.

## Literature review

### *Job immersion*

Immersion is a fundamental and important factor for increasing the employee's motivation to complete work, increasing participation in decision-making, and feeling comfortable in the work environment, which has a significant impact on the efficiency and performance of the employee in business organizations (Sonnentag & Krueger, 2006), as the degree of the employee's interest in his work varies. An important part of his life and his relationship with it through his immersion in the job (Atoof, 2023). Job immersion leads to an increase in the employee's stay in the organization and prolongs his stay in his job (Kim et al., 2022). We find that the employee who is immersed in his job to a high degree is greatly interested in completing the work assigned to him, is more independent and confident, and seeks self-esteem and success in all aspects of life, while the employee who is immersed in his job to a lesser degree feels that there are interests. Other activities and activities are more important than the job (Elias & Mittal, 2011), and there is a group of relevant factors affecting job immersion, among which: personal factors - represented by the employee's motivation, sense of success, values, habits, and trends, job factors - represented by job description, participation with co-workers, independence at work, incentives, and diversity, and social factors - represented by participation in decision-making, cooperation, and working with others (Hussein & Atta, 2023; Qasim, 2012).

Job immersion can be defined as the degree of the employee's psychological, emotional, and mental integration with his job, his internal feeling of achieving self-efficacy, emotional and social competence, increasing the motivation and ability to fulfil his job requirements and striving towards dedication to efforts and providing the best (Balakrishnan et al., 2013; Bhatia & Deep, 2012). It is the degree of the employee's desire and ability for the success of the organization through his involvement with his job, which reflects his level of performance and contributes to raising organizational effectiveness and gaining his loyalty and affiliation to the organization. Researchers believe that job immersion is the employee's motivation to work with greater precision and independence, represented by activity, dedication, and preoccupation with work, which contributes to achieving effectiveness and success for the organization. So, job immersion is one of the most important organizational concepts that affects work turnover and job performance (Min, 2023).

The dimensions of job immersion are manifold (Rahmadani & Sebayang, 2017; Schaufeli, 2017). Activity is represented by the employee's mental ability during work, his energy, and his motivation to make efforts in the face of conflicts, problems, and failure at work, as the feeling of positivity at work has a major impact on the employee's activities and the ability to expand the organization's material, psychological, intellectual and social resources (Muhammad & Hasan, 2022). These feelings are represented by joy, pride, and satisfaction and love for work (Rahmadani & Sebayang, 2017). The activity enables the individual to carry out multiple tasks at the same time, as it represents one of the positive emotions. Positive emotions at work are necessary, making the worker feel reassured and making them at their best (Galam, 2022).

Dedication is represented by the degree of the employee's integration into a particular work and his enjoyment of mental flexibility that enables him to exert more effort, strength, interest, and constant readiness to solve work problems with complete dedication. Four characteristics characterize the employee for dedication to his work, which are the importance and a sense of accomplishment at work, inspiration, pride, and challenge (Schaufeli, 2017).

Absorption refers to the extent of the employee's focus on performing his work accurately, the extent of his interest in the customer, and his feeling that his time passes quickly and he is absorbed and immersed in work and it is difficult to separate from it, as the employee finds himself at work and feels happy to accomplish the work assigned to him, which is one of the most important causes of immersion. Career and work engagement. Most studies have found that the happiest employee is more engaged and performs better (Rahmadani & Sebayang, 2017).

### ***Organizational obesity***

Organizational obesity refers to the negative phenomena in the organization represented by functional slackness and functional slackness (Fadhil, 2023). which in turn reflects negatively on the decline in growth rates in business organizations and low production in them. The reason for the emergence of functional slackness is due to the loss of systems and laws that provide opportunities to increase the hiring of workers in numbers surplus to the organization's need. The reason for the increase in job laziness is due to weak coordination between workers, and this, in turn, indicates a low level of productivity, that is, a low ratio of outputs compared to inputs (Gordon et al., 2017; Mahmoud et al., 2023). Obesity is an epidemic that affects business organizations and affects all activities in them and leads to an increase in the negative results of work mechanisms, in addition to the spread of laziness and inefficiency at work, and a lack of self-discipline (Mohammed et al., 2022). Organizational obesity is defined as the surplus in the number of workers in business organizations without the actual need for them, which leads to an increase in their general costs represented by salaries and wages paid without increasing productivity. Organizational obesity indicates an inflation in the organizational structure and a decline in productivity as a result of weak coordination (Schuldt et al., 2021).

