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### THE ROLE OF THE JOB EMBEDDEDNESS IN THE POSITIVE PSYCHOLOGICAL CAPITAL OF THE EMPLOYEES: A SURVEY STUDY FOR THE OPINIONS OF THE MANAGING LEADERS IN ALQADISYAH UNIVERSITY

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**Thaer Hasan Kadhim Alhargose, Hameedah Ghjaer Gremikh, Liqaa Miri Habeeb. The Role Of The Job Embeddedness In The Positive Psychological Capital Of The Employees: A Survey Study For The Opinions Of The Managing Leaders In Alqadisyah University-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(6), 62-84. ISSN 1567-214x**

**Keywords: Job Embeddedness, Positive Capital, Administrative Leadership,**

The purpose of this study is to measure the role of the job embeddedness that is represented by (the organizational fit, organizational sacrifice, the societal Links, societal fit, societal sacrifice, and the organizational Links) in the positive psychological capital of the employees that are represented by (Self - efficacy, Hope, Resilience, and optimism) a sample of the leaders of Alqadisyah University. And to measure this role the researcher has tended to use the questionnaire as a main tool in collecting the necessary and required data to achieve the objectives of the study, whereas (52) questionnaires have been distributed to measure the level of the availability of the functional integration, and the positive and psychological capital of the workers, in addition to the use of group of approaches and methods like the arithmetic mean, and the standard deviation, the simple correlation coefficient, the simple and the multiple deviation coefficient, and the results of the study have shown that the chances of positive linkage with statistical significance and between the job embeddedness and the positive psychological capital of the employees, moreover, the study has arrived at several recommendations hoping that the recommendations that contribute to enrich the study is that the university under research has to arrange training workshops that are responsible for increasing and elevating the skills and the talents of its employees in order to achieved the required missions from them in the shortest possible time.

#### INTRODUCTION

Universities are seen as the main source that through them a group of energies and cultural experiences can be created, and through that a door towards the creativity and innovation can be opened in the future, which can develop the

society and improve the behaviors of the individuals, as the universities to a great extent contribute in the increased improvement of the private and the general sector through preparing material leaderships that can through directing its individual employees and developing them in order to invest the environmental opportunities and facing difficulties, consequently, through them a positive picture and reputation can be made for any industrial or service organization, as through it the employees can be developed through opening training workshops that basically aim at directing the employees towards innovating methods and styles that are new in the business to implement the tasks and the internal processes with ease and shortest possible time without extra effort to be made.

Hence, this study is to cast the light on the role of the job embeddedness in the positive psychological capital of the employees and to achieve the objective this study is divided into four main topics, and the third section of this study is the practical side of the study, while the fourth section summarizes several conclusions and recommendations that the researcher arrived at that reflect the results of the data that have been drawn from the studied sample.

### ***The first Topic: Research Methodology***

#### ***The Research Problem***

Job embeddedness is considered as one of the main foundations through which the power points of any organization whether service or industrial can be increased, as it works on integrating two or more organizations to stimulates the points of power in them through investing the positive psychological capital of the employees in both organizations and this issue is one of the challenges that the organizations face today and that is how to integrate organizations and make them integrated, consequently, the research problem can be reflected in the following question (How the job embeddedness can be invested to enhance the positive psychological capital of the employees in the studied sample ?)

#### ***The Significance of the Study***

This study takes its importance from the following points:

It tackles the two subjects of the job embeddedness and psychological positive capital of the employees.

It makes the studied sample aware of the variables of the study.

It provides several conclusions and recommendations for the studied to consider.

It identifies the power and the weak points in the studied sample.

It provides several solutions for the weak points that the studied sample suffers.

