

The level of satisfaction of work environments to achieve Job Integration at the administrative body of King Khalid University in the Kingdom of Saudi Arabia

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Abstract:

The study aimed to identify the level of satisfaction of work environments at the administrative body of the dimensions: organizational justice, relationship with superiors, respect and appreciation of efforts, job promotion, credibility of officials, detection of the level of job integration, and identify the differences for the variables of satisfaction of work environments and job integration attributed to the variables: age, academic qualification, years of experience, and clarify the correlation between satisfaction of work environments and job integration, and the study relied on the descriptive correlational approach. A questionnaire was applied to a sample of (256) from the administrative body (males and females) at King Khalid University, and the results resulted: that the level of satisfaction of work environments came by (64%), its practice is medium, and job integration is provided by (76%) for the sample members on average, and there is an inverse correlation between the variables of satisfaction of work environments and job integration, after credibility ranked first in terms of its ability to achieve Integration, then after respect ranked second, and the relationship with superiors ranked third, and after promotion ranked fourth, and there are statistically significant differences between the satisfaction of work environments and job integration attributed to the variable of gender in favor of males and the educational qualification and age, and the absence of differences for the variable years of experience for positive happiness, and years of experience and age for job absorption.

Keywords: satisfaction of work environments, job integration

Introduction:

In light of modern technological developments and rapid changes at all levels, especially in the field of work environment, and in order to achieve this, reliance will be on human resources, as they are one of the valuable assets of the institutions in which they work due to their capabilities that help them achieve major achievements if they have the means and conditions to support this, each employee in the work environment provides a different perspective based on his experience and experience in life, and they also have the ability to make a positive impact from During the work they do, and to create the appropriate conditions for them, employees cannot participate constructively in achieving the goals of institutions without feeling satisfied with work environments so that they can exchange them for their support through functional immersion, and do their best to perform work with high quality and achieve their goals, and the intertwining of the dimensions of satisfaction of work environments with psychological and social variables internally will achieve development and performance development and achieve organizational, individual and societal goals together, in addition to satisfying the needs and motives of employees to achieve justice Organizational, relationship with superiors, respect and appreciation of efforts, job promotion, credibility of officials.

Therefore, the satisfaction of work environments is a personal decision taken by the employee, as he feels a strong emotional bond towards the institution in which he works, and a state of emotional and intellectual integration, and considers himself responsible and committed to its success, and the employee makes this decision in light of the institution's policies, practices and outlook towards employees, the more the organization is keen on the happiness of its employees, the more the employees' enthusiasm, love for work, their desire for production, their loyalty to the institution, and the increase in productivity, and thus the organization's ability to achieve its mission, vision and desired goals (Al-Maaytah, Al-Hammouri, 2016: 41).

While functional integration is the degree to which an individual integrates with the job he practices and feels its importance, integration means that the individual loves his work and is interested in the work associated with it, as individuals who love their jobs work more efficiently and

productively better than those who do not like their jobs (Al-Maghrabi, 2004: 14).

The Islamic Sharia, both parts of the Qur'an and Sunnah, is a source of everything that benefits man in the ages of the earth, and in achieving good, and it constitutes an integrated system in management, organization, economy, politics, sociology and others, and God Almighty said: "Today I completed your religion and completed my grace on you and I accepted Islam as a religion" (Al-Ma'idah, Part 6: Verse 3), so the effectiveness of any organization is linked to the efficiency of the human element and its ability to work and its desire as an effective influential element in the use of available material resources, but the success of any organization in achieving its objectives, and depends on the effort made by the human being towards this work, and the individual tends to behave behaviorally towards his work, and because individuals spend a large part of their time in the job and the job becomes an important aspect of their lives, and whenever the work environment is characterized by acceptance and satisfaction of workers, individuals are absorbed in their jobs, as explained by: (Al-Manan, and Balal, 2018: 14) and (Al-Hasani, 2013: 45) The importance of job integration for workers, which makes the individual more committed to his work and organization, improves the quality of work life, and enhances Productivity and efficiency, and an influential factor to motivate employees, and directed behavior, reduces absenteeism, work turnover, delays, defending the organization and a sense of job security, and works to increase volunteer behaviors until they reach the excellence that both service providers and beneficiaries aspire to, and this requires employing a number of methods and strategies and harnessing means and capabilities in order to provide better service to beneficiaries (Najm, 2011: 23).

Through the above, the researcher sought in the current study to reveal the satisfaction of work environments with various dimensions and ways to attract and retain employees, and manage them efficiently and effectively to achieve functional integration with the administrative body of King Khalid University in the Kingdom of Saudi Arabia to be an appropriate environment with its dimensions represented in: organizational justice, relationship with superiors, respect and appreciation of efforts, job promotion, and credibility of officials.

Study problem:

The human element in the organization is the main axis of its progress and achievement of its goals, and employees differ in personal or skill aspects, and their difference affects their performance of their work and behavior within the organization, so one of the most important works carried out by any organization is the management of the human element to contribute to achieving its goals, and thus reach a high level of success, and this is due to the good management of the human resource in it and the extent of its interest in achieving the dimensions of happiness and its relationship to their immersion and interaction at work, and the satisfaction of work environments is one of the important factors in the Kingdom Saudi Arabia for the development of human resources in it because of the attention it pays great impact in this area, and confirmed by a study (Al-Enezi, 2001) that happiness about social satisfaction and positive emotions is characterized by its owner with joy and openness and achieve his self-satisfaction, as the study confirms (Al-Baliheed, 2014) on the close relationship between job satisfaction and productivity at work, whenever there is a high degree of job satisfaction led to an increase in production, and explained (Youssef, 2010) that the factors of satisfaction at work lie in job satisfaction and opportunities Job enrichment achieved for the job, satisfaction with the wage and its accessories, work relations, colleagues and superiors, methods of supervision and leadership, material work environment, performance evaluation, promotion system, motivation methods and services provided to working individuals. Organizations must inspire their employees and enable them to extract their full potential at work, which generates the motivation for job integration as explained by (Bakker et al., 2011: 78), and through the exploratory study carried out by the researcher on a random sample of (48) male and female employees from the administrators at King Khalid University, and what has been observed that the administrative body, male and female, are different in their productivity and performance, And the existence of a discrepancy in the satisfaction of work environments and satisfaction with the job in which they work, and because of the weight that the university represents among the institutions of higher education in the Kingdom of Saudi Arabia, and the stage that the university is going through needs the concerted efforts of employees and departments responsible for them to improve their performance by increasing satisfaction and achieving happiness and productivity, in addition to the importance of their roles, tasks

and various activities to increase productivity, and make job engagement a priority for them without exception and achieve success for the university, and from the above presentation For some studies with variables and environments different from the current study, and the importance of the role played by universities in paying attention to human resources, including King Khalid University, to make employees happy and successful in that, so the need became urgent to study the satisfaction of their work environments, and their relationship to the reasons for integration, immersion and interaction in the work environment and clarify the relationship between the two variables, so the current study came to reveal the level of relative contribution of The study tries to answer the following questions:

-Study Questions:

Q1 / What is the level of satisfaction of the work environments of the administrative body of the dimensions: (organizational justice, relationship with superiors, respect and appreciation of efforts, job promotion, credibility of officials)?

