

The Role of Job Happiness in Achieving Workplace Embeddedness An Applied Study on Administrative Staff at King Khalid University

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Abstract

Objectives: The aim of the research was to evaluate the actual practices of the dimensions of job happiness and embeddedness in the workplace, as well as to study and analyze the extent to which job happiness contributes to supporting embeddedness at King Khalid University.

Methods: The research adopted a descriptive-analytical approach using a sample of employees at King Khalid University. An electronic questionnaire was designed to collect the data, and the study sample consisted of 297 individuals.

Results: Lack of clarity of the concept of job happiness and the mechanisms of its application The study sample does not agree on the availability of implantation dimensions in the workplace There is a strong statistically significant direct correlation between job happiness as an independent variable and workplace immersion as a dependent variable The correlation was stronger for the dimension of sacrifice from the two dimensions, harmonization and links.

Conclusions: The following recommendations were reached: the importance of enhancing factors that contribute to job happiness, such as job satisfaction and organizational justice, improving the perceived organizational support, creating a supportive work environment for thinking and constructive initiatives, and enhancing the social connections among employees.

Keywords: Job embeddedness- Job happiness; administrative staff employees

دور السعادة الوظيفية في تحقيق الرسوخ في مكان العمل "دراسة تطبيقية على موظفي الكادر الإداري بجامعة الملك خالد"

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ملخص

الأهداف: هدف البحث إلى تقييم الممارسات الفعلية لأبعاد السعادة الوظيفية والترسيخ في مكان العمل، وكذلك دراسة وتحليل مدى مساهمة السعادة الوظيفية في دعم الترسيخ في جامعة الملك خالد.

المنهجية: اعتمد البحث منهجاً وصفيًا تحليليًا باستخدام عينة من منسوبي جامعة الملك خالد. تم تصميم استبيان إلكتروني لجمع البيانات، وتكونت عينة الدراسة من 297 فرداً.

النتائج: عدم وضوح مفهوم السعادة الوظيفية وآليات تطبيقه & عدم موافقة عينة الدراسة على توفر أبعاد الانغراز في مكان العمل، هناك علاقة ارتباط طردية قوية ذات دلالة إحصائية بين السعادة الوظيفية كمتغير مستقل والانغراز في مكان العمل كمتغير تابع، وكان الارتباط أقوى لبعد التضحية عن بعدي المواءمة والروابط.

الخلاصة: تمّ التوصل إلى التوصيات التالية: أهمية تعزيز العوامل التي تسهم في السعادة الوظيفية، مثل الرضا الوظيفي والعدالة التنظيمية، وتحسين الدعم التنظيمي المتصور، وخلق بيئة عمل داعمة للتفكير والمبادرات البناءة، وتعزيز الروابط الاجتماعية بين الموظفين.

الكلمات الدالة: السعادة الوظيفية، الرسوخ الوظيفي، موظفو الكادر الإداري

Introduction:

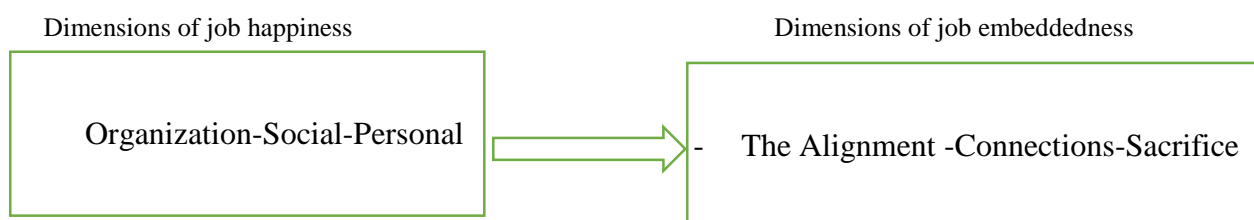
Increased attention has been given to human resources as the backbone of development, and many profit and service-oriented institutions seek to provide a climate that is based on valuing, respecting, and encouraging employees to achieve their potential, which in turn enhances their job happiness, increases their loyalty to the workplace, and reduces feelings of job frustration, as these have negative effects on their abilities and work efficiency (Ganson et al., 2021). Moreover, the importance of job satisfaction cannot be overstated when it comes to fostering employee loyalty and mitigating turnover intentions. A recent study conducted by Chen et al. (2021) shed light on this matter, revealing that individuals who find happiness in their work are more inclined to remain committed to the organization. The research also emphasized that employees who experience job satisfaction exhibit higher levels of organizational dedication. Furthermore, the findings of another study conducted by Zhang and Kammeyer-Mueller (2022) underscored the role of job happiness as a protective shield against job dissatisfaction and burnout. This highlights the significance of cultivating a positive work environment that nurtures the happiness and well-being of employees. Additionally, job happiness significantly contributes to creating a work environment characterized by creativity, innovation, and skill development. Employees cannot actively participate in achieving goals and shaping policies without feeling happiness and job security, in order to reciprocate with job embeddedness and exert maximum effort in performing high-quality work. Therefore, the importance of this study lies in the increasing interest of Saudi universities in general in developing and enhancing their human resources, gaining their trust and loyalty, and providing a positive work environment that promotes affiliation with the university and directs their behaviour towards achieving the university's vision and mission.