***The Objectives of the Study***

The objectives of the study are the followings:

To assess the level of job embeddedness in the studied sample and the positive psychological capital of the employees  
 To assess the level of the attention to be paid towards the issues of the job embeddedness and the positive psychological capital of the employees

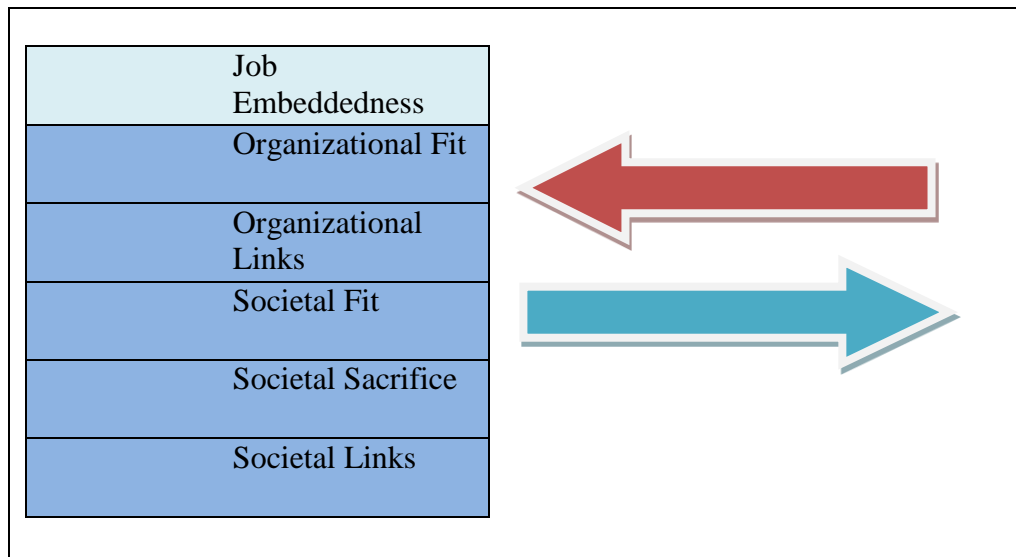
Identifying the nature and the type of relationship between the job embeddedness and the psychological positive capital of the employees

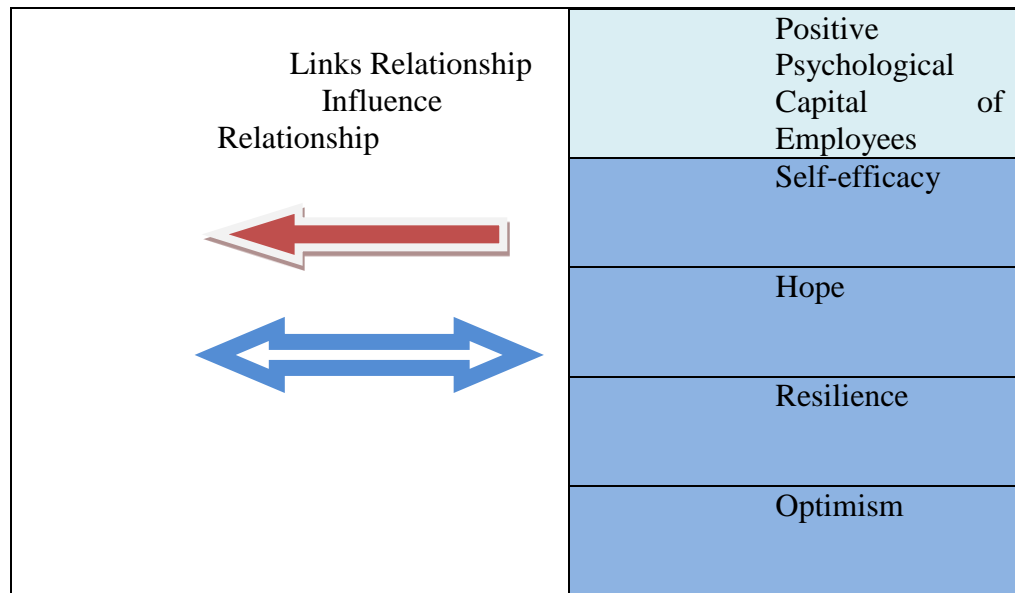
***The Theoretical Framework Of The Study***

In the light of what has been tackled like the research methodology, objectives, and significance, the theoretical framework of this study has been prepared; Figure (1) expresses the relationships between the variables of the study. The theoretical framework centers on several relationships among the variables of the study as follows:-

The independent Variable: is represented by the job embeddedness and it has six dimensions (organizational suitability, the organizational sacrifice, the organizational links, the societal fit, the societal sacrifice, and the societal links), as the measurement of (Robinson et al., 2014) has been used.

