

# Measuring the level of job integration among employees - an analytical study -

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**Abstract:** The purpose of this research paper is to measure the level of job integration through its dimensions, which are: social equality, the spirit of citizenship, job satisfaction, performance development, active participation, sense of belonging, To achieve this, a questionnaire was designed and distributed in its final form to a sample of 64 individuals. We relied on the Statistical Package for the Social Sciences (SPSS) for the purpose of analyzing data, testing hypotheses, and obtaining results.

The study reached several results, the most important of which are: approval of all dimensions of the study variable from the point of view of the sample members, and the availability of requirements for the dimensions of job integration in the enterprise under study from the point of view of the study sample members.

**Key Words:** Job integration, employee, enterprise, job integration's dimensions.

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## 1. Introduction

Job integration is one of the contemporary concepts as it is a basic requirement that various institutions seek to achieve, as studies of human behavior have shown that it expresses the extent of the individual's complete focus, the extent of his connection to his work, and his emphasis on dedication to it.

job integration is centered on using the employee's strengths in a positive way, which is better reflected in achieving the organization's planned goals. To achieve the above, the latter must create a work culture that is appropriate and practices that allow for the promotion of job integration, as well as providing various requirements to move integration to a level better than the current level.

The primary goal of job integration is to develop the enterprise's vision, enhance employees' confidence in achieving this vision in practice, and achieve employee satisfaction and greater affiliation with the enterprise in which they work.

### Problematic:

Through what has been discussed above, the next problem can be raised:

What is the level of job integration from the point of view of employees at the level of the enterprise under study?

**partial questions:**

- What are the attitudes of the study sample members regarding the availability of social equality in the enterprise under study?
- What are the attitudes of the study sample members regarding the availability of the spirit of citizenship in the enterprise under study?
- What are the attitudes of the study sample members regarding achieving job satisfaction in the enterprise under study?
- What are the attitudes of the study sample members regarding achieving performance development in the enterprise under study?
- What are the attitudes of the study sample members regarding the availability of active participation in the enterprise under study?
- What are the attitudes of the study sample members regarding achieving a sense of belonging in the enterprise under study?

**Study hypotheses:**

**The main hypothesis states:**

“The dimensions of job integration in the enterprise under study are not available from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”.

**Partial Hypotheses:**

- The first sub-hypothesis:

“social equality is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”.

- The second sub-hypothesis:

“spirit of citizenship is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”.

- The third sub-hypothesis:

“job satisfaction is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”.

- The fourth sub-hypothesis:

“performance development is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”.

- The fifth sub-hypothesis:

“sense of belonging is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”.

- The sixth sub-hypothesis:

“sense of belonging is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”.

**The importance of study:**

The importance of this article is paying attention to various theoretical aspects related to job integration, especially considering that providing job integration among employees will achieve the organization's goals more effectively.

**Objectives of the study:**

- Identifying the dimensions of job integration;
- Measuring the attitudes of sample members to provide dimensions of job integration through an analytical study.

### **Study Approach:**

The descriptive approach and the analytical approach were relied upon as required by the nature of the subject under study, by addressing various literature related to job integration, in addition to relying on the questionnaire to reach conclusions related to the proposed concept, and the analysis tool and testing hypotheses using the outputs of the (Spss/ IBM23) program.

## **2. Theoretical framework of the study**

### **2.1 Definition of job integration**

The concept of job integration appeared in the last decade of the twentieth century, and crystallized until it became today one of the most important research topics that attracts specialists in human resources and organizational behavior (Mohamed Al-Saeed Jawal et al., 2020, page 77.)

It is defined as: the individual's identification and psychological response to his work, which is reflected in the form of the individual's self-realization or commitment to his work. Integration means that the individual loves his work or is interested in the work related to it (Asali Nour El-Din, 2018, p. 144).

It is also a positive psychological relationship between the individual, his job, and his organization, which is manifested in the individual's feeling of motivation to achieve in the service of his organization, his loyalty to it, his immersion in it, and his feeling of its importance (Adel Belkhiri, Fatima Belqara, 2023, page 357).