Researchers believe that organizational obesity is a result of poor planning to attract workers in large numbers that exceed the organization's need, which generates slackness, laziness in work, and poor coordination between workers, which in turn leads to a low level of productivity in the organization. Dimensions of organizational obesity are varied (Fadel, 2023). Job sagging, for example, refers to an increase in the number of employees in business organizations, and this phenomenon emerged from organizations attracting human skills as a result of the expansion of the service sector and the large number of employees that most organizations are suffering from, which is reflected in the number of wages and salaries paid, and the increase in the state's public expenditures (Johanson, 2010). Job inflation is simply described as the surplus number of workers in organizations and institutions who are needed for productive, administrative, or technical work. It represents the large number of workers in excess of the organization's needs, which causes disguised unemployment (Fadel, 2023).

Job laziness refers to the negative behaviors of individuals working in the organization and the feeling of each of them that he is not responsible for the result that has been achieved. It also refers to maximizing personal interests, the lack of material incentives, and the individual's feeling that his efforts are not compatible with the wage he receives. Which leads to wasting time and not completing the tasks assigned to him correctly (Devaro, 2016). Job laziness can be treated in several ways, including choosing the right man in the right place, following an open-door policy, which consists of listening to the problems and pressures that individuals go through during their work. performing their work (Fischer et al., 2011). Job laziness refers to the individual's desire to provide the least possible effort at work. The worker begins trying to waste time and evade duties (Al-Nuaimi, 2021). The employee resorts to this work as a result of his feeling that the effort he provides is not proportional to the salary he receives, in addition to the lack of

support and encouragement the lack of incentives and rewards, and the unfairness in the duties distribution (Hamed & Afrah, 2019).

Low productivity refers to the low ratio of outputs to inputs as a result of weak management, weak academic qualifications of the individuals working in the organization, and lack of a sense of responsibility, which leads to the organization retreating from its competitive position. For organizations to become globally superior, their productivity must be increased by motivating their working members. To provide their best performance to distinguish and excel (Mohammed et al., 2022).

### ***Job compatibility***

Employee satisfaction with his work is one of the most important aspects that increase the feeling of job compatibility, which reflects the reality of job relations between the employee and his colleagues, his salary, and his position at work. Employees who work in good work environments enjoy their work, and on the other hand, they work in turbulent and stressful environments (Shahzad et al., 2020). Job satisfaction leads to their feeling of dissatisfaction with work, which in turn gives negative consequences to their commitment to work, such as absenteeism and leaving work without warning, which is due to the lack of compatibility between the individual and his environment (Hammadi, 2021), as job satisfaction indicates the extent to which the needs of the individual match. The worker works with the reinforcement element system in the organization through his feeling of acceptance and satisfaction with the work assigned to him, as job satisfaction plays an essential role in achieving the organization's goals, which are represented by maximizing the employee's performance (American Board, 2010). Organizational compatibility is the employee's sense of belonging and the similarity of the individual's goals with the organization's goals and considering his success or failure as a personal success or failure (Al-Salenti & Hassouna, 2022).

Job satisfaction can be achieved by relying on several metrics (Winter, 2013). The individual's feeling of accomplishing the work assigned to him. Feeling comfortable at work by reducing stress. Conditions that allow for prestige and recognition. Enhancing cooperation in the work environment. A feeling of stability and professional safety. The independence increases control and empowerment. Dixit (2014) believes that job compatibility is a continuous process through which the individual can build a positive relationship with his work environment that meets his basic needs in a way that achieves satisfaction for the individual with the work assigned to him. Al-Zaidi and Muhammad (2016) indicate the extent to which an individual's self-abilities are evaluated by adapting him to his job requirements and the performance standard in the work environment. Researchers believe that job compatibility is the individual's feeling about his work environment, whether positive or negative, as his feeling of satisfaction with his work indicates a positive work environment while leaving work or being absent indicates a feeling of dissatisfaction with his work environment, and this is what generates job incompatibility for the individual.