Q2: What is the level of job integration of the administrative body?

Q3: Is there a correlation between the satisfaction of work environments and job integration at the administrative authority?

Q5: Are there differences between the average responses of the administrative body to the level of satisfaction of work environments according to the following demographic variables: (age, academic qualification, years of experience)?

Q6: Are there differences between the average responses of the administrative body to the level of job integration according to the following demographic variables: (age, academic qualification, years of experience)

Objectives of the study:

1- Identify the level of satisfaction of the work environments of the administrative body of the dimensions: (organizational justice, relationship with superiors, respect and appreciation of efforts, job promotion, credibility of officials)

2- Disclosing the level of job integration with the administrative body.

3- Determining the statistically significant differences for both the work environment satisfaction variable and the job integration variable, which are attributed to the variables

Demographics: (age, academic qualification, years of experience) at King Khalid University.

4- Clarifying the correlation between the satisfaction of work environments and job integration in the administrative body

Importance of the study:

1- Shedding light on the subject of satisfaction of work environments to predict job integration at the administrative body of King Khalid University in question, due to the importance of the study sample due to their large and vital roles of different administrative tasks and responsibilities in the work environment, so we predict the level of satisfaction of work environments to improve their motivation, productivity, commitment and immersion in their work, and can be guided by the university's departments in developing human resources management practices.

2- The current study contributes to opening new horizons for decision-makers, leaders and those interested in developing administrative work by knowing the criteria in which there is a decrease in the level of satisfaction of work environments and job integration, to develop clear policies to raise the percentage of satisfaction and happiness of employees in the work environment at King Khalid University.

3- Through the results of the field study, government institutions may be able to identify deficiencies in the dimensions of satisfaction of work environments, and their impact on the functional integration of employees in the work environment.

4- Helping to determine the nature of the relationship between the satisfaction of work environments and job integration Within the limits of the researcher's knowledge, there are no studies that dealt with the variable of satisfaction of work environments in general, to attract and retain employees, and the extent to which this is reflected on the employee's association with his institution and his absorption in his work, and this is justified for the importance of this study.

Limits of the study: It was limited to a random sample of administrative employees (males and females) in colleges and departments at King Khalid University, and the study tool was applied during the second semester of the year 1443 AH / 2023 AD to know the level of satisfaction of environments and job integration from their point of view.

Study terminology:

1- Satisfaction of work environments procedurally: The psychological feeling of employees with an internal conviction to conduct business in a way that suits their ambitions and aspirations, and the dimensions include: organizational justice, their relationship with superiors, mutual respect and appreciation of efforts, job promotion, credibility of officials at King Khalid University.

2- Functional integration procedurally: It is the integration of the administrative body of King Khalid University (males and females) physically, mentally, emotionally and morally in the performance of their professional and functional work to a degree that reaches satisfaction and immersion and through which self-esteem is achieved, and investing their abilities and energies to achieve the desired administrative goals.

The concept of satisfaction with work environments: (Al-Mishala, 2017: 142) defined happiness as the feeling or access to the degree of individual satisfaction with his life or quality of life, or it is the frequent feeling of emotions and pleasant feelings, and there is a lot of joy and extroversion, and this means that happiness is determined by the state of the employee's response to the decisions and policies applied at work, as explained by (Al-Maaytah and Hammouri, 2016: 41) as a personal decision taken by the employee, where he feels a strong emotional bond towards the institution in which he works, and a state of emotional and intellectual integration, and considers himself responsible. and committed to its success. Psychology also defines happiness as: a state of fun and bliss that arises mainly from the satisfaction of motives but rises to the level of psychological satisfaction (Al-Mahrouqi, 2012: 13). Das Gupta and Q Mar defined happiness as: the overall assessment of "negative and positive" emotional experiences and life satisfaction (Das Gupta & Kumar 2010: 60). Some assert (Achor, 2010: 50) that the feeling of happiness is what causes success and high achievement in an individual's life.

From the above, the concept of happiness in the life of the individual or in work environments is not limited to the emotional and cognitive aspect, but also to the impact of the individual in the environment in which he lives positively.

The importance of satisfied work environments in the success of organizations:

The importance of satisfaction in enhancing competitive advantage, improving reputation, increasing employee satisfaction and loyalty, increasing productivity, production, improving health status, reducing job turnover and reducing costs, each individual in the work environment provides a different perspective based on his experience and experiences in life, and individuals have the ability to make a positive impact through the work they do. By creating the right conditions for employees, we can stimulate their desire and motivation to achieve their goals and higher purpose For the institutions in which they work. To ensure that our community is best served, we must first pay enough care and attention to the people who work hard every day to achieve this. This is particularly important in the public sector rather than in the private sector, and that efforts in the public sector are aimed at serving the country and achieving the general interest of the state as a whole. To provide these services to ensure the spread of happiness throughout the country, we must focus on supporting the happiness and well-being of the individuals charged with achieving that goal in this way. Positive and happy work environments also have many advantages that traditional work environments lack. Therefore, organizations that are keen to create a positive and happy work environment will ultimately reap the rewards. These benefits are divided into tangible benefits, such as increased employee retention rates and enhanced productivity and quality of work. These institutions are also experiencing a significant reduction in absenteeism, satisfactory achievement and late work. According to a study by the University of Warwick , taking serious steps towards enhancing happiness and quality of life in the work environment leads to a productivity increase of up to 12% We note that employee happiness is usually directly reflected in the quality and volume of services provided by the organization to its customers (Maaytah and Hammouri, 2016: 45).

Dimensions of work environment satisfaction: Robert Living& Amy Lyman, founders of the Happy Work Environment Institute, have identified the dimensions of good work through

questioning and interviews through years of questioning and interviews. Developing a model for the ideal organizational environment, which includes five main dimensions of credibility, respect, justice, pride and friendship (Burchell & Robin, 2011, p. 4). Respect for others, and affirms its commitment to justice, and these elements show employees that management is trustworthy and worthy of it (Lyman A, 2012, p. 5), which generates in the employee a love of belonging represented in pride in working in the organization and within this team, and this trust results in strong friendship relations with other employees, and that employees consider the ideal work environment is the environment that is built on trust between employees with each other, and between employees and management. To cast a shadow on the various relationships prevailing in the organization, where trust is the main element in these relationships (Rohman, 2016, p. 5), and explained the dimensions of satisfaction of work environments in the work environment as follows: (Van van Marie Wick Marrewijk, 2004, pp. 140-143).

1- Organizational justice: It provides justice, equality, impartiality and fairness, and justice in management practices is the third major factor in building confidence in the workplace, balance and fairness in the treatment of employees with regard to the adaptation of material and moral rewards, in addition to fairness of employees and avoiding discrimination on the basis of personal qualities of individuals, and ensuring the existence of a fair law within the organization.