### **2.2 The importance of job integration**

The importance of job integration lies in the following: (Rashidi Naima, T. Ahmed, 2023, pages 437-438)

- ✓ An employee who is integrated into his work is more efficient at creating loyal customers and can better understand how to meet customers' needs. Therefore, you find that customers tend to go to organizations in which this type of employee works;
- ✓ Employee productivity: An engaged employee tends to be more productive, more distinguished, works for the organization more than just receiving a salary, and is prepared to work more interestingly and beyond the requirements of the job.
- ✓ Health and well-being: Studies have indicated that job integration has positive health effects and improves the individual's behavior to his work.

### **2.3 job integration's dimensions**

They were as follows: (Abdelkader Ben Saada, Madiha Bakhoush, 2020, page 105)

- The necessity of achieving social equality: This is done by encouraging employees to work, improving communication between administrative levels, reducing differences between them, and ensuring justice and fairness in wages and rewards. This strengthens the internal harmony of the enterprise and supports employee integration;
- Spreading the spirit of citizenship: encouraging the desire within the employee to help his colleagues, participating in order to improve the workflow through civilized behavior, spreading team spirit, and a love of initiative, all of which are principles that allow the employee to adapt to the requirements and goals of the work;
- Sense of belonging: The requirements of modern management require for its development the availability of the principle of belonging among the employee, which allows the consecration of job thought in the minds of those affiliated with the jobs, regardless of their grades and job positions;
- Active participation: It is represented by a strong connection to work, the professional enterprise, and even colleagues. Employees who enjoy active participation have a personal

connection to the work, as it gives them a feeling of pride. In addition, employees who enjoy a high level of effective participation are more inclined to provide more than the minimum for their work.

- Performance development: Integration gives workers the opportunity to improve their skills, acquire knowledge, and prepare for higher levels of responsibility, thanks to the training courses, seminars, workshops, and conferences provided by the organization's strategies in this regard;
- Feeling the importance of work: The integration of employees gives them greater powers and responsibilities and thus a broader knowledge of the job they occupy and a greater understanding of its importance, its position in relation to other jobs, and its role in achieving the overall goal of the organization, which contributes to self-realization and excellence.

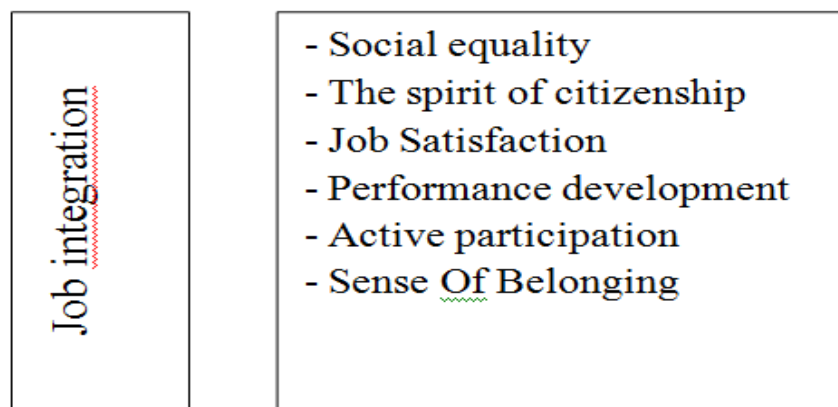
### 3. The applied side of the study

#### 3.1 Study Procedures

##### 3.1.1 Study Model

The study model was built based on the basic dimensions of job integration, and the following figure shows this:

Fig (1): Study Model



Source: Prepared by the researchers based on previous studies

##### 3.1.2 community and study sample

The study population included employees at the administrative level of the Sonelgaz' enterprise at the local level, where 64 questionnaires were distributed randomly, and they can be analyzed according to statistical convention.