The importance of job compatibility is highlighted in various ways (Al-Zaidi & Muhammad, 2016). The individual's ability to adapt to different circumstances and maintain his emotional balance. The individual's ability to acquire skills and experience and the possibility of employing them in his career. Establishing social relationships between the individual and his colleagues is characterized by friendliness and respect. The individual's ability to remove the tensions that hinder him by satisfying his various needs. And increasing the individual's productivity through enjoying psychological and social health and achieving job compatibility. Salaries refer to the wages that the employee receives in exchange for his efforts and achievements at work (Hussein &

Mohammed, 2022). The more these salaries are sufficient to meet the needs of the individual, the more satisfied he will feel with his work environment and vice versa (Giudo, 2007). Professional incentives are represented by the individual obtaining promotions and bonuses in his job and obtaining material or moral rewards. The more these professional incentives are present in the work environment and a fair manner, the more the employee will have affiliation and high satisfaction with his job, and vice versa, the more there is a deficiency in the presence of these incentives, the poorer job compatibility (Al-Shammari, 2000). Professional supervision style is represented by monitoring the employee's performance and completion of work, as there are supervisors who have constructive methods in carrying out their work, which are monitoring the best performance of employees and encouraging them, monitoring weak employees in their work and nominating them to attend training programs. This method, if it exists, increases the employee's compatibility with his work environment (Hammadi, 2021).

## **Research methodology**

### ***Research problem***

The problem of this research can be summarized in the following questions: What are the levels and characteristics of Job immersion, organizational obesity, and job compatibility in the researched company? What is the nature of the correlations and influence of both Job immersion and organizational obesity on job compatibility in the researched company? Does Job immersion contribute to achieving job compatibility by reducing organizational obesity in the researched company?

### ***Research importance***

The importance of the research relied on studying variables that have a large and important impact in the field of human resources management, in addition to the novelty of the topic of job immersion, which is characterized by the lack of study by researchers. Organizational obesity is also a goal that organizations seek to reduce to achieve job compatibility in terms of salaries and increase incentives in the field of work. The research derives its significance from the importance of the Al-Wasat Refinery Company/Al-Doura Refinery Company, being of exceptional importance in the field of the Iraqi economy and its need to reach job compatibility, as job immersion increases its impact on organizational compatibility by reducing organizational obesity. and This research contributes to filling part of the shortage in Iraqi and Arab libraries regarding the research topics of Job immersion, organizational obesity, and job compatibility.

### ***Research aims***

This research aims at verifying the level of developing levels of job immersion and reducing organizational obesity in the Al-Wasat Refinery Company/Al-Doura Refinery Company; determine the correlations between job immersion and job compatibility on the one hand; reducing organizational obesity and job compatibility on the other hand in the researched company and determining the extent of the direct impact of job immersion and its dimensions on job compatibility.

This research aims at determining the extent of the direct impact of organizational obesity and its dimensions on job compatibility and testing the mediating role of organizational obesity in influencing the relationship between job immersion and job compatibility in the researched company. This study aims to provide evidence-based insights that can benefit the decision-making process within the researched company and can be relied upon in similar organizational contexts to reduce organizational

obesity and eliminate job laziness, making it a productive environment that encourages innovation, increases employee satisfaction, and improves organizational competitiveness. It has broader implications for organizational management and human resource practices and provides an empirical conceptual framework on organizational embeddedness, job superiority, and organizational obesity and present ways to enhance the effects of work embeddedness on job adjustment.

### **Research hypotheses**

Fisk (2023) argues that job immersion and organizational fit improve a positive work environment. Positive organizational compatibility makes the employee feel a sense of belonging and compatibility with other employees (Supartha et al., 2022). Job immersion achieves work motivation and raises job performance levels for the individual and the organization (Nairuti, 2020). In order for this to be achieved, material and moral incentives must be used, such as rewards and incentives (Agarwal et al., 2022). Accordingly, we propose the first main hypothesis, which states:

(H1): There is a significant correlation between job immersion and its dimensions and job compatibility and its dimensions in the Al-Wasat Refinery Company/Al-Doura Refinery Company.

Organizational obesity means hiring more than the required amount and appointing redundant individuals in the organization (Srestha et al., 2016). This causes a decrease in productivity, an increase in work turnover, and a slowdown in job work, and reducing organizational obesity contributes to achieving organizational compatibility (Ali & Al-Obaidi, 2020). Reducing employee turnover, organizational laziness, and the organization's intention to retain employees lead to increased job fit (Chang et al., 2023). Accordingly, the following hypotheses were formulated:

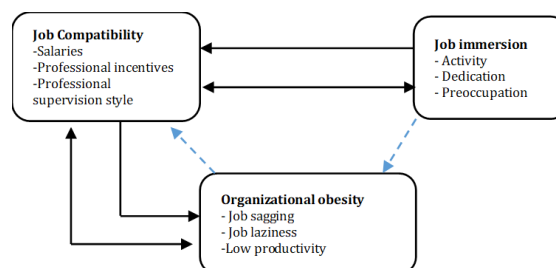
(H2): There is a significant correlation between organizational obesity and its dimensions and job compatibility and its dimensions in the Al-Wasat Refinery Company/Al-Doura Refinery Company.