The dependent Variable: it is represented by the positive psychological capital of the employees that includes four dimensions (the self-efficacy, Hope, resilience, and Optimism), whereas the scale of (Chen&Lim,2012) has been used.





***Hypotheses of the Study***

***Hypothesis of Linkage***

The First Main Hypothesis: - there is a linkage relationship with a statistical significance between the job embeddedness and the positive psychological capital of the employees, based on this hypothesis, several sub-hypotheses emerge as follows:-

There is a linkage between the job embeddedness and its dimensions(The organizational suitability, the organizational sacrifice, the organizational linkages, the societal sacrifice, and the societal linkages) in one hand and the positive psychological capital of the employees with its dimensions(the self-proficiency, hope, resilience, and optimism)

***The Impact Hypotheses***

***The Second Main Hypothesis:***

there is a direct effect with a statistical significance for the job embeddedness of the positive psychological capital of the employees, and from this hypothesis, a sub-hypothesis merges as follows:

-There is an effect with a statistical significance for the job embeddedness in the psychological positive capital of the employees in its dimensions (self-efficacy, hope, flexibility, and optimism)

There is an effect with a statistical significance for the job embeddedness and its dimensions (The organizational suitability, the organizational sacrifice, the organizational linkages, the societal sacrifice, and the societal linkages) in the positive psychological capital of the employees with its dimensions (self-efficacy, hope flexibility and optimism).

### *Sample of the Study*

(60) questionnaires have been distributed on the sample of the administrative leaderships I Alqadisyah university, (55) questionnaires were returned, and after tabbing the data there are (52) questionnaires are valid or analysis, and later the data were entered into the statistical bag (Spss ve.23) for analysis, and through which the results are found as explained in the third section of the practical axis of the study.

### *The Tools of Data and Information Collection*

The tools of the small size:-

To enrich the theoretical side of the study the researcher makes use of books, journals, periodicals, besides the internet.

### *The Tools of the Field-Side:-*

To complete the field side of the study the researcher has depended on the questionnaire as a tool to collect data, look the attached(1), and the questionnaire has included two main axes as illustrated in the table(1)

**Table (1)** The Axes of the Questionnaire its standards and encoding

<b>The Axes</b>	<b>Variable s</b>	<b>Dimensions</b>	<b>Items</b>	<b>Code</b>	<b>Resources</b>
<b>The First Axis</b>	<b>Job Embedd edness (WWR)</b>	<b>The Organizational Fit</b>	2	WT	<b>Robinson et al.,2014</b>
		<b>The Organizational Sacrifice</b>	4	WZ	
		<b>The Organizational Linkages</b>	3	WO	
		<b>The societal Suitability</b>	3	WK	
		<b>The societal Sacrifice</b>	3	WM	
		<b>The Societal Linkage</b>	3	WH	
<b>The Second Axis</b>	<b>The Positive Psychological Capital</b>	<b>Self-Efficacy</b>	6	SF	<b>Chen&amp;Lim ,2012</b>
		<b>Hope</b>	6	SA	

	<b>of the employees (SQE)</b>	<b>Fit</b>	6	SL	
		<b>Optimism</b>	6	SN	

***The Limits of the Study***

The time limits from 1/1/2019 to 1/12/2019

The Place Limits: the administrative leadership of the University of Alqadisyah.

***Methods of Data Analysis***

Many statistical methods were used in dealing with the forms that have been collected from the responding participants with the use of the statistical bag for the social sciences.

The Measured Average: to measure the level of the availability of any of the sub-dimensions of the study in the studied sample.

The Deviation Standard: to measure the level of the randomness of the values from its Averages.

The linkage Coefficient Spearman: to measure the nature and the type of linkage relationship between the variables of the study.

The equation of the multiple simple Inclination and the line: to measure the level and the type of the management of the green human resources in the loyalty of the employees.