##### 3.1.3 Study methods:

In this study, the following methods were relied upon:

- The frequencies and percentages of presenting the results related to the socio demographic variables of the study sample members;
- The arithmetic mean to know the level of each variable;
- Standard deviation to measure the degree of dispersion in the values of the answers from their arithmetic mean;
- coefficient of difference to measure the percentage of dispersion in the answers of the sample;
- The reliability coefficient of Cronbach's alpha in order to ensure the validity and reliability of the study tool;
- Correlation coefficient (Pearson) to measure the constructive validity between the dimensions of the study and the tool as a whole;

- A one-sample t-test to study the availability of dimensions for the study variable;
- Five-point Likert scale: It is used to measure the degrees of agreement of the respondents with the dimensions of the study, where the degrees of the scale are as follows:

**Table (1): Likert scale**

<b>Rating</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Degree</b>	1	2	3	4	5

**Source:** Muhammad Abd al-Fattah al-Sairafi: (2006) Scientific Research - Applied Guide for Researchers - , Jordan: Wael Publishing House, p. 115

### 3.1.4 Validity and reliability of the study tool

#### - Validity test:

In order to achieve the requirements of the study, a constructive validity test was conducted for the study tool, by calculating the correlation coefficients between the dimensions of the study variable and the tool as a whole. The results are summarized in the following table:

**Table (2): Structural validity test for the study tool**

<b>Variables</b>		<b>correlation coefficient</b>	<b>level of significance</b>
Tool as a Whole	Social Equality	0.724	0.000*
	The Spirit Of Citizenship	0.787	0.000*
	Job Satisfaction	0.872	0.000*
	Performance Development	0.685	0.000*
	Active Participation	0.666	0.000*
	Sense Of Belonging	0.836	0.000*

\* Statistically significant at ( $\alpha \leq 0.05$ ) \*\* Not statistically significant.

**Source:** prepared by the researchers based on spss results

We note from the above table that the correlation coefficients for all dimensions were high, and therefore we conclude that the questionnaire is characterized by a high degree of validity.

#### - The stability of the study tool:

As for the stability of the study tool, Cronbach's alpha coefficient was used to ensure stability, and the results were higher than the accepted value of 0.60, which is explained as follows:

**Table (3): Stability's coefficient**

<b>Variable</b>	<b>number of elements</b>	<b>Cronbach's alpha coefficient</b>	<b>Stability coefficient</b>
Social Equality	4	0.715	0.845
The Spirit Of Citizenship	4	0.763	0.873
Job Satisfaction	4	0.746	0.863
Performance Development	4	0.644	0.802
Active Participation	4	0.704	0.839

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Sense Of Belonging	4	0.807	0.898
<b>Total stability coefficient</b>		<b>0.828</b>	<b>0.909</b>

Source: prepared by the researchers based on spss results

### 3.2 Analyze the extent to which the study sample members agree with the dimensions of the study

#### 3.2.1 The extent to which the study sample members agree with Social Equality

The following table shows the attitudes of the respondents regarding the dimension of Social Equality:

**Table (4): Extent of agree on the Social Equality**

Expression	mean	standard deviation	coefficient of variation	order
1- Tasks are distributed equally among employees	3.93	0.95	24.17	3
2- There is equal opportunities among employees	3.89	0.83	21.33	4
3- The wage system is characterized by fairness and transparency	4.25	0.56	13.17	1
4- The organization emphasizes uniform treatment with all employees	4.18	0.61	14.59	2
<b>Total rate</b>	<b>4.06</b>	<b>0.73</b>	-	-

Source: prepared by the researchers based on spss results

We notice from the previous table that the phrase (the wage system is characterized by fairness and transparency) is ranked first, with an arithmetic mean of 4.25, a standard deviation of 0.56, and a coefficient of variation of 13.17%, which indicates a weak dispersion in the viewpoints of the sample members, while the phrase that states (there is equality) is ranked last. (for opportunities among employees) with an arithmetic mean of 3.89, a standard deviation of 0.83, and a coefficient of variation of 21.33% (weak dispersion). In general, the agreement on this dimension was high with an arithmetic mean of 4.06 and a standard deviation of 0.73.