2- Relationship with superiors: An important element because people always have a strong desire to communicate with others, and there is no doubt that the presence of supportive and good relationships helps to face changes and difficulties, as (Gulf Newspaper, 2016) published a seminar entitled "The happiness of people ... Sheikha Dr. Alia Al Qasimi stated that the concept of happiness implies from a social perspective the individual's satisfaction with all aspects of life, especially satisfaction with human relations, and constitutes an important source of happiness to generate positive emotions in the individual, improve his psychological state and increase work productivity.

3- Respect and appreciation of efforts: Respect represents the appreciation of the organization's management of its employees and its sense of their value and excellence, we find respect is necessary in creating an atmosphere of trust in the

workplace, and includes after respect support, cooperation and care by the management of employees, professional support for employees appears through the provision of training opportunities, resources and necessary equipment and appreciation of professional achievements.

4- Job promotion: It is a change in assignment from work at a lower level to another at a higher level within the organization, and promotion is accompanied by an increase in pay in the administrative position, but it places greater duties and responsibilities on the individual, and the goal of promotion is to benefit from the individual's skills in order to achieve the interest of the organization and is considered an incentive for individuals to improve their performance (Belkhadem, 2019: 5). Therefore, promotion is one of the incentives that the individual seeks and aspires to obtain and benefit from the accompanying increase in pay and high moral and social level, as well as The institution's placement of good individuals in jobs that suit their specifications, qualifications, ambitions in development and career progression in the organizational structure, will have a positive impact on motivating them more, to improve their level of performance and in the language of satisfaction of work environments.

5- Credibility of officials: This dimension relates to the extent to which employees see management as honest, persuasive and trustworthy, and trust arises through the credibility of management, and the respect that employees feel while dealing with them. This is evaluated by measuring the extent to which employees are aware of the communication practices conducted by the department, its competence and integrity, and includes: the effectiveness of communication, the ability of leadership of the department and its ability to deal with employees, and integrity. (Maaytah and Hammouri, 2016: 53).

From the above, management and officials can follow steps that would work to create a work environment based on happiness and raise productivity, motivate and develop employees and share their human side, and introduce them to the importance of the work they do.

Functional integration has also become a very important dimension of human resource management functions , and interest in them is increasing day by day, until it became a center of attention during the nineties and early 2010, and functional integration is linked to the outputs resulting from

the attitudes, behaviors and intentions of individuals (Alias, et al, 2014, p: 103). Alivn & Abbasi, 2012, p:643), there was a need to find a term to describe the feeling of emotional attachment of employees to the organization, their other partners and the job, and this need gave the term functional integration and employees who care about the future of companies are willing to invest their efforts for the benefit of the organization (Abadi, 2012: 147).

- **The concept of functional integration:** He defined (Hassanein, 2013: 53) as the degree to which the individual integrates with the job he exercises and senses its importance, and also adds that integration expresses the psychological link between the individual and his job so that this function is considered a pivotal dimension in his life and in his self-esteem. He described it (Abdi, 2012: 158) as the positive attitude and feeling of employees to achieve the goals and values of the organization. They also know both Macleod & Clarke, 2009, p:7) Employees who are absorbed as those who have a personal sense of connection to their work and organization and have the motivation and ability to give their best to make it successful, and from that a series of tangible benefits for individuals in the organization are launched. Abbas (2016, p:139) defines that an employee who is engaged: an emotional employee, who is fully immersed in his work, energetic, committed, and fully dedicated to his work, the more absorbed employees will be better performers, and less likely to leave the organization.

The importance of employee integration in the work environment: Jain & Mathur (2015, p:195) emphasizes the importance of job integration as one of the important jobs, as the organization cannot continue to work for one day without it, as pointed out by Marcus and Sridevi, 2010, p: 89) that employers have their eyes focused on how to make the worker take up his work, and realize that by focusing on the functional integration of workers they can find more workforce. Efficiency and productivity, he also adds that job integration touches all aspects of human resource management that we know so far, if every part of human resources is not addressed in an appropriate way, this will lead to failure with (Law, 2014, p: 73) who referred to people who are interested in career integration in professional organizations and support them by providing incentives and financial support and benefit from the high level of employee absorption.

- **Variables of the significance of the functional integration of employees in the performance of work:** pointed out by (Safi, 2017: 136) that the worker has strong ties to his job, and that the worker likes that his job absorbs most of his time, and that most of the worker's interests are focused on his job, and that the worker is very attached to accuracy in the performance of his work, that most of the employee's personal goals in his life are related and directed towards his job, and that the employee occupies most of his time even after the end of work time, and that most of the important things that happen are integrated into his job current in one form or another.

Based on the above, the more the employee absorbs in his work, the greater the happiness and positivity towards the institution, and the more his contribution and giving and his desire to stay longer in a currency place and increase his ambitions, and exert effort at the highest level in energy, activity and intellectual flexibility regularly and fully to practice his work and improve the quality of career life.

This was confirmed by many studies, including: a study (Halima, and Hina, 2011) to investigate the impact of managing the internal work environment with its various physical, social and organizational components on the job satisfaction of workers, and to identify the determinants of job satisfaction among workers and the factors affecting it, and the results of the study were: that most of the sample members feel moderate satisfaction in managing the physical, organizational, psychological and social work environment.

The study of Kamalraj.S. & Induucathy, R. 2012 aimed to identify the factors affecting the quality of work life, analyze the procedures that have been adopted to improve the quality of work among workers, and propose appropriate measures to improve the quality of work life.

The study (Al-Baliheed, 2014) came to identify the level of job satisfaction among administrative employees at Princess Nourah bint Abdulrahman University and its relationship to demographic variables, and the study reached the following results: that job satisfaction among female employees was generally to a moderate degree, and came in the highest place statements that revolve around human relations and personal relations within the university, and there are no statistically significant differences between job satisfaction and variables (age group, job type, job rank, educational qualification or

years of experience) This is due to the consistency of female employees, the organizational climate in the same workplace and the rules and regulations applied to them.

The study (Al Ameri, 2017) aimed at researching the relationship of work aspects to the level of job satisfaction and job happiness rates among workers in public and private schools in Al Ain city in the United Arab Emirates, and the results of the study showed that the percentage of satisfaction and job happiness is fairly high, and there is a positive, strong and statistically significant relationship between the degree of happiness and the degree of satisfaction, that is, the greater the degree of job satisfaction, the higher the degree of job happiness.

Also a study (Al-Omari and Al-Yafi, 2017) aimed to identify the impact of the elements of quality of career life affecting the performance of civil servants, and to measure the amount of differences between personal factors and performance and evaluation, job satisfaction, the social relationship that brings the employee together with superiors and co-workers, material and moral incentives, and the work environment. The results indicated that the elements of the quality of career life most affecting performance are: the social relationship that brings the employee together with superiors and co-workers, job satisfaction, material incentives, performance evaluation, and there were statistically significant differences in job performance, job satisfaction, the social relationship that brings the employee together with bosses and co-workers, material and moral incentives, and the work environment due to a difference in job rank, age and academic qualification, number of years of experience and status and social.