***The Second Topic:- The Theoretical Side***

***First: Job Embeddedness***

***The Concept of Job Embeddedness***

The subject of the job embeddedness reflects a wide group of influences on the decision of the employee to survive in the job(Robinson et al.,2014; Mitchell et al.,2001:110) As (Mallol et al.,2007:36) has arrived at the fact that the important sides of the job embeddedness are represented by the linkages that connect the employee to other persons and the society, and how the employee can assimilate with the organization or the environment, and what the employee can sacrifice when leaving the organization. (Felps et al.,2009:547) sees that job embeddedness includes many factors on the individual level that employ the employees in their jobs, and many studies have shown that it is a good indication of the employee's inclination to give

up. As in many of these studies, participation in the work has passed the function of employee satisfaction and organizational commitment in the anticipation of the disparity in the average of the rotation of the individuals. In the same context (Al-hamdany& Aljameel,2011:60) see that the job integration express the commitment of the employees in the organization to form two integrated factors and aims together in a balanced way to achieve its goals consequently the integration is considered as a criterion t the success of the organization. (Son,2012:103-105) sees that the job embeddedness reflects the decisions of the employees to participate hugely and directly in the decisions of the organization, as the job embeddedness is the phenomenon that affects the internal and the external performances of the job and its results are also affected by the entire network that the individual belongs to.

(Karatepe,2012:500) sees that job integration is about the modification of the influence of the support of the colleagues and the organizational support that is imagined in the intentions of the rotation and the tool of the job regain. The job integration theory supposes that the very distinctive employees have several communications (official and unofficial) to other employees or other groups in the workplace, consequently, that means the very distinctive employees have official and unofficial communications with their colleagues in the work. And when these employees have enough support from their colleagues in the work to find satisfactory solutions for their job problems, impossible that they show intentions to leave the organization. In other words, those employees are more connected to their jobs and organizations. (Wijayanto&Kismono,2004:336) sees that job integration represents a huge quantity of employment power, as well as the social context, that may affect the connection of the employee with the organization that uses him.

### ***The Importance of the Job Embeddedness***

The importance of the job embeddedness lies in the fact that it represents one of the mechanics that emerges to mediate between the leaders and the members and the valuable results in the workplace(Collins et al.,2014:661) and from another side it represents one of the issues that enable the working individuals to assimilates with the organization and its different culture(Jiang et al.,2012:1077; Clinton et al.,2012:111). Moreover, it is represented by the common force that keeps the employees in the desire to leave his job(Gong et al.,2011). Six fundamental factors keep the employees in the desire to leave the organization as follows:-

The compensations:- the compensation refers to the competitive ability to decide the wages that the company offers(the basic salary, advantages, and stimulators)

The properties of the Job:- the properties of the job refers to the positive sides of the job.

The Opportunities for Training and Development:-There must be enough opportunities for the training for employees as an investment strategy that is necessary for the growth and the development of the employees.

The Support of the Supervisor:-The employees look at the supportive supervisors as they assess the value of the contribution of one of the followers and take care of the validity of the followers.

Job Opportunities:- The job opportunities include the internal and external options that the employee may have.

The Balance of Life and Work:- the balance between the work and the life refers to the realization of the satisfactory balance between the personal life of someone and the schedule, and the minimum of the clash among the multiple roles that someone has to be loyal to on the personal and the professional level. (Van Dyk et al.,2013:60-62)

### ***Building the Job Embeddedness***

Building the job integration aims at explaining the reason behind the survival of the employee in the organization due to many influences rather than just on the attitudes of the positive work(Harman et al.,2009:195) Whereas the building of the job integration is necessary and three main factors have an essential role in that as follows:-

Non-work related Factors:- they are factors that affect the connection of individuals with their works.

Organizational Factors:-they are the factors that are associated with the rotation of the work including the work with certain persons or certain projects, these factors are classified according to the teams and groups under the name of the organizational commitments.

The Typical Sample of the Rotation:- this sample includes the traditional samples for the rotation of the work that describes multiple groups of stimulators to leave the job, many of them are related to external factors like the shock(Robinson et al.,2014:105)

### ***The Dimension of the Job Integration***

The job integration can be measured through six dimensions that are centered on (fit, sacrifice and linkages)as it is distributed n the basis of two tendencies the first tendency is the organizational integration that includes (the organizational fit, the organizational sacrifice, and the organizational linkages) meanwhile the second tendencies includes the societal integration that includes(the societal fit, societal sacrifice, and the societal linkages) these six dimensions that are determined by (Robinson et al.,2014) are as follows:

Fit: it can be defined as the realized consistency of the employee and the comfort with the organization or with the environment(Robinson et al.,2014:105) and (Lee et al.,2004; Mitchell et al.,2001:1109) that fit includes the suitability between the jobs of the employees and their societies and the other sides of life. And (Mallol et al.,2007:36-37) sees the fit as represented by



the consistency or the comfort that the employee feels with the institution and his environment. And in the same context (Son,2012:105) sees that fit is the imagined degree in the range of suitability between the employee and the job that he gets and the company that he belongs to.