#### 3.2.2 The extent to which the study sample members agree with the Spirit Of Citizenship

The following table shows the attitudes of the respondents regarding the dimension of The Spirit Of Citizenship:

**Table (5): Extent of agree on The Spirit Of Citizenship**

Expression	mean	standard deviation	coefficient of variation	order
5- I work extra hours to speed up tasks	4.20	0.62	14.76	1
6- I compensate my colleagues during their absence	4.09	0.55	13.44	3
7- I strive to perfect my work and improve it constantly	4.14	0.46	11.11	2
8- I can work even during breaks	4.08	0.55	13.48	4
<b>Total rate</b>	<b>4.12</b>	<b>0.54</b>	-	-

Source: prepared by the researchers based on spss results

We note from the previous table that the phrase (I work extra hours to speed up the completion of tasks) ranked first with a mean of 4.20, a standard deviation of 0.62, and a coefficient of variation of

14.76%, which indicates a weak dispersion in the viewpoints of the sample members, while the phrase that states (I can work) ranked last. Even in times of rest) with an arithmetic mean of 4.08, a standard deviation of 0.55, and a coefficient of variation of 13.48% (weak dispersion). In general, the agreement on this dimension was high with an arithmetic mean of 4.12 and a standard deviation of 0.54.

### 3.2.3 The extent to which the study sample members agree with the Job Satisfaction

The following table shows the attitudes of the respondents regarding the dimension of Job Satisfaction:

**Table (6): Extent of agree on the Job Satisfaction**

Expression	mean	standard deviation	coefficient of variation	order
9- I am satisfied with my position at work	4.15	0.62	14.93	3
10- I am satisfied with the working conditions provided by the enterprise	3.95	0.84	21.26	4
11- I am satisfied with my wages	4.34	0.59	13.59	1
12- I strive to do my best at work	4.32	0.61	14.12	2
<b>Total rate</b>	<b>4.19</b>	<b>0.66</b>	-	-

Source: prepared by the researchers based on spss results

We notice from the previous table that the phrase (I am satisfied with my wages) ranked first with a mean of 4.34, a standard deviation of 0.59, and a coefficient of variation of 13.59%, which indicates a weak dispersion in the viewpoints of the sample members, while the phrase that states (I am satisfied with the working conditions) ranked last. provided by the enterprise) with an arithmetic mean of 3.95, a standard deviation of 0.84, and a coefficient of variation of 21.26 (weak dispersion). In general, the agreement on this dimension was high with an arithmetic mean of 4.19 and a standard deviation of 0.66.

### 3.2.4 The extent to which the study sample members agree with the Performance Development

The following table shows the attitudes of the respondents regarding the Performance Development:

**Table (7): Extent of agree on the Performance Development**

Expression	mean	standard deviation	coefficient of variation	order
13- I strive to constantly improve my performance	4.10	0.59	14.39	1
14- I adhere to the training programs specified by the enterprise	3.89	0.75	19.28	3
15- The organization provides various resources to develop performance	3.81	0.70	18.37	4
16- I participate in various awareness-raising workshops and courses to improve performance	4.07	0.62	15.23	2
<b>Total rate</b>	<b>3.96</b>	<b>0.66</b>	-	-

Source: prepared by the researchers based on spss results

We note from the previous table that the phrase (I strive to constantly improve my performance) ranked first with a mean of 4.10, a standard deviation of 0.59, and a coefficient of variation of 14.39%,

which indicates a weak dispersion in the viewpoints of the sample members, while the phrase that states (the organization provides various resources to develop Performance) with an arithmetic mean of 3.81, a standard deviation of 0.70, and a coefficient of variation of 18.37% (weak dispersion). In general, the agreement on this dimension was moderate, with an arithmetic mean of 3.96 and a standard deviation of 0.66.