(H3): There is a significant effect of job immersion and its dimensions on job compatibility and its dimensions in the Al-Wasat Refinery Company/Al-Doura Refinery Company.

(H4): There is a significant effect of organizational obesity and its dimensions on job compatibility and its dimensions in the Al-Wasat Refinery Company/Al-Doura Refinery Company.

Ali and Al-Obaidi (2020) believe that job immersion and job compatibility are achieved if organizational obesity is controlled, and job slack and laziness are reduced in the work environment. Reducing employee turnover, organizational laziness, and the organization's intention to retain employees also lead to increased job fit (Chang et al., 2023). According to these propositions, the fifth main hypothesis was formulated, which states:

(H5): The effect of job immersion on job compatibility increases through the mediation of organizational obesity and its dimensions.



**Figure 1. Research model**

Source: own processing



Figure 1 shows the research model, which includes the independent variables (job immersion and job compatibility) and the dependent variable (organizational obesity) and the nature of the relationship between them.

**Research sample**

The research was conducted in the Central Refineries Company/Al-Doura Refinery. The research sample represents the employees working in the refinery. A random sample was chosen consisting of (224) employees working in the company under research. Curt’s five-graded questionnaire form was relied upon to collect data from the sample members. To the ready-made standards that explain the main and sub-variables of the research shown in Table 1, the data was collected during the period October 1, 2023, until December 12, 2023. The descriptive analytical approach was adopted in analyzing the data using appropriate statistical tools. The SPSS program and Amos V.23 were used to analyze data and draw conclusions.

**Table 1. The main variables of the research and their dimensions**

Main variables	Type of variable	Sub-dimensions	No	Reference
Job immersion	Independent variable	Activity	3	(Khalaf et al., 2020)
		Dedication	3	
		Preoccupation	3	
Job compatibility	Independent variable	Salaries	3	(Hammadi, 2021)
		Professional incentives	3	
		Professional supervision	3	
Organizational obesity	Dependent variable	Job sagging	3	(Bell, 2006; Khalif, 2012)
		Job laziness	3	
		Low productivity	3	

Source: own processing

**Results**

The job immersion variable was measured through 4 dimensions distributed with 3 items for each dimension (activity, dedication, and involvement). This is shown in Table 2, as its arithmetic mean reached (3.3), and a standard deviation of (0.71), which indicates homogeneity. The answers of the research sample, as the dedication dimension ranked first compared to the other dimensions, with an arithmetic mean of (3.7), which appeared with a coefficient of variation (18%), which confirms the agreement of the research sample’s opinions and with a standard deviation of (0.68), which led the company, Al-Middle Refineries/Al-Doura Refinery, to feel Employees feel proud while performing their work, while the engagement dimension ranked second, with a mean of (3.2) and a standard deviation of (0.89), and the activity dimension ranked last in terms of importance, with a mean of (3.0) and a standard deviation of (0.91). Which indicates the homogeneity of the research sample’s answers.

**Table 2. Means, standard deviation, and coefficient of variation for the job immersion variable**

Variables	Mean	St. Dev.	C.V	Importance
Activity	3.0	0.91	%30	3
Dedication	3.7	0.68	%18	1
Preoccupation	3.2	0.89	%28	2
Career immersion	3.3	0.71		

Source: own processing

The organizational obesity variable was measured through 9 items distributed along 3 dimensions (job slack, job laziness, and low productivity), each dimension having 3 items. Table 3 shows the order of importance of the dimensions of the organizational

obesity variable, as the job laziness dimension receives relative attention compared to the dimensions. The other because of its major role in reducing organizational obesity in the surveyed company, as the arithmetic mean reached (3.7), with a standard deviation of (0.61), while after low productivity, it achieved second place compared to the other dimensions, as the arithmetic mean reached (3.4), with a standard deviation. (0.59), and came in last place after functional slackness, as the arithmetic mean reached (3.2), with a standard deviation of (0.63), which indicates homogeneity in the answers of the sample studied.