**Sacrifice:-** the sacrifice refers to the imagined cost for the financial and the mental advantages and is lost through the organizational deviation(Robinson et al.,2014:105; Karatepe,2013:615) meanwhile (Lee et al.,2004:712; Mitchell et al.,2001:1109) conclude that the sacrifice includes the ease that through it breaks the relational linkages that enable the employees to sacrifice their life situations for the sake of the organization.(Mallol et al.,2007:37;Karatepe,2012:500) the sacrifice is represented by the imagined cost of the material and psychological features that may get dropped due to leaving the job. (Son,2012:105) thinks that the sacrifice is represented by the imagined cost about the bodily or the psychological that you have sacrificed while leaving comfort in the current job. All these definitions are shown here.

**Links:-** The links are represented by the point of contacts (the official and the unofficial)between the employee and the organizations or individuals)Robinson et al.,2014: 105; Karatepe,2013: 903; Crossley et al.,2007:1031-1032) and )Lee et al.,2004:712; Cunningham et al.,2005: 320; Karatepe,2012: 500; Mitchell et al.,2001:1109) think that the links are identified with the extent of connection of the individuals to other individuals or activities within or outside the workplace. (Mallol et al., 2007:36) arrive at the fact that the links are described as the official and the unofficial relationships between the individual and the institutions or the other individuals. (Son, 2012:105) noted that the links are the way of communication or interaction with other individuals, teams, or organizations.

### ***Second: Positive Psychological Capital:***

#### ***The Concept of the Positive Psychological Capital***

The positive psychological capital cares for the power of the individuals their imaginations, attitudes towards the work, and the general expectations towards the work-life (Chen&Lim,2012:811). And (Harms& Luthans,2012:590) has deduced that the positive psychological capital is rooted in the wide positive movement, and theoretically centers on the idea that the individuals that look at the attitudes with a more positive way are more possibly to prosper and grow in a better way as compared with their colleagues in the work. (Baron et al.,2016:7) looks at the psychological capital as it represents the personal resources that help the individuals to achieve success in a wide range of life activities.( Chen&Lim,2012:812) sees that the positive capital affects the reemployment through the influence of the amount of the resources that the employees have and are directed towards levels of the realized employment ability that refers to the realized ability in the individuals to gain a sustainable job that fits their qualifications. (Luthans et al.,2007) refers to the positive psychological capital as it is the positive psychological state of the individual as far as the growth is concerned(Avey et al.,2010:2019; Luthans et al.,2008:2010) and it is described as follows:

It has the confidence (self- proficiency) to assume the thing and involved in the necessary efforts for the success in the difficult missions.

Making positive support (Optimism) regarding the success in the present and future

They strive towards the goals, when necessary, and redirecting the tendencies towards the objectives (hope) to achieve success.

When it meddles with burdens and troubles, goes on and deviate (resilience) to achieve the success(Luthans et al2007:542; Avy et al.,2010:4)

### ***The Dimensions of the Positive Psychological Capital***

The measurement of the positive psychological for the two factors is an important process, whereas it can be measured by using four important standards as follows:

Self-Efficacy: - the self –efficacy is defined as the confidence in implementing a mission with success or achieving a goal. And the employees with high self-proficiency believe that they possess the skills and the proper abilities to perform their jobs in the future and they also believe in the possibility of being reemployed. And these beliefs are transferred to a higher level of the ability to employ that is realized and stimulates them in the process of searching for the function of reemployment(Chen& Lim,2012:813-814) and (Harms&Luthans,2012:590) think that the self-efficacy is the belief or the confidence in the abilities of the individual to implement the tasks and achieve it successfully.IN the same context(Abbas et al.,2014:1820) stresses that the self-efficacy refers to the confidence of or the conviction of the employee in his abilities to prepare the stimulator or the knowledge resources or the necessary directions of work to implement a specific mission with success in a certain context. (Luthans has noted that the individuals with self-efficacy are recognized with five important features as follows:

Putting high-level objectives for themselves and choosing the difficult tasks by their own

Welcoming and prosperity towards providing solutions for the environmental challenges

Providing high-level self-motivations

Investing the required efforts to achieve their goals

Providing the solutions for the problems and the hindrances in a diligent way

### ***Hope:***

The hope refers to the perceptive ability in the individual to extract the directions to achieve the desired goals and to stimulate himself through reminding the agency to use these directions (Chen&Lim,2012:813-

814)..(Luthans et al.,2007:17; Abbas et al.,2014:1820) see that hope is defined as "The stimulating case that is positive which depends on the successful feeling interactively and successfully that refers to (1) Power( the energy directed towards the goal),2The directions(the planning to achieve goals).(Harms& Luthans,2012:590) mentioned that hope is the belief or the feeling of force that the individuals can achieve the goals.

### ***Resilience:***

It refers to the ability to comeback after burdens, struggle, failure, or even the positive events. The reduction of the most negative effects of losing a job is the remorseful influence on the employees that are displaced(Chen&Lim,2012:813-814). (Luthans et al.,2007:116) remarks that resilience is a distinctive feature in a group of individuals or their situations that anticipate the positive results in the future according to standards of the specific results. (Harms&Luthans,2012:590) that the resilience reflects the positive dealing and the cautiousness of the threatens.

### ***Optimism:***

The optimistic are the persons that introduce stable and internal relationships in regards to the positive and the negative events (for instance, losing a job) to the external factors and the temporary and the specialized in cases. As the face of the psychological capital, optimism is associated with the future vision that is positive and the inclination to offer the positive events in the frame of the self-control (Chen&Lim,2012:813-814).

(Harms&Luthans,2012:590) thinks that the optimisms associated with making the positive features and the positive anticipations for the future events. (Luthans et al.,2007:87-101) sees that optimism is being one of the many points of the psychological power and the most understanding. In everyday language the optimistic person is the one who expects positive and pleasant events in the future, meanwhile the pessimistic is the one who continuously has negative ideas, and he is convinced that undesirable events will occur, he introduces three perspectives that are applicable particularly to develop the actual optimism in the workplace:

-The indulgence with the past.

-The appreciation in the current time.

-The opportunity to run for the future.

### ***Third:- The Relationship Between the Job Embeddedness and the Positive Psychological Capital of the Employees***

The relationship between job integration and the positive psychology of the employees through

The factor of (Fit) between them lies in the job integration and it is the hub of the focus in the initiatives of employment in the organization (Luthans et al.,2007:14)

The positive psychological capital is a positive and psychological state that the working individual has to develop himself and his proficiency. (Eid et al.,2012:57) the thing that makes the job integration as an indispensable part of the psychological capital as it works to develop the working individuals through affording the developing programs and the proper opportunities for them( for instance, the workshops to improve the administrative leaderships(Kiazad et al.,2015:645)

3) Job integration as being working on the sustaining and possessing the proper confidence to take responsibilities and authorities that are necessary and enough to achieve success in the exaggerated and difficult tasks. (Riulli et al.,2012:1203)

***The Third Topic: The Applied Side of the Study***

***Examination of the Distributing Nature of the Study***

To generalize the results that the study arrives at on the society, these calculated data has to undergo special tests, thus the tests by (Kolmogorov-Smirnov) and (Shapiro – Wilk), are considered among the most famous statistical tests that are specialized to measure whether the generalizations of the results of the studied sample on the society or not, hence, if the significant value for the two tests is more than (0.05) the data can be generalized on the society, otherwise in case of the significance for the two tests is less than (0.05) they can't be generalized on the society. Table (3) illustrates the tests of the natural distribution of (Kolmogorov- Smirnov) and (Shapiro – Wilk)