The study (Bounaqib, 2019) aimed at the need for organizations to pay attention to the work environment to achieve outstanding performance and clarified the traditional concepts of the work environment, and the modern view of the work environment by identifying the "happy work environment" model and the most important successful practices of the best international companies, and it was concluded that the most important characteristic of these leading companies is their ownership, is their possession of a strong culture based on justice, respect, hospitality and integrity in their practices with their employees and serving their communities. The lower the degree of job satisfaction, the lower the degree of job happiness, and the degree of Job satisfaction in males is higher than that of females Add the inverse relationship between the level of education, age and

years of experience and both the degree of job satisfaction and job happiness, that is, the higher the level of education, age and years of experience of employees, the lower the degree of job satisfaction and job happiness they have. The main business aspects related to promotion opportunities, incentives and training, while the main business aspects related to management style and the relationship with colleagues and the direct supervisor have higher satisfaction scores.

She explained the impact of the dimensions of satisfaction of work environments in the development of job integration with high quality distinct in educational institutions and government sectors, including: The findings of the Kong study (Kong, 2012) that individuals with job competencies tend to achieve a high level of integration in order to devote more effort to their jobs, through empowerment practices that revolve around challenging advanced practices, introducing innovative practices, encouraging creative suggestions, and developing additional skills where workers gain higher levels when evaluating Performance that is reflected in a cycle on their more absorption.

The study of Ho et al, 2012 aimed to examine the relationship between work values, job integration and organizational commitment, and the results of the study showed that work values are positively related to job integration and organizational commitment, and that job integration may be more important than focusing only on organizational commitment, and it also showed that job integration can be increased using these factors, the rate of transformation from one company to another and absenteeism rates will decrease, making the organization more effective and productive.

The study (Madi, 2014) also aimed to identify the impact of organizational support on the development of job integration among employees in the UNRWA Gaza Regional Office, identify the means of organizational support provided by the Regional Office and search for obstacles to the use of organizational support.

The study of Mc Donald (2015) aimed to determine the relationship between the levels of faculty and staff working at the University of Southern Mississippi, and the study relied on the descriptive approach, and the study concluded the following results: The greater the functional integration of members and staff at the university, the more student

engagement increases, and this means that the behaviors of employees characterized by integration, vitality, dedication and immersion have an impact on their perception and influence in student engagement and retention.

A study (Al-Manan and Bilal, 2018) to test the quality of work life on job integration and a study of the mediator role of psychological capital in this relationship, and reached the following results: that there is a positive average relationship between the quality of work life, job integration and psychological capital, and a positive relationship between psychological capital and job integration, and the study revealed that psychological capital does not mediate the relationship between the quality of work life and job integration, and the study showed several theoretical and applied effects.

The study (Al-Ghamdi, 2019) aimed to identify the level of organizational health in government secondary schools in Hafr Al-Batin, identify the level of functional integration among secondary school teachers, detect the correlation between the two variables and detect differences in variables (gender, academic qualification, years of experience), and the study found that the level of organizational health and functional integration was highly purified and the existence of a positive correlation of medium value between the level of organizational health and functional integration of teachers and the existence of differences between the averages of responses. The sample on their estimate of the level of organizational health in the dimension (presidential influence) attributed to gender and academic qualification, while there are no differences due to the variable of years of experience at the level of job integration. There are differences between the responses of the sample about their estimate of the level of their job absorption in each of the dimensions (enthusiasm, sincerity, immersion) attributed to the scientific qualification while there are no differences in the dimensions (enthusiasm, sincerity, dedication, immersion) and attributed to gender or years of experience, and the study recommended building a codified model for organizational health in the Saudi environment.

Through a review of previous studies, we find that previous studies:

1- She pointed to the importance of achieving happiness in its various dimensions in the work environment, and job integration in the effectiveness of the performance of employees, such as the study of both (Halima, and Wahina, 2011), and (Al-Baliheed, 2014), and (Al-Ameri, 2017), and (Madi, 2014), and others (Ho, et, al, 2012). Which emphasized the importance of employee happiness, whether from the physical, social and organizational components of job satisfaction, or closer human and personal relationships within the place, or organizational support, making them consider work as an integral part of the organization's success.

- 1- Some previous studies revealed the importance of support, material and moral incentives, achieving justice, respect and appreciation, the work group, and professional development and the extent of their strong impact on the level of job integration, such as the study of (Bounaqib, 2019), (Al-Omari and Al-Yafi, 2017), (Al-Manan and Balal, 2018) and Kamalraj.S.& Induucathy, R. 2012.
- 2- The current study is similar in terms of methodology, which is descriptive and analytical, and the questionnaire study tool with all previous studies.
- 3- The current study differed from previous studies in terms of the goal, which is the level of satisfaction of work environments and job integration of the administrative body, and the study sample was applied in the current study to the administrative body, males and females, and in terms of the place of study procedures was departments, colleges and deanships at King Khalid University, and also linked between the two variables of the study satisfaction of work environments and job integration.
- 4- As for the areas of benefit from previous studies, they were familiarity with some sources that facilitated the construction of the theoretical framework, identifying the results and recommendations of studies and benefiting from them in identifying the study problem, and seeing the tools used and benefiting from them in designing the appropriate tool for the study, in addition to the recommendations it reached to support the current study.

Research hypotheses:

- 1- There is a level of satisfaction of the work environments of the administrative body of the dimensions: (organizational justice, relationship with superiors, respect and appreciation of

efforts, job promotion, credibility of officials) at King Khalid University in the Kingdom of Saudi Arabia.

2- There is a level of functional integration at the administrative body of King Khalid University in the Kingdom of Saudi Arabia.

3- There is a correlation between the averages of the administrative body's responses at the level of satisfaction of work environments and job integration.

4- There are statistically significant differences in the ranks of the administrative body's responses to the level of satisfaction of work environments at King Khalid University in the Kingdom of Saudi Arabia according to the following demographic variables: (age, gender, academic qualification, years of experience).

5- There are statistically significant differences in the ranks of the administrative body's responses to the level of job integration at King Khalid University in the Kingdom of Saudi Arabia according to the following demographic variables: (age, gender, academic qualification, years of experience).

Method and procedure:

Research Methodology: In light of the research questions and objectives, the researcher used the descriptive correlational approach to study the reality or phenomenon, describe it accurately and express it qualitatively and quantitatively (Obeidat, Adas, and Abdul Haq, 2012: 280).

Research population and sample: Referring to King Khalid University statistics, we find that the community is (2500) members of the administrative body, male and female (King Khalid University, a statement of the number of administrative employees for the academic year 2019/2020), applied to a sample of (256) male and female employees of King Khalid University.

Characteristics of the research sample: A number of features and characteristics of the research sample were identified as follows:

A - Gender: It was (males - females).