**Table 3. Means, standard deviation, and coefficient of variation for the organizational obesity variable**

Variables	Mean	St. Deviation	C.V	Importance
Job sagging	3.2	0.63	20%	3
Job laziness	3.7	0.61	16%	1
Low productivity	3.4	0.59	17%	2
Organizational obesity	3.4	0.46		

Source: own processing

The job compatibility variable was measured through 3 dimensions and 3 items were distributed for each dimension (salaries, professional incentives, and style of professional supervision). Table 4 shows that the arithmetic mean for this variable was (3.3), with a standard deviation of (0.57), which indicates the surveyed company applies the job compatibility variable at a good level, as the professional motivation dimension ranks first among the other dimensions through the role it plays in the employees' possession of incentives and knowledge of the nature of the work entrusted to them, as the arithmetic mean reached (3.4) and a standard deviation of (0.51), while the professional supervision style dimension ranked last compared to the other dimensions of organizational obesity, with a mean of (3.2) and a standard deviation of (0.86), which indicates that the dispersion of the research sample's answers was relatively less.

**Table 4. Means, standard deviation, and coefficient of variation for the job compatibility variable**

Variables	Mean	St.	C.V	Importance
Salaries	3.3	0.68	21%	2
Professional incentives	3.4	0.51	15%	1
Professional supervision	3.2	0.86	27%	3
Job compatibility	3.3	0.57		

Source: own processing

Through the previous results, some questions of the research problem can be answered in terms of the researched company's interest in the research variables and their dimensions. The research variables were arranged according to the coefficient of variation, as the first place was for the organizational obesity variable, then the job compatibility variable came in second place, but after job immersion, it came in third place (Table 5).

**Table 5. Level of appearance of research variables**

Variables	Mean	St. Deviation	C.V	Importance
Salaries	3.3	0.71	22%	3
Professional incentives	3.4	0.46	14%	1
Professional supervision	3.3	0.57	17%	2

Source: own processing

This paragraph explains the correlation between job immersion and job compatibility at the level of the main and sub-variables, which achieved (10) significant relationships at a rate of (83%). Table 6 shows that the correlation between job immersion and job compatibility at the overall level amounted to (.295\*\*), which is a weak correlation

relationship with a moral significance at the level of (0.01), while at the level of the sub-dimensions, the dedication dimension achieved the strongest correlation relationship with the professional motivation dimension, as the correlation coefficient reached (.343\*\*), which is a positive and weak correlation relationship at Significant level (0.01), and this relationship indicates that the organization is working to achieve dedication to its work by increasing professional incentives. The lowest correlation between the dedication dimension and the salaries dimension was (.142\*), which is a positive and significant relationship at the level of (0.01). The engagement dimension did not achieve any correlation with both the salary and professional motivation dimensions, which indicates the weakness of the involvement dimension in achieving job compatibility, while the lowest correlation between the dedication dimension and the salaries dimension was (.142\*), which is a positive and significant relationship at the level (0.01) This justifies accepting the first main hypothesis, which states (there is a significant correlation between job immersion and its dimensions and organizational obesity and its dimensions in the Al-Wasat Refinery Company/Al-Doura Refinery Company).

**Table 6. Correlation coefficient values between job immersion and job compatibility**

Variable	Correlation coefficient	Activity	Dedication	Involvement	Job immersion	Significant	
						no	%
Salaries	R	.178**	.142*	.107	.166*	3	25%
	Sig.	.000	.000	.133	.000		
Professional incentives	R	.327**	.343**	.038	.266**	3	25%
	Sig.	.000	.000	.573	.000		
Professional supervision style	R	.301**	.268**	.202**	.299**	4	33%
	Sig.	.000	.000	.000	.000		
Job compatibility	R	.319**	.293**	.155*	.295**	4	33%
	Sig.	.000	.000	.000	.000		
Significant	NO	4	4	2	4	10	
	%	33%	33%	17%	33%	83%	

\*\* Statistically significant at the significance level of 0.01.  
 \*Statistically significant at the significance level of 0.05.

Source: own processing

**Table 7. Correlation coefficient values between organizational obesity and job compatibility**

Variable	Correlation coefficient	Job slackness	Job laziness	Low productivity	Organizational obesity	Significant	
						NO	%
Salaries	R	.251*	.602**	.455**	.576**	4	33%
	Sig.	.000	.000	.000	.000		
Professional incentives	R	.280**	.356**	.408**	.460**	4	33%
	Sig.	.000	.000	.000	.000		
Professional supervision	R	.374**	.650**	.216**	.552**	4	33%
	Sig.	.000	.000	.000	.000		
Job compatibility	R	.370**	.671**	.411**	.642**	4	33%
	Sig.	.000	.000	.000	.000		
Significant	NO	4	4	4	4	12	
	%	33%	33%	33%	33%	100%	

\*\* Statistically significant at the significance level of 0.01.  
 \*Statistically significant at the significance level of 0.05.