Problem and Study Questions:

In light of this approach, the study's problem can be summarized in the following sub-questions:

1. What is the level of perception among the study sample regarding the actual practices of job happiness dimensions and workplace embeddedness?
2. Is there a correlation between the dimensions of job happiness and embeddedness in the workplace at King Khalid University from the point of view of the administrative staff?
3. Are there statistically significant differences in levels of job happiness due to different demographics?

The relationship between search variables:



Study Objectives Scientific: The current study aims to achieve the following objectives aligned with the study questions:

1. Evaluate the level of awareness among administrative staff at King Khalid University regarding job happiness dimensions and workplace embeddedness.
2. Study and analyze the contribution of job happiness to supporting workplace embeddedness at King Khalid University.
3. Identify any similarities or differences among administrators at the university in their perception of job happiness.
4. Identify any similarities or differences among administrators at the university in their perception of workplace embeddedness.

Practical Study Objectives:

1. Based on the field study results, the university can identify the shortcomings in the dimensions of job happiness and its impact on achieving employee job embeddedness in the work environment. This opens up avenues for developing administrative work by understanding the reasons for the decrease in job happiness levels and how to increase employee job happiness in their work environment through:
2. A deeper understanding of how these factors interact and influence each other. This fills a gap in the literature by shedding light on the importance of job happiness in promoting a strong sense of affiliation and commitment among employees at King Khalid University.

Study Limitations:

The study was conducted within the following research boundaries:

Scope Limitation:

It is important to acknowledge that the study had a specific focus on job happiness and workplace embeddedness, which may restrict the generalizability of the findings to other factors or variables that could also impact employee satisfaction and engagement. To ensure a comprehensive understanding, future research should consider examining a broader range of variables and their interplay with job happiness.

Participant Limitation:

The study sample solely comprised administrative staff members, which may limit the applicability of the findings to other employee groups within the university. However, to address this limitation, a diverse group of administrative staff members was thoughtfully selected, encompassing a wide range of perspectives and experiences. This deliberate approach enhances the representativeness of the findings and provides valuable insights for understanding job happiness in various organizational contexts.

Contextual Limitation:

It is worth noting that the study was conducted exclusively at King Khalid University, which may restrict the generalizability of the findings to other institutions or organizations. Nonetheless, to mitigate this limitation, the study employed a comprehensive data collection approach and utilized well-established measurement scales that have been validated in diverse organizational settings. This rigorous methodology enhances the transferability of the findings beyond the specific university context.

Time Limitation:

The study was carried out during the first semester of 2024, which means that it may not fully capture the long-term effects or fluctuations in job happiness and workplace embeddedness. To address this potential limitation, the study employed a longitudinal design, collecting data at multiple time points. This allows for a more in-depth understanding of any temporal variations and provides a more accurate depiction of the dynamic nature of job happiness and workplace embeddedness over time.

Literature Review:

Happiness at work:

Happiness is typically defined by how people experience and evaluate their lives as a whole (Fisher, 2010). Understanding the impact of employment and the workplace on happiness is crucial because people's overall life experiences and evaluations are typically what define happiness. Since individuals spend a significant amount of time at work, it becomes essential to understand how employment and the workplace shape happiness for both individuals and communities globally. Recent studies have indicated that employees who experience happiness tend to be more engaged in their work and exhibit higher levels of job satisfaction. The American Psychological Association (2014) highlights the importance of employee happiness, with employers increasingly emphasizing efforts to promote happiness among their employees. Happiness is a subjective experience that encompasses how individuals perceive and evaluate their lives as a

whole. Given that a significant portion of people's time is spent at work, understanding the role of employment and the workplace is crucial. This understanding can contribute to the promotion of happiness for individuals and communities on a global scale. Recent studies have shown that work and employment significantly influence happiness, and in turn, impact outcomes such as job market dynamics, productivity, and firm performance (Field and Buitendach, 2011). In summary, Job happiness is the positive psychological feeling of employees due to their complete understanding of work methods and procedures, their ability to manage and influence work, enabling them to achieve maximum performance and provide job satisfaction (Agustien and Soeling, 2020). Where job happiness refers to happy feelings towards the job itself, job characteristics, the organization as a whole, job opportunities, and feelings of belonging to the organization, which reflects on job satisfaction, emotional organizational commitment, and job engagement (Stankeviciute et al., 2021). This study highlights the significance of a thorough assessment of university administrative officials for individuals aiming to enhance their career prospects and fully engage in the workplace. The evaluation focuses on various aspects of job happiness and its connection to employees' embeddedness within the university. By gaining valuable insights into their own career development and potential for success, individuals can better understand how job happiness relates to their sense of belonging and integration within the university environment. When evaluating job happiness within the organizational context, there are several dimensions to consider. These dimensions include Organizational Culture, Administrative Leadership, Job Characteristics, Positive feedback, Income level, and Empowerment opportunities.