B- Years of experience: It was (less than 5 years / 5-10 years / more than 10 years).

C- Age: It was (less than 30 years - and from 30 to less than 45 years - from 45 years and over).

D- Academic Qualification: It was (Bachelor - Higher Diploma - Master)

100.0

Qualification	Number	Percentage	Sex	Number	Percentage	Years of Experience	Number	Percentage	lifetime	Number	Percentage
Bachelor	166	64.8	male	153	59.8	Less than 5 years	15	5.9	less than 30 years old	11	4.3
Higher Diploma	46	18.0	female	103	40.2	From (5) to (10) years	103	40.2	From 30 to less than 45 years old	193	75.4
Master	44	17.2	Total	256	100.0	More than (10) years	138	53.9	From 45 and above	52	20.3
Total	256	100.0				Total	256	100.0	Total	256	100.0

Research Tools:

Work environment satisfaction scale: It was prepared by the researcher for the university environment to measure the satisfaction of work environments, and the scale was built with reference to the theoretical literature and previous studies on what was written on the subject of satisfaction of work environments and its indicators in general, including a study. The study tool in its final form consisted of a questionnaire that included (26) phrases distributed on five dimensions (organizational justice, relationship with superiors, respect and appreciation of efforts, job promotion, credibility of officials): The maximum overall score on the scale is (78) and the lowest score is (26) and the evaluation of the scale scores is as follows: (agree - to some extent - disagree).

Scale correction key: Since the scale statements are all positive, the answer scale may consist of three levels (OK = 3 - somewhat = 2 - Disagree = 1) and accordingly the dimensions of satisfaction of work environments are classified into:

- **Organizational Justice:** It measures the employee's perception of the fairness of management practices and policies by assessing the extent of equality, impartiality, and fairness that the employee finds in the workplace.
- **Relationship with superiors:** It represents reciprocal relationships based on respect and cooperation, and providing opportunities for discussion and participation to make appropriate decisions and achieve the goals of the institution.
- **Respect and appreciation of efforts:** Measures how much employees feel respected by superiors by assessing the levels of support, cooperation, and care that employees receive in the context of superiors' interactions with them.
- **Career promotion:** The process of an upward career change that qualifies the employee to receive a position that is higher in responsibilities or in its rank or both.
- **Credibility of Officials:** Measures the extent to which employees perceive management as honest and trustworthy to assess their awareness of an organization's communication practices and integrity.

Psychometric properties of positive happiness: Calculating the degree of honesty by calculating:

- The sincerity of the arbitrators or the sincerity of the content: It was calculated by presenting the questionnaire to a number of (10) arbitrators with competence and experience in the field

of education for arbitration, and to express their opinions and observations in terms of the degree of appropriateness of the paragraphs, their sincerity, the coherence of each paragraph with the axis, their clarity and the integrity of their formulation to become applicable to become applicable. The unanimous observations of 7 arbitrators on the amendment of some paragraphs were taken into account.

–Factor honesty: An exploratory factor analysis of the sample responses on the scale was carried out using the basic components of the "work environment satisfaction" scale, and after orthogonal rotation by the Varimax method, the factor analysis resulted in the existence of five independent factors, and by examining the statements related to each factor and concluding the relationship between them, the researcher called these measured factors the following: The first factor (organizational justice), the second factor (relationship with superiors) the third factor (respect and appreciation of efforts) and the fourth factor (promotion Functional) and the fifth factor (credibility of officials), and the following table shows the numbers of paragraphs, and their saturations, which must not be less than 0.3, and the latent root, which must not be less than the correct one, and the ratio of factor variance and total variance, and this is explained as follows:

70%

Credibility of officials		Career promotion		Respect and appreciation of efforts		Relationship with superiors		Organizational Justice	
Saturations	M	Saturations	M	Saturations	M	Saturations	M	Saturations	M
0.74	21	0.39	17	0.76	13	0.72	6	0.56	1
0.30	22	0.32	18	0.54	14	0.73	7	0.45	2
Percentage	Number	Years of Experience	Percentage	Number	Sex	Percentage	Number	Qualification	3
Less than 5 years	59.8	153	male	64.8	166	Bachelor	Percentage	Number	lifetime

Credibility of officials		Career promotion		Respect and appreciation of efforts		Relationship with superiors		Organizational Justice	
103	female					11	less than 30 years old	5.9	15
17.2	44					40.2	103		
						More than (10) years	100.0		
100.0		256		Total		2.724		100.0	256
4%		5%		5%		100.0		256	Total
70%									Variance for the axis

The factor analysis resulted in the existence of (5) independent factors revolving around the satisfaction of work environments, each of which has a number of paragraphs, and the value of the underlying root was greater than the correct one, according to the basic criteria set by Kaiser to accept the factor and subject it to interpretation that its value is greater than the correct one, and the total factors of the first axis explain 70% of the total variation, and this indicates the factorial honesty of this part of the questionnaire.

Stability: Stability was calculated in some ways as follows:

0.91

Half Fractionation Coefficient Using Spearman-Brown Equation	Half fractionation coefficient using Getman's equation	Cronbach alpha stability coefficient	Number of ferries	Dimensions	Tool
Respect and appreciation of efforts	Relationship with superiors	Organizational Justice	5	Organizational Justice	Satisfaction of work environments
Saturation	M	Saturation	M	Credibility of officials	
Saturation	M	Saturation	M	Saturation	
0.76	13	0.72	6	0.56	
0.45	2	0.74	21	0.39	
0.32	18	0.54	14	0.73	

It is clear from the table that the coefficients of stability of the satisfaction of work environments range between (0.80-0.95), which are appropriate values to indicate the validity of the scale items to measure the satisfaction of work environments and the possibility of stability of the results of the current study.

Functional integration scale: In order to measure the functional integration of the study sample, the researcher reviewed a number of studies and measures for functional integration to design the study tool and the scale in its initial form of (10) paragraphs distributed on one dimension is: the level of functional integration, and the maximum total score on the scale is (30) and the responses of the sample members on each paragraph of the scale were measured through a response scale that was graded (always = 3-sometimes = 2-never=1) where it ranges from High (3) to low (1).

Psychometric properties of non-functional integration : Calculate the degree of honesty by calculating:

- **The sincerity of the arbitrators or the truthfulness of the content:** It was calculated by presenting the questionnaire to a number of (10) arbitrators with competence and experience in the field of education and psychology to arbitrate it, and to express their opinions and observations in terms of the degree of appropriateness of the paragraphs, their truthfulness, the

coherence of each paragraph with the axis, their clarity and the integrity of their formulation to become applicable to become applicable. The unanimous observations of five arbitrators were taken into account.