Source: own processing

Table 7 shows the correlations between organizational obesity, its dimensions, and job compatibility at the level of the main and sub-variables, to test the second main hypothesis, which states (the existence of a significant correlation between organizational obesity, its dimensions, and job compatibility in Al-Wasat Refinery Company/Al-Doura Refinery), as it amounted to the value of the correlation coefficient between organizational obesity as an explanatory variable and job compatibility as a response variable (.642\*\*), at a significance level (0.01), which is a strong and wave correlation relationship, with (12) positive correlation relationships at a rate of (100%),

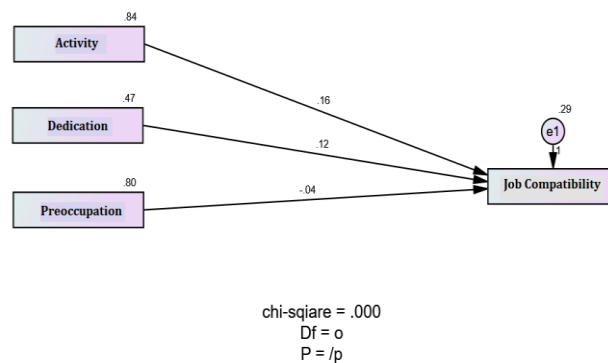
as for the sub-dimensions level. The job laziness dimension achieved the highest correlation with the job compatibility dimension, which reached (.671\*\*) at a significance level (0.01), evidence that reducing job laziness in the researched company helps in achieving the job compatibility process, while the lowest correlation was between the job laziness dimension and Job slack and after salaries, which amounted to (.251\*), at a significance level of (0.05), and this result allows accepting the second main hypothesis.

**Table 8. Correlation coefficient values between job immersion and job compatibility**

Variable	Job Compatibility						
	R2	Type of	F	B	C.R.	P	Result of the alternative
Activity	.112	direct	9.121	.158	3.979	***	Accept the hypothesis
Dedication		direct		.119	2.232	***	Accept the hypothesis
Preoccupation		direct		-	1.010-	***	Accept the hypothesis
Job immersion		direct		.237	10.464	***	Accept the hypothesis

\*\* Statistically significant at the significance level of 0.01.  
 Tabular f value (1.79)

Source: own processing



**Figure 2. The effect of job immersion and its dimensions on job compatibility**

Source: own processing

Table 8 shows Job immersion and its dimensions in job compatibility, as the effect was positive and significant at (9.121), which is greater than its tabular value of (1.79), while the value of the interpretation factor was (.112), meaning that (11%) of job compatibility was. As a result of job immersion and the remaining external factors, while the beta coefficient reached (.158, .119, and .237), respectively, that is, when the researched company focuses on attention to job immersion and excluding it by one unit, it automatically leads to attention to job compatibility in the same proportions mentioned, with the exception of After the preoccupation, the beta coefficient reached (-.041), which indicates that focusing the researched company's attention on preoccupation by one unit automatically leads to a weak achievement of functional compatibility at the same percentage mentioned, and the value of C.R. (3.979, 2.232, -1.010, 10.464) respectively and with a significance (0.01), which is shown in Figure 2, as this result indicates the acceptance of the third main hypothesis, which states (there is a significant effect of job immersion and its dimensions on job compatibility in a company Al-Wasat Refinery/Al-Dora Refinery).

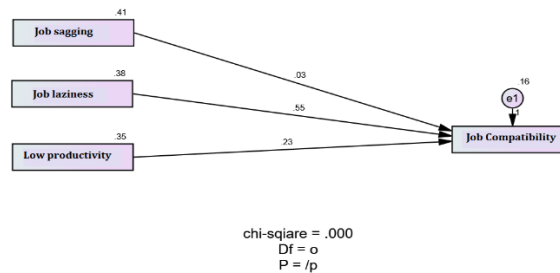
Table 9 shows the effect of organizational obesity and its dimensions on job compatibility, as the effect was positive and significant at (73.008), which is greater than its tabular value of (1.79), while the value of the coefficient of determination was (0.504), meaning that (50%) of organizational obesity was As a result of functional compatibility and the remaining external factors, the beta coefficient reached a value of (.032, .551, .226, .798), respectively. That is when the researched company focuses on

attention to organizational obesity and its dimensions by one unit, it automatically leads to attention to functional compatibility in the same proportions. mentioned, the value of C.R. (0.749, 12.369, 4.884, 10.464) respectively and with a significance (0.01), and this is shown in Figure 3, as this result indicates the acceptance of the fourth main hypothesis which states (there is a significant effect of organizational obesity and its dimensions on job compatibility in a liquidated company The middle/Dora refinery).