1. **Organizational Culture:** The organizational culture refers to the overall atmosphere and social dynamics within a company, including the relationships between employees and management. It encompasses elements such as trust and a sense of appreciation, where individuals feel validated and recognized within the organization through praise and recognition. In order for the organization to achieve job happiness, it must provide the appropriate organizational climate and improve working conditions, which helps in fostering creativity, innovation, enthusiasm for work, and enhancing organizational performance (Munar et al., 2020). This validation plays an important role in fostering positive work environment and employee happiness (Zak, 2017; Gibson et al., 2020). The shared values, beliefs, norms, and practices within an organization shape its culture and impact employee happiness.

Administrative Leadership: Effective leadership at the administrative level is vital for the success of an organization and can significantly influence employee happiness. Loaiza and Pirela (2015) define leadership as the ability to guide individuals towards the accomplishment of goals while developing their potential, fostering trust and loyalty, and achieving efficiency, effectiveness, and productivity. Leadership is viewed as a process of influencing others to bring about changes in their attitudes, perceptions, and behaviours in order to achieve organizational objectives. This influence can take various forms, such as modelling, advising, suggesting, persuading, or even coercing. A leader contributes to the happiness of employees by promoting motivation, awareness, and dedication among their subordinates. They also engage in transparent two-way communication and create a positive work environment that reflects on job happiness (Pangarso et al., 2019).

Job Characteristics: The specific features and attributes of a job, such as autonomy, skill variety, and task significance, can affect employee satisfaction and performance. Morgeson and Humphrey (2006) emphasize that job characteristics play a crucial role in understanding the connection between motivation, performance, and indicators of happiness. Research indicates that individuals experience varying levels of positive emotional states based on the daily fluctuations in their job characteristics (Xanthopoulou et al., 2009).

Positive feedback: and recognition of employee achievements are essential for motivating employees and promoting job satisfaction. In today's fast-paced and ever-changing work environment, fostering employee engagement and happiness has become increasingly crucial. IBM's Work Trends survey, which involved more than 19,000 employees from diverse industries and 26 countries, revealed a significant finding: recognition plays a vital role in enhancing workplace happiness. The survey demonstrated that employees who receive recognition are not only three times more engaged but also less likely to actively seek other job opportunities. This underscores the importance of acknowledging and appreciating employees' contributions to cultivate a positive work environment and retain valuable talent. Recognizing employees' efforts instils confidence in the workforce, and confident employees tend to be more productive. Therefore, it is essential to communicate trust in employees' abilities and skills, and publicly express appreciation for their work. According to Paul (2016), when employees feel valued and

appreciated for their contributions in the workplace, positive outcomes follow, including job happiness.

Income level is indeed a significant dimension when considering employee happiness and overall well-being. Compensation and financial rewards play a crucial role in contributing to employee happiness. Research has shown that there is a small positive linear relationship between income and job happiness (Parker & Brummel, 2016). This suggests that as income levels increase, **job satisfaction** tends to increase as well. However, it is important to note that income is not the sole determining factor of job happiness, and other dimensions such as organizational culture, job characteristics, and recognition also contribute to overall employee happiness in the workplace. Nevertheless, income does play a role in enhancing employees' satisfaction and happiness with their work. **Empowerment** opportunities have a significant impact on job happiness and engagement. According to Bakker and Schaufeli (2008), empowerment can influence job happiness to a certain extent. A study conducted by Dickson and Lorenz (2009) found that empowerment, specifically the cognitive aspects of meaning, impact, and self-determination, were positively associated with job happiness. However, competence cognition did not show a significant relationship with job happiness. Nevertheless, overall empowerment was found to be positively associated with job happiness. This suggests that when employees have the authority, resources, and support to make decisions and take ownership of their work, it contributes to their overall happiness and engagement in their job.