### 3.2.5 The extent to which the study sample members agree with the Active Participation

The following table shows the attitudes of the respondents regarding the dimension of Active Participation:

**Table (8): Extent of agree on the Active Participation**

Expression	mean	standard deviation	coefficient of variation	order
17- The enterprise allows participation in making some decisions	3.48	0.89	25.57	4
18- The enterprise allows participation in setting goals	3.67	0.97	26.43	2
19- I seek to present new proposals	3.57	0.82	22.96	3
20- I emphasize the participation of my colleagues in their tasks to achieve the goals	3.79	0.79	20.84	1
<b>Total rate</b>	<b>3.62</b>	<b>0.86</b>	-	-

Source: prepared by the researchers based on spss results

We note from the previous table that the phrase (I emphasize the participation of my colleagues in their tasks to achieve goals) ranked first with a mean of 3.79, a standard deviation of 0.79, and a coefficient of variation of 20.84, which indicates a weak dispersion in the viewpoints of the sample members, while the phrase that states (the institution allows... By participating in making some decisions) with an arithmetic mean of 3.48, a standard deviation of 0.89, and a coefficient of variation of 25.57% (weak dispersion). In general, the approval on this dimension was moderate, with an arithmetic mean of 3.62 and a standard deviation of 0.86.

### 3.2.6 The extent to which the study sample members agree with the Sense Of Belonging

The following table shows the attitudes of the respondents regarding the dimension of Sense Of Belonging:

**Table (9): Extent of agree on the Sense Of Belonging**

Expression	mean	standard deviation	coefficient of variation	order
21- I feel safe while performing tasks	3.82	0.67	17.53	2
22- I seek to improve the work in the enterprise	4.18	0.70	16.74	1
23- I commit to working in the work team	3.65	0.59	16.16	3
24- I have loyalty to the enterprise and want to stay there	3.48	0.61	17.52	4
<b>Total rate</b>	<b>3.78</b>	<b>0.64</b>	-	-

Source: prepared by the researchers based on spss results

We note from the previous table that the phrase (I seek to improve the work in the enterprise) ranked first with a mean of 4.18, a standard deviation of 0.70, and a coefficient of variation of 16.74%, which indicates a weak dispersion in the viewpoints of the sample members, while the phrase that states



(I have loyalty to the enterprise and desire In staying in it) with an arithmetic mean of 3.48, a standard deviation of 0.61, and a coefficient of variation of 17.52% (weak dispersion). In general, the agreement on this dimension was moderate with an arithmetic mean of 3.78 and a standard deviation of 0.64.

### 3.3 Hypothesis Test

#### The main hypothesis states:

“The dimensions of job integration in the enterprise under study are not available from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”.

#### The first sub-hypothesis:

H<sub>0</sub>: “Social equality is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

H<sub>1</sub>: “Social equality exists in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

To test this hypothesis, (One sample t-test) will be used for one sample as follows:

**Table (10): One sample t-test for Social equality**

Variable	t value	df	sig	Mean	Std Error
Social equality	15.27	63	0.00	4.06	0.06

Source: prepared by the researchers based on spss results

We notice from the table above that the average value (4.06) is greater than the comparison value 3, and the calculated t value is greater than the tabulated one, and it is statistically significant (0.00) at the level of significance ( $\alpha \leq 0.05$ ). On this basis, we reject the null hypothesis and accept the alternative hypothesis that It stipulates the availability of social equality from the point of view of the study sample members.

#### - The second sub-hypothesis:

H<sub>0</sub>: “spirit of citizenship is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

H<sub>1</sub>: “spirit of citizenship exists in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

To test this hypothesis, (One sample t-test) will be used for one sample as follows:

**Table (11): One sample t-test for spirit of citizenship**

Variable	t value	df	sig	Mean	Std Error
spirit of citizenship	21.45	63	0.00	4.13	0.52

Source: prepared by the researchers based on spss results

We note from the table above that the average value (4.13) is greater than the comparison value 3, and the calculated t value is greater than the tabulated one, and it is statistically significant (0.00) at the level of significance ( $\alpha \leq 0.05$ ). On this basis, we reject the null hypothesis and accept the alternative hypothesis that It states that there is a spirit of citizenship from the point of view of the study sample members.