**Table 9. Correlation coefficient values between organizational obesity in job compatibility**

Variables	Job compatibility						
	R2	Type of	F	B	C.R.	P	Result of the alternative
Job sagging	0.504	direct	73.008	.032	.749	***	Accept the hypothesis
Job laziness		direct		.551	12.369	***	Accept the hypothesis
Low productivity		direct		.226	4.884	***	Accept the hypothesis
Organizational obesity		direct		.798	10.464	***	Accept the hypothesis
** Statistically significant at the significance level of 0.01.							
Tabular f value (1.79)							

Source: own processing



**Figure 3. The effect of organizational obesity and its dimensions on job compatibility**

Source: own processing

To measure the effect of job immersion on job compatibility by mediating organizational obesity and its dimensions (job slackness, job laziness, and low productivity), the path analysis method was used to extract the direct effect, the indirect effect, and the total effect on job compatibility using the (AMOS V.23) program, as Table 10 shows. The explanatory variable, job immersion, achieved a direct effect on job compatibility of (0.26), and an indirect effect of the same variable via the mediating variable, organizational obesity, of (0.21), while the overall effect reached (0.47), which indicates that reducing organizational obesity is a suitable mediator between job immersion and functional compatibility, and its presence contributes to increasing the effect of job immersion on the company's functional compatibility.

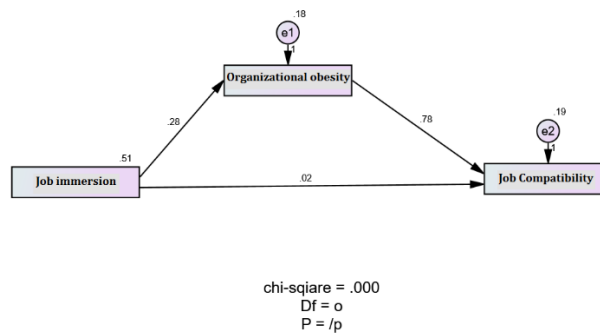
**Table 10. Means, standard deviation, and coefficient of variation for the job compatibility variable**

Variables	Direct effect	Indirect effect	Total effect	p
The effect of job immersion via organizational obesity on job adjustment	0.26	0.21	0.47	***
The effect of Job immersion via job slack on job compatibility	0.30	0.27	0.57	***
The effect of Job immersion through job laziness on job compatibility	0.67	0.6	0.73	***
The effect of Job immersion via organizational obesity on job adjustment	0.39	0.38	0.77	***
** Statistically significant at the significance level of 0.01.				

Source: own processing

At the level of the sub-dimensions of the mediating variable, the explanatory variable, job immersion, recorded a direct effect on job compatibility amounting to (0.30), while the indirect effect of the same variable via the mediating sub-variable amounted to job slackness (0.27), while the overall effect reached (0.57), as well as the explanatory variable, job immersion, had a direct effect on job compatibility amounting to (0.67), while the indirect effect of the same variable through the mediating sub variable, job idleness, amounted to (0.6), while the overall effect amounted to (0.73), while the job immersion variable recorded a direct effect on job compatibility amounting to (0.39), while the indirect effect of the same variable through the mediating sub variable of decreased productivity was (0.38), while the total effect was (0.77).

The above-mentioned results indicate that the job immersion variable has a greater influence on the response variable job compatibility through mediating organizational obesity and all its dimensions. This result reflects the importance of job immersion in achieving job compatibility by reducing obesity at work, and this result achieves complete acceptance of the main hypothesis. The fifth is that the effect of job immersion in job compatibility increases through the mediation of organizational obesity and its dimensions, and Figure 4 shows the effect of job immersion in job compatibility through the mediation of organizational obesity.



**Figure 4. The effect of job immersion on job compatibility through the mediation of organizational obesity**  
 Source: own processing

## Discussion

The issue of Job immersion is one of the areas of organizational behavior that is of interest to researchers (Al-Refaei et al., 2023). Job immersion achieves work motivation and raises the levels of job performance for the individual and the organization (Neirotti, 2020). Organizations try as much as possible to increase the engagement of their employees through the use of motivators (Agarwal et al., 2022). Although job immersion is affected by personal and social influences, it must be properly directed and exploited in the organizational work environment (Huang et al., 2021). The results of this study showed that job immersion is associated with organizational compatibility with a positive correlation, and this is consistent with the results of the study (Fisk, 2023) in that job immersion and organizational compatibility improve the positive work environment. Positive organizational compatibility makes the employee feel a sense of belonging and compatibility with other employees (Supartha et al., 2022). The results of this study agree that professional incentives, rewards, and salaries increase the chances of an individual's job immersion. The results of this study showed that job immersion is affected by professional incentives and salary. The research results also showed a weak correlation between the dimensions of organizational involvement and organizational compatibility, but at the level of dimensions, the highest correlation coefficient occurred between dedication and professional motivations, and these results are consistent with the study (Fuchs, 2022; Mosavi & Alvani, 2020).