Social dimension: fostering cooperative, trusting, and fair relationships in the workplace can activate the brain's reward centre and promote positive social interactions. These interactions, in turn, can have beneficial effects on both psychological and physiological well-being, leading to improved employee performance and overall workplace happiness. Research has indeed shown a strong relationship between workplace relationships and job happiness. Positive relationships with colleagues, supervisors, and other stakeholders in the workplace can significantly impact an individual's overall job satisfaction and happiness. The reward centre of the brain, which is associated with feelings of pleasure and motivation, can be activated when individuals experience positive social interactions. This activation encourages future interactions and fosters an environment of trust, respect, and confidence among employees. When employees believe in the best intentions of their colleagues and feel inspired by each other, it can positively impact their performance and productivity. Furthermore, positive social interactions at work can have direct effects on physiological processes. According to Heaphy and Dutton (2008), such interactions can bolster physiological resourcefulness by benefiting the cardiovascular, immune, and neuroendocrine systems. They found that positive social interactions can lead to immediate and enduring decreases in cardiovascular reactivity, strengthened immune responses, and healthier hormonal patterns. These physiological changes contribute to overall well-being and can enhance employees' ability to cope with stress. Positive interactions in the workplace involve trust, mutual respect, and active engagement. Rosales (2016) suggests that when interactions exhibit these qualities, they can enhance employees' understanding of each other, evoke positive emotions like empathy and compassion, and increase the likelihood of establishing trusting and respectful connections. Ultimately, this positive dynamic promotes job happiness. **Demographic dimensions:** Demographic characteristics can play a role in job happiness to some extent, although individual experiences and circumstances may vary. The happiness experienced at work can also be affected by personal attributes and situations. Those who possess an optimistic mind-set, effective coping mechanisms, and a strong sense of resilience might be better equipped to discover happiness in their work, even when faced with difficult circumstances. On the other hand, individuals who are inclined towards stress, anxiety, or depression may encounter greater challenges in finding happiness at work, particularly if they are employed in a high-pressure or demanding setting (Sethi, 2023). Considering these dimensions related to job happiness helps create a positive work environment, enhances employee satisfaction, and ultimately drives organizational success.

Job embeddedness: Previous studies have indicated that job embeddedness encompasses various types of resources related to objects, conditions, and energy (Allen et al., 2016; Kiazad et al., 2015). Employees utilize their job embeddedness resources to establish and cultivate future embeddedness resources. It can be said that job embeddedness refers to the extent to which an individual feels connected, integrated, and committed to their job, organization, and community. It encompasses various resources, such as social connections, a sense of fit and belonging, and the willingness to make sacrifices to maintain those connections. Job embeddedness acts as a buffer against negative workplace conditions and personal resource losses,

providing employees with a sense of stability and support. On the other hand, job happiness, or job satisfaction, refers to the overall positive emotional and cognitive appraisal an individual has toward their job. It reflects the extent to which employees find fulfilment, enjoyment, and gratification in their work. Job happiness is influenced by factors such as the nature of the work itself, work-life balance, supportive relationships, recognition, and opportunities for growth and development, Andresen (2015) categorized the dimensions of job embeddedness as shown in the following table.

Table (1): Dimensions of Job Embeddedness

Dimensions of job embeddedness	Sacrifice	Connections	The alignment
Organizational factors	The perceived costs to the individual High salaries Promotion benefits Privileges and opportunities Suitable pensions	The individual's connection to their job and the organization Interaction with colleagues Participation in teamwork and commitment to work	Employees' feelings of satisfaction at work Harmony and alignment between the individual's values and goals and those of the organization Alignment of individuals within work teams Effective use of skills and talents in the job
Social factors	Individual sacrifices upon leaving the job, such as giving up convenient transportation means Loss of relationships with others Selling their home	Social bonds formed by the individual with those they live with Friends living in close proximity to their home.	Compatibility and suitability of the individual with the community Providing a conducive environment within the organization Availability of appropriate comfort facilities

Discuss the results of the field study

Study Methodology: This study is a descriptive-analytical study. It is descriptive in nature through surveying the theoretical literature by referring to references, sources, and scientific journals to build the theoretical framework of the study. It is analytical in that a questionnaire was designed to collect data related to the study topic, and the data was analyzed and processed statistically to extract the results by testing the study hypotheses and then achieving its objectives. The study tool relied on an electronic questionnaire as a data collection tool, which is one of the most suitable methods used in data collection. The researchers took into account the precise measurement of each study variable in light of its hypotheses and questions and the theoretical framework from which it was based. The questionnaire included a set of axes in order to achieve the study objectives. The job happiness scale was developed based on theoretical literature and previous studies on job happiness and job embeddedness, including the study by Ferreira et al., 2017. The final study tool consisted of a questionnaire with 50 statements distributed across three dimensions: organizational, social, and personal aspects. As for job embeddedness, it included 21 statements distributed across three axes: alignment, connections, and sacrifice.