– **Factor honesty:** An exploratory factor analysis was conducted for the sample responses on the scale by the method of the basic components of the Hotelling of the "functional integration" scale, and after rotating orthogonally by the method of (Varimax), the factor analysis resulted in the existence of one independent factor and by examining the statements related to it and deducing the relationship between its statements, the researcher called that factor the measured functional integration, and the following table shows the paragraph numbers, and their saturations, which must not be less than 0.3, and the latent root, which must not be less than one. correct, and the ratio of factor variance and total variance, and illustrates this as follows:

48.68

22			
8	0.66	3	0.30
19	0.76	15	0.75
4	0.35	23	0.38
16	0.78	9	0.62
24	0.39	20	0.74
10	0.69	5	0.46
4.868			0.66
48.68			Factor variance ratio
25			Variance for the axis

The factor analysis resulted in the presence of (1) of the independent factors revolving around the merger and a number of paragraphs and the value of the underlying root was greater than the correct one and therefore the factor can be accepted and subjected to interpretation, especially since its value is greater than the correct one, and the total factor of the second axis explains 48.68% of the total variance and this indicates the factorial honesty of this part of the resolution.

Stability: Stability was calculated in some ways as follows:

0.81	11	Cronbach alpha stability coefficient	Number of ferries	0.74
26	0.84	0.87	10	Career integration

It is clear from the table that the coefficients of stability of functional integration, which range between (0.84-0.87), are high scores, which indicates the possibility of stability of the results of the current study.

Study procedure:

1. Determine the theoretical framework of the research by reviewing the literature, research and previous educational studies related to the subject of the research
2. Designing the tools and presenting them to the arbitrators to express an opinion and modify to suit the study sample and ensure their psychometric properties.
3. Then prepare the questionnaires in their final form, in light of the suggestions and amendments of experts and arbitrators
4. Application, data dumping and statistical processing procedures using the spss program , discussing the results and providing recommendations and suggestions in light of the results of the study.

Statistical methods: mean and standard deviations, torsion and hyperbolic coefficient, Pearson's correlation coefficient, factor analysis, and multiple linear regression method were used, where the results were analyzed by the statistics program (SPSS) version (19).

The results of the study and discussed: The arithmetic mean, standard deviation, torsion and hyperbolism coefficients were calculated for the total degree of positive happiness and functional integration with each of the study variables (age - gender - academic qualification - years of experience), and the results showed that the moderation of distribution was not achieved with some dimensions, and for this the researcher used nonparametric statistical analysis methods to verify the hypotheses of the study related to the previous variables and the following table shows the results:

0.74		axes	Arit hm etic me an	12	0.7 0	Hyp erbo le coef ficie nt	Col um gro ve valu e	Si g ni fi c a n c e
Quali ficati on	Ba ch el or	Total satisfa ction of work enviro nment s	Lat ent roo t	11. 82	2.7 24	1.31 1	1.2 13	1. 0 7 9
	45 %		5%	5%	4%	Vari ance for the axis	70%	0. 0 0
	M as te r		Di me nsi ons	Nu mb er of ferr ies	Cro nba ch alp ha sta bilit y coe ffici ent	Half fract iona tion coef ficie nt usin g Get man 's equa tio n	Half Frac tiona tion Coe ffici ent Usin g Spe arm an- Bro wn Equa tio n	S at is fa ct io n o f wo rk e n vi ro n m e n ts
	5	0.87	0.8 0	0.8 3	- 0.4 5	Rela tion ship	7	0. 9 1

0.74		axles	Arit hm etic me an	12	0.7 0	Hyp erbo le coef ficie nt	Col um gro ve valu e	Si g ni fi c a n c e
						with sup erio rs		
	0. 92		Res pec t and app reci ati on of eff ort s	4	0.8 2	0.84	0.8 4	0. 0 0
	4		0.8 3	0.8 4	0.0 0	Cred ibilit y of offic ials	6	0. 8 7
	0. 84	Total satisfa ction of work enviro nment s	Tot al	26	0.9 5	0.91	0.9 1	0. 0 6
0.84	fe m al e		51. 79	12. 21	0.3 3	Care er inte grati on	M	S at u r at io n
	Sa tu ra	1	0.4 9	6	0.6 9	2	0.8 2	7

0.74		axles	Arit hm etic me an	12	0.7 0	Hyp erbo le coef ficie nt	Col um gro ve valu e	Si g ni fi c a n c e
	ti on							
	3		8	0.6 7	4	0.81	9	0. 7 3
5	0. 79	10	0.8 8	Lat ent roo t	4.8 68	Fact or vari ance ratio	48. 68	V a ri a n c e f o r t h e a xi s
	Fr o m (5) to (1 0) ye ar s		50. 58	Too l	Nu mb er of ferr ies	Cro nba ch alph a stab ility coef ficie nt	Half frac tion atio n coef ficie nt usin g Get ma n's equ	H al f Fr a ct io n at io n C o ef

0.74		axles	Arit hm etic me an	12	0.7 0	Hyp erbo le coef ficie nt	Col um gro ve valu e	Si g ni fi c a n c e
							atio n	fi ci e nt U si ng S p e a r m a n - B r o w n E q u a t io n
	10		0.8 4	0.8 4	0.3 6	- 0.38	0.0 7	0. 1 0
	Le ss th	Total Job	22. 60	2.9 2	0.7 1	Vari able s	axle s	A ri t

0.74		axles	Arit hm etic me an	12	0.7 0	Hyp erbo le coef ficie nt	Col um gro ve valu e	Si g ni fi c a n c e
	an 5 ye ar s	Integra tion						h m e ti c m e a n
	Tor si on co ef fic ie nt		Col um gro ve valu e	Sig nifi can ce	Qu alifi cati on	Bac helo r	Tot al sati sfac tion of wor k envi ron me nts	4 9. 5 4
	0. 29		0.0 8	0.0 1	- 0.4 7	High er Dipl oma	0.1 3	5 1. 8 9
12.05	- 0. 25	0.21	0.1 8	0.0 0	- 0.3 2	Mas ter	0.1 5	4 8. 0 5
	0. 72		0.1 0	0.2 0	0.1 9	Bac helo r	Tot al Job Inte grat ion	2 3. 1 2

0.74		axles	Arit hm etic me an	12	0.7 0	Hyp erbo le coef ficie nt	Col um gro ve valu e	Si g ni fi c a n c e
	- 0. 45		0.1 1	0.0 0	0.3 2	High er Dipl oma	0.1 2	2 3. 2 8
	- 1. 34		0.2 0	0.0 0	0.3 1	Mas ter	0.2 5	2 1. 4 8
	0. 00	1.42	0.1 1	0.2 0	gen re	mal e	Tot al sati sfac tion of wor k envi ron me nts	4 8. 3 0
	0. 25		0.0 7	0.0 6	- 0.4 6	fem ale	0.1 5	5 1. 7 9

It is clear from the previous table that the distribution is not moderate in some variables, which confirms the validity of using nonparametric statistics to verify the differences of the variables, but looking at the twisting and hypertension, we notice that almost all variables are characterized by moderation. We review and discuss the results of the research as follows:

The results of the first hypothesis and its discussion: which states that "there is a level of satisfaction with the work

environments of the administrative body of the dimensions: (organizational justice, relationship with superiors, respect and appreciation of efforts, job promotion, credibility of officials) at King Khalid University in the Kingdom of Saudi Arabia, and explains as follows:

12.21	0.33	-0.37	0.08	0.14	Approval level	male
Total Job Integration	22.43	4.39	-0.39	-0.31	0.11	0.00
Second: relationship with superiors.	female	4.12	23.51	4.51	-0.84	0.32
0.13	0.00	Years of Experience	Less than 5 years	Total satisfaction of work environments	46.40	8.77
-0.74	-0.34	0.17	0.20	54%	From (5) to (10) years	5
50.58	13.12	0.10	-0.21	0.10	0.02	1
More than (10) years	49.70	49.41	12.58	0.36	-0.38	

It is clear from the table that the relative weight of the approval of the study sample on the total level of satisfaction of work environments came with a score of (1.91) and a percentage of (64%), which means to some extent, and therefore its practice

is average, which requires further improvement of reality. It agrees with the results of the study (Al-Baliheed, 2014), which clarified the importance of achieving job satisfaction, which revolves around human and personal relations within the university, and the existence of differences between job satisfaction and study variables due to the consistency of the sample members and the organizational climate in the work environment. It also agreed with the study (Bounkib, 2019) which confirmed. However, high confidence in the work environment is due to the rates of innovation among employees, a high rate of customer satisfaction and commitment, the employer's strong culture based on respect, fairness, hospitality, integrity, promotion, incentives, training, and a relationship with the boss and colleagues that received higher grades.

The first hypothesis regarding the level of satisfaction of the working environments of the governing body is accepted for a dimension: the relationship with superiors, respect and appreciation of efforts, and the credibility of officials. The first hypothesis regarding the existence of a level of satisfaction with the work environments of the administrative body is not accepted for the following: organizational justice and job promotion, and this may be due to the lack of appreciation of employees in their workplace based on the effort they provide and the dependence of that appreciation on personal and social relations, and the weakness of superiors providing privileges, support and motivation to employees alike, and the scarcity of the employee's promotion that he obtains with his high expectations and ambitions, and the difficulty of having the appropriate space for the employee to discuss with the responsible authority in If he feels unfair to the promotion he received.

The results of the second hypothesis and its discussion: which states that "there is a level of functional integration in the administrative body of King Khalid University in the Kingdom of Saudi Arabia, and it is explained as follows:

Once in a while

2.92	22.60	Total Job Integration	Less than 5 years	Arithmetic mean	0.10
From (5) to	76%	0.01	0.25	-0.69	0.71

(10) years					
---------------	--	--	--	--	--

The approval came to the availability of the total axis of job integration with a relative weight of (2.29) and (76%) and means that integration is at a level sometimes, i.e. an average on the ground. It agrees with the findings of Kong's (2012) study that individuals with job competencies tend to achieve a high level of integration in order to devote more effort to their jobs through empowerment practices, introducing innovative practices, encouraging creative suggestions, and developing additional skills so that workers gain higher levels when evaluating performance.

The results of the third hypothesis and its discussion: which states that "there is a correlation between the averages of the responses of the administrative body at the level of satisfaction of work environments and job integration, and to study this hypothesis, the Pearson correlation coefficient was used, and the results of the correlation coefficients and their statistical significance can be clarified as follows:

22.62	axes	
0.08	-0.72	4.56
0.00	0.00	

It is clear from the previous table that there is a positive relationship between the total satisfaction of work environments and the total job integration according to the opinions of the study sample, and this may be due to the availability of practices such as: organizational justice, relationship with superiors, respect and appreciation of efforts, job promotion, and credibility of officials, It results in a functional absorption of employees and making them work diligently with their colleagues to continuously improve performance within the work for the benefit of the organization, and help the employee to have strong links to his job that are difficult to break or fail to perform his work, and to clarify the correlation further, a regression model was built between the two axes of the study and this can be clarified when answering the fourth hypothesis. It agrees with the results of the study of Ho et al. 2012), which confirmed that

business values are linked to functional inclusion and organizational commitment making the organization more effective and productive. I also agree with what Marcus & Sridevi (2010) pointed out that employers have their eyes on how to get the worker to take up their work, and realize that by focusing on the job integration of workers they can find a more efficient and productive workforce.

The following table shows the strength indicators of the regression model of the previous relationship, as follows:

Coefficient of determination			More than (10) years	
0.13	-0.45	-0.47	4.54	23.08
55.36	Total satisfaction of work environments	less than 30 years old	lifetime	0.00

It is clear from Table (11) that the strength and significance of the indicators of the regression model, where the coefficient of determination was (0.37), which indicates that (37%) of the variation in job integration can be explained based on the variation in the satisfaction of work environments.

The results of the analysis shown in the correlation matrix resulted in a statistically significant positive correlation between the axes of the study with a value of (0.61) and means that the application of satisfaction of work environments increases the functional integration of the administrative body of King Khalid University, and thus accepting the hypothesis related to the amount of relative contribution to positive happiness and job integration at the administrative body of King Khalid University in the Kingdom of Saudi Arabia, and that there is A strong relationship of positive happiness with job integration is (0.61) and is consistent with the study (Madi, 2014), which confirmed the existence of a relationship between organizational support and the development of job integration among employees in the office to a medium and acceptable degree, and to identify the various means of organizational support provided by the regional office to employees.

The results of the fifth hypothesis and its discussion: which states that "there are statistically significant differences in the grades of the administrative body for the level of satisfaction of work environments at King Khalid University in the Kingdom

of Saudi Arabia according to the following demographic variables:

16.11	-0.32		-1.06	0.15	0.20	The value of Mann Whitney (u)	From 30 to less than 45 years old Z	Statistical significance
48.26	11.92	0.19	-0.06	0.07	0.01	6641	From 45 and above	0.03 D
		0.32	-0.092	0.12	0.05			
		0.31	-1.57					
22.79								
			0.11	0.00	Kay Value	From 45 and above	Statistical significance	
4.71	-0.46	-0.49	0.15	0.01	4.38	2	0.11 Non D	
		Relative weight	Perce	Approval				

			nt ag e	lev el			
		Disagr ee	4	Sec on d: rela tio nsh ip wit h sup eri ors.			
		III. / Respec t and apprec iation of efforts	8. 1 3				
IV./ Caree r prom otion	6 . 4 2	2.57	1. 6 1	54 %	Dis agr ee	5	V. Cre dib ilit y of offi cial s No n D
		70%	Ki n d of	1			
		More than (10) years	1 3 8	126 .40			
		Percen tage	A p pr o va l le ve l				
	li f	less than	1 1	160 .14	7.1 5	2	axl es

Once in a while	e ti m e	30 years old						D	
		0.55	1 9 3	Sta tisti cal sig nifi can ce					
		Fulfill ment Value	St at ist ic al sig ni fic a nc e	R					
		0.36	2 5 6						

The results of Table (12) resulted in statistically significant differences at the level of significance (0.05) for the total axis of satisfaction of work environments for the gender variable in favor of males, so the value of the total ranks for males was (18422) while the total ranks for females was (14474) and the value of (u) was (6641), and this may be due to the fact that the male category is the one who holds positions more than females in most cases, and then their focus on having a degree of happiness in the organization, as this helps to have some positive practices such as Appreciating the employee in his workplace based on the effort he makes and not on personal and social relations, taking the ideas and opinions of employees into account by the direct supervisor when making the required decisions, and the superiors preparing work-related employees who are dedicated to performance, well-trained, and the employee's understanding of the vision and mission of the institution and the importance of the role required of him to achieve its goals.