**- The third sub-hypothesis:**

H<sub>0</sub>: “job satisfaction is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

H<sub>1</sub>: “job satisfaction exists in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

To test this hypothesis, (One sample t-test) will be used for one sample as follows:

**Table (12): One sample t-test for job satisfaction**

Variable	t value	df	sig	Mean	Std Error
job satisfaction	18.72	63	0.00	4.19	0.63

**Source:** prepared by the researchers based on spss results

We note from the table above that the average value (4.19) is greater than the comparison value 3, and the calculated t value is greater than the tabulated one, and it is statistically significant (0.00) at the level of significance ( $\alpha \leq 0.05$ ). On this basis, we reject the null hypothesis and accept the alternative hypothesis that It states the availability of job satisfaction from the point of view of the study sample members.

**- The fourth sub-hypothesis:**

H<sub>0</sub>: “performance development is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

H<sub>1</sub>: “performance development exists in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

To test this hypothesis, (One sample t-test) will be used for one sample as follows:

**Table (13): One sample t-test for performance development**

Variable	t value	df	sig	Mean	Std Error
performance development	18.82	63	0.00	3.97	0.51

**Source:** prepared by the researchers based on spss results

We note from the table above that the average value (3.97) is greater than the comparative value of 3, and the calculated t value is greater than the tabulated one, and it is statistically significant (0.00) at the level of significance ( $\alpha \leq 0.05$ ). On this basis, we reject the null hypothesis and accept the alternative hypothesis, which It stipulates the availability of performance development from the point of view of the study sample members.

**- The fifth sub-hypothesis:**

H<sub>0</sub>: “active participation is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

H<sub>1</sub>: “active participation exists in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )”

To test this hypothesis, (One sample t-test) will be used for one sample as follows:

**Table (14): One sample t-test for active participation**

Variable	t value	df	sig	Mean	Std Error
active participation	9.78	63	0.00	3.63	0.64

**Source:** prepared by the researchers based on spss results

We note from the table above that the average value is (3.63), which is greater than the comparative value of 3, and the calculated t value is greater than the tabulated one, which is statistically significant (0.00) at the level of significance ( $\alpha \leq 0.05$ ). On this basis, we reject the null hypothesis and accept the alternative hypothesis. Which stipulates the availability of active participation from the point of view of the study sample members.

**- The sixth sub-hypothesis:**

H<sub>0</sub>: "sense of belonging is not available in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )"

H<sub>1</sub>: "sense of belonging exists in the enterprise under study from the point of view of the study sample members at the level of significance ( $\alpha \leq 0.05$ )"

To test this hypothesis, (One sample t-test) will be used for one sample as follows:

**Table (15): One sample t-test for sense of belonging**

Variable	t value	df	sig	Mean	Std Error
sense of belonging	19.99	63	0.00	3.78	0.39

**Source:** prepared by the researchers based on spss results

We notice from the table above that the average value is (3.78), which is greater than the comparative value of 3, and the calculated t value is greater than the tabulated one, which is statistically significant (0.00) at the level of significance ( $\alpha \leq 0.05$ ). On this basis, we reject the null hypothesis and accept the alternative hypothesis. Which states that there is a sense of belonging from the point of view of the study sample members.

From this standpoint, we reject the main null hypothesis and accept the alternative hypothesis, which states that the dimensions of job integration in the enterprise under study are available from the point of view of the study sample members at a level of significance ( $\alpha \leq 0.05$ )."

#### 4. Study results

- The sample members' agreement on the social equality dimension is high, with a mean of 4.06 and a standard deviation of 0.73;
- The sample members' agreement on the citizenship dimension was high, with a mean of 4.12 and a standard deviation of 0.54;
- The sample members' agreement on the job satisfaction dimension was high with a mean of 3.94 and a standard deviation of 0.66;
- The sample members agreed on the dimension of performance development to a high degree, with an arithmetic mean of 3.96 and a standard deviation of 0.66;
- The sample members agreed on the dimension of active participation to a high degree, with an arithmetic mean of 3.62 and a standard deviation of 0.86;

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- The sample members agreed on the sense of belonging dimension to a high degree, with an arithmetic mean of 3.78 and a standard deviation of 0.64;
- Availability of requirements for the dimensions of job integration in the enterprise under study from the point of view of the study sample members.

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