Research Population and Sample: In terms of the research community, referring to the statistics of King Khalid University, the community consists of 2,500 administrative employees, both male and female (King Khalid University, Statement of the Number of Administrative Staff for the Academic Year 2023/2024). The study was applied to a sample of 297 university employees who responded to the electronic questionnaire during the second semester. Due to the large size of the research community and the high cost of access to all its vocabulary, the sampling method was relied on to collect data for the study through an electronic questionnaire that was published among the administrative staff and the sample

size was calculated according to the equation.: **Sample size** = $T^2 \times n \times F \times (1-F) \div 2 \times n + T^2 \times F(1-F)$ The benchmark score corresponding to 95% confidence score is 1.96 The success rate in distribution is equal to 50% Permissible error rate of 5% Here the sample size will be 332 single, and the number of responses has reached (297) single.

Discussion of Analysis Results and Hypothesis Testing: Consistent with the questions, objectives, and hypotheses of this research, the results of the analysis method can be discussed and interpreted through the following axes. Study Tool Reliability: The researchers assessed the reliability of the study tool using the Cronbach's alpha coefficient. The following table shows the reliability coefficient for the axes of the study tool.

Table 2: Assessment of Internal Consistency Among the Contents of Research Measures

Study variables	Study dimentionions	Number of dimentionions	Reliability	Validity
Dimentionions of job happiness	Organisational dimention	17	0.961	0,980
	Social dimention	6	0.872	0.933
	Personal dimention	27	0.955	0.977
Dimentionions of job embeddedness	The alignment	5	0.892	0.944
	Connections	9	0.889	0.942
	Sacrifice	7	0.853	0.923

The values of the Cronbach's alpha reliability coefficient confirmed the reliability of the dimensions of job happiness and workplace embeddedness to a significant extent. The reliability coefficients for the dimensions of job happiness ranged from 0.872 to 0.961, while the dimensions of workplace embeddedness ranged from 0.853 to 0.892. This reflects a high level of stability of the survey instrument used in the measurement, and the results can be generalized.

Description of the Study Population: The following table illustrates the characteristics of the research sample, which are the general data obtained through the first part of the questionnaire, as follows:

Table3: Demographic Characteristics of the Study Population

Variables	Category	Number	Percentage
Gender	Male	177	59.6%
	Female	120	40.4%
Age	20 to 29 years old	152	51.2%
	30 to 39 years old	11	3.7%
	40 to 49 years old	31	10.4%
	50 and above	143	48.1%
Qualifications	High school	89	30.0%
	Diploma	107	36.0%
	Bachelor's	90	30.3%
	Master's	11	3.7%
Positions	Employee	64	21.5%
	Head office	154	51.9%
	Manager	79	26.6%
Years of Experience	5 to 10	20	6.7%
	11 to 20	125	42.1%
	21 and above	152	51.2%
Total		297	100%

Gender: The majority of the study sample was male, with a total of 177 participants, accounting for 59.6% of the total sample. The number of females was 120, accounting for 40.4% of the sample, indicating that the majority of respondents were male, reflecting an increase in the percentage of male employees. **Age:** The age category ranging from 40 to 49 years constituted the highest percentage at 48.1%. This was followed by the category of 50 years and above, accounting for 37.7%. The category of 30 to 39 years accounted for 10.4%. **Educational Qualification:** The majority of the study sample consisted of individuals holding a diploma qualification, accounting for 36%, followed by those with a bachelor's degree at 30.3%. This indicates the diversity of academic degrees among the university employees. **Organizational Level:** The position of department head formed the majority of the respondents, with 154 participants, accounting for 51.9%. This was followed by the category of managers with 100 participants, accounting for 26.6%, and finally the position of employees with 64 participants, accounting for 21.5%. **Years of Experience:** The category with more than 21 years of experience constituted the largest number, with 152 participants, accounting for 51.2%. This was followed by the category of 11 to less than 20 years with 125 participants, accounting for 42.1%. The category of 5 to 10 years of experience had the lowest percentage at 6.7%.

Descriptive Analysis of Data: Results of Question 1 and Discussion: What is the level of researchers' perceptions regarding the actual practices of job happiness and workplace embeddedness dimensions? To answer the first question, appropriate descriptive measures were used: means, standard deviations, relative weights, and rankings for each dimension of job happiness and workplace embeddedness.

Table 4: Means, Standard Deviations, Relative Weights, and Rankings for each dimension of Job happiness.