The results of the table also showed that there were no statistically significant differences at the level of significance (0.05) for the total axis of satisfaction of work environments for the variable of academic qualification, so the value of (Kay) was (4.38);

The results of the table also showed that there were no statistically significant differences at the level of significance (0.05) for the total axis of satisfaction of work environments for the variable of years of experience, where the value of (Kay) was (1.44);

The results of the table also showed that there were statistically significant differences at the level of significance (0.05) for the total axis of satisfaction of work environments for the age variable in favor of (less than 30 years), and the value of (Kay) was (7.15); Develop superiors trust between them and employees by answering their questions and inquiries frankly and clearly and adopting promotions in the employee's workplace on credibility and transparency.

It is consistent with the result of a study (Madi, 2014), which confirmed the existence of a relationship between organizational support and the development of job integration among employees and attributed to the work environment and years of experience. It also agreed with what was shown in the study (Bounaqib, 2019) the need for organizations to pay attention to the work environment to achieve outstanding performance, through the modern view of the work environment for the most important successful practices of the best international companies, and the high confidence in the work environment that contributed to increasing their innovation rates, the high rate of customer satisfaction and great commitment among employees, and their possession of a strong culture based on justice, respect, hospitality and integrity in their practices with their employees., and serve their communities, and the lower the degree of job satisfaction, the lower the degree of job happiness, and that the degree of job satisfaction in males is higher than the degree of females, and the main aspects of work related to management style and relationship with colleagues and direct supervisor have higher satisfaction scores.

The results of the sixth hypothesis and its discussion: which states that "there are statistically significant differences in the ranks of the grades of the administrative body for the level of job integration according to the following demographic

variables: (age, gender, academic qualification, years of experience) at King Khalid University in the Kingdom of Saudi Arabia according to the following demographic variables:

Variable	Number		Average ranks	Total ranks	The value of Mann Whitney (	Z value)	Statistical significance Z	Total satisfaction of work environments
genre	male	153	120.41	18422	6641	-2.13	0.03D	0.04D
		103	140.52	14474	14418			
		256	256					
Total satisfaction of work environments								
		166	126.08	4.38	2	0.11	Statistical significance	
Total Job Integration	Higher Diploma	46	147.98	131.76	6.29	2	0.04D	

		44	1 1 7. 2 5	140 .13			
		256	4 4	104 .06			
		15	1 1 1. 4 0				
Total Job Integration	From (5) to (10) years	103	1 3 3. 8 0	119 .37	0.9 5	2	0.62 Non D
		138	1 2 6. 4 0	124 .43			
		256	1 3 8	132 .53			
		11	1 6 0. 1 4				
Total Job Integration	From 30 to less than 45 years old	193	1 2 1. 5 6	145 .14	0.6 6	2	0.72 Non D
		52	1 4 7. 5 6	127 .07			
		256	5 2	130 .28			

		Tot al	2 5 6					
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The results of Table (13) resulted in statistically significant differences at the level of significance (0.05) for the total axis of functional integration of the gender variable in favor of males, where the value of the total ranks for males was (18479) while the total ranks for females was (14418) and the value of (u) was (6698), and this may be due to the fact that the male category is the one who holds positions more than females in most cases, and then their focus on the existence of a degree of functional integration in the institution, whether through the employee's hard work with his colleagues for improvement. Continuous performance within the work for the benefit of the organization and the employee's sense of psychological stability when dealing with his superiors and co-workers.

The results of the table also showed that there were statistically significant differences at the level of significance (0.05) for the total axis of functional integration of the variable of academic qualification in favor of a higher diploma, where the value of (Kay) was (6.29); From developmental ideas and overwhelming desire to apply many ideas.

The results of the table also showed that there were no statistically significant differences at the level of significance (0.05) for the total axis of functional integration of the years of experience variable, where the value of (Kay) was (0.95), and this may be due to the agreement of the study sample with their diverse experiences on the importance of the availability of functional integration practices between the administrative body of King Khalid University in order for these employees to achieve the required of them efficiently.

The results of the table also resulted in the absence of statistically significant differences at the level of significance (0.05) for the total axis of functional integration of the age variable, where the value of (Kay) was (0.66), and this may be due to the agreement of the study sample with their diverse ages on the importance of the availability of functional integration practices between the administrative body of King Khalid University in order for these employees to achieve the required of them efficiently.. It agrees with the results of a study (Al-Baliheed, 2014), which confirmed that there are no

statistically significant differences between job satisfaction and study variables: age group, job type, job rank, educational qualification or years of experience, due to the consistency between female employees because they work in one place.

Based on the results of the study, the researcher recommends the following:

1- Working on developing aspects of work related to the dimension of organizational justice, and job promotion, which the study showed that it received the lowest level of approval by the administrative body at the university by trying to link promotion to the expectations of employees' ambitions, increase the level of motivation and reward, accept dialogue and discussion and answer their inquiries clearly and transparently.

2- Working to improve and activate all work environment satisfaction practices: organizational justice, relationship with superiors, respect and appreciation of efforts, job promotion, and credibility of officials in order to reflect these practices positively, interact, immersion and functional absorption of the administrative body in their work, increase enthusiasm and production, and achieve loyalty and belonging to the university environment, and then reflected in achieving the desired mission, vision and goals of the university.

3- Encouraging and strengthening social relations between employees and superiors in their work environment at the university, through their enrollment in training programs, workshops, meetings and meetings with their superiors to meet their needs according to their specializations and field of work. Increasing their participation in the decision-making process and taking their opinions regarding solutions to work problems, and touching their knowledge and skill needs. So that they feel that they are part of the institution and that their opinions and participation have an effective role in the advancement of the university, which pushes them to exert their utmost efforts to carry out these roles and enhances their absorption in their work and integration.

4- The interest of the university departments and the affiliates of the employees in the flexibility of the instructions issued to reduce the work pressures that may face the administrative body from organizational, individual, environmental, or social factors, and if the university does not play its role in alleviating

work pressures, employees will lose their ability to work, produce and give, and take into account the special circumstances that need flexibility in application.

5- Realize all the different departments of the university that incentives and rewards may provide a degree of happiness for employees, so the methods of incentives vary between material such as an increase in wage or reward, and between moral such as promotions or letters of thanks and praise, or their integration into important work, because they target the morale of employees, affect work, and is reflected in increasing productive efficiency.

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