In Iraq, many institutions suffer from organizational obesity, and Job sagging has become one of the most prominent organizational problems. In the company in which the study was conducted, there is a clear interest among senior management in combating organizational obesity, and it has serious efforts to eliminate job slackness and job laziness to reduce work turnover and low growth and productivity. The most prominent causes of organizational obesity are hiring more than the required limit and appointing redundant individuals in the organization (Shrestha et al., 2016). The results of this study showed that job immersion and job compatibility are achieved if organizational obesity is controlled and job slackness and laziness in the work environment are reduced. These results are consistent with the propositions of Ali and Al-Obaidy (2020) in that reducing organizational obesity contributes to achieving organizational compatibility. Reducing turnover, organizational laziness and the organization's intention to retain employees increases job compatibility (Chang et al., 2023). This study confirms that the level of job immersion and organizational compatibility is affected by the level of obesity in the organization.

This study has achieved its objectives by clarifying the nature of the relationship between job immersion, organizational excellence, and organizational obesity. The study suggests conducting more future studies on the subject of job immersion and exploring its role in job burnout, rather than conducting a study of the effect of organizational obesity on organizational inhumanity. The study also proposes conducting a test. For job immersion and organizational obesity in government institutions in third-world countries, choosing a larger sample to obtain better accuracy in the results and thus come up with more scientific proposals and results that can be generalized.

### **Conclusions, limitations and future studies**

The research reached a number of conclusions, some of which can be highlighted in: The job immersion variable achieved a moderate level of importance in the surveyed company through the dimension of dedication among its employees, which led to an increase in their feelings of pride and extreme enthusiasm for performing the work assigned to them. The research results show that there is a great interest on the part of the surveyed company in reducing the phenomenon of organizational obesity by reducing the incidence of slackness and job laziness among its employees and increasing their level of productivity.

The results of the research show the importance of achieving job compatibility among employees of the surveyed company through increased attention to the dimension of professional motivation, which led the company to adopt future strategies to raise the level of their performance well. The research results show that organizational compatibility in the surveyed company is achieved whenever the activity and dedication to work of its employees increases, except for the engagement dimension, which did not achieve any correlation with the dimensions of professional motivation and salaries. The results of the research show that organizational compatibility is also achieved by reducing organizational obesity, represented by reducing laziness and sluggishness at work and lowering their level of productivity.

The research results show that applying a set of strategies to reduce organizational obesity in the researched company would enhance the effect of job immersion in job compatibility, which indicates that the influential relationship between job immersion and job compatibility changes depending on the change in the level of organizational obesity in the researched company.

Increasing the interest of the researched company in the variable of job immersion by taking pride in its employees, increasing its appreciation for their outstanding performance, and considering them a supreme value to the company, which contributes to increasing their level of creativity. The researched company adopted specific



strategies to reduce organizational obesity, which is represented by achieving justice in the availability of material and moral incentives for workers, choosing the right man in the right place, and listening to the problems, complaints, and pressures that workers go through in their jobs. Working to involve employees of the surveyed company in making decisions and setting goals, visions, and policies to achieve satisfaction in their work. The company should enhance the level of innovation among its employees in a way that contributes to increasing job compatibility by achieving work satisfaction, reducing job laziness, providing educational qualifications for individuals working in the organization, and increasing the sense of responsibility, which leads to increasing its competitive position in the market.

The current study faced a number of challenges, the first of which is the response of the organization to the research sample, given the sensitivity of the topic in its treatment of organizational obesity, which is a widespread condition in Iraqi governmental institutions. Many governmental institutions did not agree to conduct the study. The study could have been conducted at the ministry level, and the results could have been more accurate and more useful. The second challenge may be the research sample. The larger the sample size, the better the generalizability of the experience and results. We recommend conducting more future studies on organizational obesity in third world countries. Studies can be conducted on the extent of the influence of leadership styles in reducing or the spread of organizational obesity. A study could be conducted on the role of strategic leadership in reducing organizational obesity. It would also be good to conduct in-depth studies on job compatibility and job burnout.

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