No	Statement	Mean	Standard deviation	Order of importance	Level of importance
Organisational dimension:					
1	Achieving institutional happiness is one of the strategic goals of the university.	1.7340	1.18833	17	Very low
2	Employees participate in developing work development plans.	2.4209	.96980	2	Low
3	Instilling a culture of institutional happiness is ingrained as a way of life.	2.4545	1.04887	1	Low
4	Positive values prevail in my university, and I feel positive towards the prevailing values.	2.0673	1.20620	14	Low
5	The organizational culture supports justice and empowers employees.	2.1785	1.24056	11	Low
6	There is a collective sense of the university's goals and mission.	2.2525	1.16836	5	Low
7	Leaders enhance employees' self-esteem and appreciation.	2.2761	.98530	4	Low
8	My manager encourages me to participate in decision-making.	2.2222	.93962	8	Low
9	I trust the management as they approach work professionally.	2.2256	1.09032	7	Low
10	I can communicate with the management without obstacles.	1.9630	1.05041	16	Low
11	I feel safe with the university's management because of its honesty.	2.2256	1.02319	6	Low

No	Statement	Mean	Standard deviation	Order of importance	Level of importance
12	My job includes clear and defined responsibilities.	2.1751	1.09806	12	Low
13	The university provides job security for me.	2.2121	1.26229	9	Low
14	I participate in making decisions related to my specialization and job duties.	2.3468	1.04829	3	Low
15	The university offers incentives commensurate with the efforts I exert at work.	2.1650	.95315	13	Low
16	The management delegates some authority to employees.	2.0471	1.07700	15	Low
17	There is an effective incentive system through setting realistic goals and objectives.	2.1852	1.15199	10	Low
Overall organisational dimension mean		2.1854	.85955	Low	
Social dimension:					
18	I enjoy collaborating and working with colleagues.	2.0337	1.08998	5	Low
19	I feel mutual respect between me and my co-workers.	2.1751	1.06685	2	Very low
20	There is a spirit of understanding and affection between me and my co-workers.	2.2222	1.03867	1	Low
21	Employees are connected in achieving common organizational goals.	2.0370	.94188	4	Low
22	I can share work difficulties with my colleagues.	1.9327	1.06646	6	Low
23	My colleagues show concern for my personal needs.	2.0842	1.02155	3	Low
Overall Social dimension mean		2.0801	.86316	Low	
Personal dimension:					
24	I strive to apply new work methods to solve any challenges in the workflow.	1.8148	.96004	18	Low
25	I find genuine pleasure in performing my job tasks.	1.7407	.84437	24	Very low
26	I feel enthusiasm and energy while performing my tasks.	1.9158	.89082	8	Low
27	I am flexible in carrying out my work.	2.0438	.86687	3	Low
28	I have a strong personality among my colleagues.	1.8788	.98919	13	Low
29	I participate in activities that reflect my skills at work.	1.8687	1.05887	15	Low
30	I achieve results that I believe are valuable in my work.	1.8923	.88255	11	Low

No	Statement	Mean	Standard deviation	Order of importance	Level of importance
31	I make progress in the goals I have set for my work.	1.8350	.90217	17	Low
32	I am proud of the work I do and fully understand the purpose of my work.	1.7677	.95325	23	Very low
33	My job makes me feel like a useful person in society.	2.1178	1.06681	2	Low
34	I feel pride and satisfaction when I tell others about my work.	2.0337	1.01619	4	Low
35	My personal goals align with the goals of the university I work for.	2.2020	.98619	1	Low
36	I always strive to exert effort to achieve the university's goals.	1.9596	1.03244	5	Low
37	I have a strong sense of belonging to my current job at the university.	1.8418	1.03252	16	Low
38	I adhere to work rules and regulations.	1.7744	.94777	22	Very low
39	I respect work schedules and strive to be punctual.	1.7239	.74289	26	Very low
40	I maintain order during the workflow.	1.7879	.82125	21	Very low
41	I make sure not to be late for the designated deadlines.	1.8754	.87068	14	Low
42	I commit to completing assigned tasks according to the established plan.	1.8047	.86734	19	Low
43	I approach work with seriousness and determination.	1.7306	.96641	25	Very low
44	I strive to spend most of my working hours fulfilling work duties.	2.0370	1.01107	3	Low
45	I have a desire to perform my job tasks.	1.8855	.91553	12	Low
46	I feel energized to perform my job tasks.	1.9024	.82234	9	Low
47	I feel secure in performing my job tasks.	1.8923	.74106	10	Low
48	I feel proud to perform my job tasks.	1.9428	.87384	6	Low
49	I feel satisfied to perform my job tasks.	1.9360	.94401	7	Low
50	I feel enthusiastic to perform my job tasks.	1.8013	.91030	20	Low
Overall Personal dimension mean		1.8891	.62997	Low	
Overall job happiness means		2.0129	.61477	Low	

It is evident from the table that the mean of the study sample categories was 2.0129, with a standard deviation of 0.61477. The overall mean for the organizational dimension was 2.1854, followed by the social dimension with a mean of 2.0801, and finally the personal dimension with a mean of 1.8891. It is noteworthy that the mean scores for the items are low, indicating a lack of clarity in the concept of job happiness and its implementation mechanisms from the perspective of the study sample. These results are consistent with the findings of the study conducted by (Jones et al., 2019), Awada et al. (2019).

Results of the Discussion of Question 2 and its Discussion:

What is the level of researchers' perceptions regarding workplace embeddedness dimensions (alignment, connections, sacrifice) among male and female employees at King Khalid University?

Table 5: Means, Standard Deviations, Relative Weights, and Rankings for each dimension of Workplace embeddedness.

No	Statement	Mean	Standard deviation	Order of importance	Level of importance
1	I love the place where I work.	1.7912	1.06393	5	Very Low
2	The environment I work in is suitable.	2.1616	.87426	1	Low
3	I get along well with the community I work in.	2.1212	.63041	2	Low
4	I consider the area I work in as my home.	1.8822	.96014	3	Low
5	The recreational activities I enjoy are available in the area where I work.	1.8485	1.06888	4	Low
Overall mean of compromise		1.9609	.78039	Low	
6	I like the members of the work team I collaborate with.	1.7172	1.04984	7	Very Low
7	There is compatibility between me and my colleagues.	1.7205	.99628	6	Very Low
8	I effectively utilize my job, skills, and talents.	1.8350	.83609	3	Low
9	The authority and responsibility I have at the university are suitable for me.	1.9798	.84605	1	Low
10	I can achieve my professional goals through working at the university.	1.7946	.85517	4	Very Low
11	I feel satisfied with my professional development.	1.7071	.80016	8	Very Low
12	Leaving the place where I work is extremely difficult.	1.8519	.71538	2	Low
13	People in the place where I work highly respect me.	1.7340	.79693	5	Very Low
14	I have a significant amount of freedom in my job that helps me achieve my goals.	1.7003	.78053	9	Very Low
Overall mean of connections		1.7823	.62506	Very Low	
15	I am willing to make significant sacrifices if I were to leave my job.	1.6465	.81762	7	Very Low
16	I have excellent promotion opportunities at the university.	1.7609	.81793	2	Very Low
17	I receive good compensation for my performance.	1.8889	.71973	1	Low
18	There are good benefits for the position I hold.	1.7407	.80337	3	Very Low

No	Statement	Mean	Standard deviation	Order of importance	Level of importance
19	The healthcare benefits provided by the university are excellent.	1.7071	.80856	6	Very Low
20	The retirement benefits provided by the university are excellent.	1.7104	.74683	5	Very Low
21	The likelihood of my continued employment at the university is high.	1.6162	.79322	8	Very Low
Overall mean of sacrifice		1.7244	.57405	Very Low	
Overall mean of job embeddedness		1.8055	.55981	Low	

It is evident from the table that the arithmetic mean of the sample categories in the study was 1.8055 with a standard deviation of 0.55981. It is observed that the arithmetic means of the expressions have decreased, indicating a lack of agreement in the sample study regarding the availability of immersion dimensions in the workplace and a lack of clarity of the concept among the sample. The overall arithmetic mean of the alignment dimension was 1.9609, followed by the overall arithmetic mean of the relationships dimension at 1.7823, and finally the overall arithmetic means of the sacrifice dimension at 1.7244.

Answer the study questions: the researchers used the Pearson correlation coefficient between the overall score of the job happiness axis and the dimensions of immersion in the workplace, as well as the overall score of its paragraphs. The correlation matrix is presented below:

Table 6: Correlation Matrix between the Overall Score of the Job happiness Axis and Immersion in the Workplace.

Independent variable	Coefficient	Dependent variable job embeddedness
Job happiness	Correlation Coefficient	.284**
	Significance level	.000
	Size of study sample	297

The table number (6) demonstrates that the probability values were lower than the significance level (0.05), indicating a strong negative correlation between job happiness as an independent variable and embeddedness in the workplace as a dependent variable, with a correlation coefficient of (.284**). The researchers believe that employee happiness positively influences their job-related behaviour and their willingness to engage positively in their work environment. This relationship was significant, strong, and negative, which aligns with a study of (Smith et al., 2020).

To **answer the study questions** and identify the most correlated dimension among the dimensions of embeddedness in the workplace, the researchers used the Pearson correlation coefficient between the overall scores of the job happiness dimensions and the dimensions of embeddedness in the workplace separately. The correlation matrix is presented below:

Table7: The correlation matrix

Independent variable	Statement	Compatibility	Connections	Sacrifice
Total score of job happiness	R	.228**	.238**	.276**
	Sig	.000	.000	.000
	Size of study sample	297	297	297

The table indicates that the probability values were lower than the significance level (0.05), indicating statistically significant correlations. It is evident that all correlation coefficients were strong and negative. Regarding the dimension of

sacrifice, it had the highest correlation coefficient at (.276**), followed by the dimension of adaptation and sacrifice, which had a correlation coefficient of (.238**). This suggests that when happiness is present in the workplace, employees make significant sacrifices and form close relationships with their work environment, aligning with the goals of the university they work for. **To answer the study questions:** This section discusses the results of the statistical analysis aimed at examining the differences in participants' perceptions of the availability of dimensions of job happiness based on their demographic characteristics. This was done using the the Multiple analysis of variance for the other demographic variables. The results of using these methods are as follows:

Table8: Results of the the Multiple analysis of variance test to determine the significance of differences

Source	Dependent Variable	Type III Sum of Squares	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	Organizational	148.485 ^a	6.456	25.104	.000	.679
	Social	105.177 ^b	4.573	10.822	.000	.477
	Personal	57.821 ^c	2.514	11.506	.000	.492
Intercept	Organizational	513.854	513.854	1998.117	.000	.880
	Social	422.631	422.631	1000.193	.000	.786
	Personal	341.414	341.414	1562.567	.000	.851
Gender	Organizational	13.392	13.392	52.076	.000	.160
	Social	16.318	16.318	38.617	.000	.124
	Personal	.204	.204	.933	.335	.003
Age	Organizational	34.629	17.315	67.328	.000	.330
	Social	3.891	1.946	4.605	.011	.033
	Personal	.353	.176	.807	.447	.006
The Qualification	Organizational	2.734	1.367	5.316	.005	.037
	Social	12.445	6.223	14.727	.000	.097
	Personal	2.008	1.004	4.594	.011	.033
The job position	Organizational	4.465	2.233	8.681	.000	.060
	Social	5.576	2.788	6.598	.002	.046
	Personal	1.385	.692	3.168	.044	.023
experience	Organizational	.288	.288	1.118	.291	.004
	Social	11.610	11.610	27.476	.000	.091
	Personal	.735	.735	3.365	.068	.012

To determine the differences in respondents' perceptions of the reality of job happiness both overall and towards each variable individually, based on age, the researchers applied the Multiple analysis of variance The results confirm that:

- There are statistically significant differences between gender and social and organizational level, while there are no statistically significant differences between gender and personal level, where the moral value was 0.335.
- There are statistically significant differences between age and organizational level, while there are no statistically significant differences between age and personal and social level, where the moral value was 0.011 & 0.447 respectively.
- There are statistically significant differences between the academic qualification and the social and organizational level, while there are no statistically significant differences between the academic qualification and the personal level, where the moral value was 0.011., These results are consistent with the findings of the study conducted by Butt et al. (2019) and Almanaga (2020).

- There are statistically significant differences between the job position and the social and organizational level, while there are no statistically significant differences between the job position and the personal level, where the moral value was 0.044.

- There are statistically significant differences between experience and social level, while there are no statistically significant differences between experience and personal and organizational level, where the moral value was 0.068 & 0.291.

Conclusion and Study Recommendations: The researchers reached a set of results and recommendations as follows:

- There is a strong statistically significant direct correlation between job happiness as an independent variable and immersion in the workplace as a dependent variable.

- There are statistically significant differences between the respondents' perception of the level of job happiness taken in total and towards each variable.

Recommendations: The researchers explore the strategies for putting the study's findings into action through a detailed plan that includes the following suggestions and the necessary steps for their implementation:

Table18: Recommendations

Recommendations scops	Recommendations	Implementation Plan	Responsible Party
Job Happiness	Improving Perceived Organisational Support	Reinforcement of the supporting factors for job happiness, such as job satisfaction, autonomy at work, and organisational justice.	Top management
		Providing a positive work environment that is based on appreciation of the employees, respecting them, and encouraging them to achieve their full potential.	
		Adopting supportive procedures and policies to achieve job security for the employees.	
		A flexible organisational culture that encourages the employee's creative and innovative work.	
		Adopting fair and clear promotion policies.	
		Adopting a social dialogue based on mutual respect.	
		Providing opportunities for growth, skill development, and selection of the best career paths.	
		Transparency of information so that employees can easily access information.	
		Encouraging constructive initiatives and creative, innovative thinking.	
Workplace Embeddedness	Improving Job Security	Enhancing the Physical Work Environment to be Attractive and Supportive of Innovative Initiatives. Providing a Range of Recreational Facilities to Boost Employee Morale	
		Establishing Systems to Safeguard Employee Rights	

Recommendations scops	Recommendations	Implementation Plan	Responsible Party
		The Necessity of Continuous Communication and Listening to Employee Complaints and Working to Resolve Them	
		Increasing Rewards and Incentives, which will be Reflected in their Attachment to the Workplace	
		Diversifying Social Activities, which Increases Social Bonds between Employees and the University	

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The authors declare no conflict of interest

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