**Table (3)** Test by (Kolmogorov- Smirnov) and (Shapiro – Wilk)

Variable	Test			Variable	Test		
	Kolmogoro v-Smirnov <sup>a</sup>	Shapir o-Wilk	P		Kolmogo rov-Smirnov <sup>a</sup>	Shapir o-Wilk	P
WT	.242	.863	>0.05	SF	.222	.900	>0.05
WZ	.185	.913	>0.05	SA	.250	.901	>0.05
WO	.236	.893	>0.05	SL	.204	.915	>0.05
WK	.260	.893	>0.05	SN	.242	.883	>0.05
WM	.159	.935	>0.05	<b>SQE</b>	<b>.197</b>	<b>.913</b>	<b>&gt;0.05</b>
WH	.242	.895	>0.05				
<b>WW</b>	<b>.175</b>	<b>.922</b>	<b>&gt;0.05</b>				
<b>R</b>							

When the degree of freedom is equal to (52), we observe through the above results that all the dimensions and the variables of the study are higher

than(0.05) which means that the results that the researcher produced can be generalized.

***Examining the Credibility and the Stability of the Tool of Measurement***

This item examines the credibility and the stability of the tool of measurement that is represented by the questionnaire, to achieve that purpose that requires putting the tool of measurement under an examination that measures the extent of its stability and credibility and whether it can suit the studied sample or not, thus the test of the Grownbag Alpha measures the stability of the questionnaire, meanwhile, the credibility of the questionnaire is equal to the Sort of the stability factor<sup>1</sup>.Table (4) illustrates the Grownbag Alpha coefficient the axes of the study and the dimensions of each axis.

**Table (4)** Grownbag Alpha Coefficient

Axes	Variables	Dimensions	Items	Grwonbag Alpha for Dimensions	Credibility coefficient for Dimensions	Brown bag Alpha for Variables	The Credibility coefficient for the Variable	Brown bag Alpha for the research	Credibility coefficient for the research
The 1st Axis	Job Embeddedness	The Organizational Fit	2	.998	.999	.997	.999	.998	.999
		The Organizational Sacrifice	4	.998	.999				
		Organizational Links	3	.998	.999				
		The societal fit	3	.998	.999				
		Societal Sacrifice	3	.998	.999				
		Societal	6	.998	.999				

<sup>1</sup> The Credibility factor=the root(stability factor)

		Sacrifice							
The 2nd Axis	Positive Psychological Capital of the Employees	Self-efficacy	6	.998	.999	.997	.999		
		Hope	6	.998	.999				
		Fit	6	.997	.999				
		Optimism	6	.998	.999				

The results that are attained in the above table show that the highest coefficients of Grownbag Alpha are all above %90 which means the questionnaire is stable.

***The descriptive Statistical of the Data***

This item illustrates the averages and the standard deviations and the ratio significance for all the dimensions and the items of the study.

Job Embeddedness The results of table (5) refers to that the average of the variable coefficient of the job embeddedness has reached (3.55), with a standard deviation of (1.142) that is a different coefficient of (%32). Hence the results have led to that the dimension of the organizational fit(WT) comes in the first place with an average (3.74) and a standard deviation (1.169)and a different coefficient(%31). Meanwhile, the organizational links dimension has (WO) has come in second place with an average of (3.67) and a different coefficient (%29), and a standard deviation(1.067). And the dimension of the sacrifice (WZ)come in the third stage with an average (3.63) and a deviation of (1.128) that is a different coefficient of (%31) and on the same context the dimension of the societal fit(WK) in the fourth rank with an average(3.43) and a deviation (1.194) and a different coefficient (%35). Meanwhile, the dimension of societal sacrifice (WM)has come in fifth place with an average of (3.41) and a standard deviation(1.139) and a different coefficient (%33). And finally, the dimension of the societal links (WH)has come in the last place with a minimum average about(3.40) and standard deviation that reached (1.243) that is difference coefficient (%37)

**Table (5)** the descriptive Analysis for the items and the Dimensions of the Job Embeddedness

Serial	Average	Standard Deviation	Different Coefficient	Answer Orientation	Significance Order	Serial	Average	Standard Deviation	Different Coefficient	Answer Orientation	Significance Order
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Wt1	3.9	1.107	28%	Agree	1	wk1	3.37	1.284	38%	Agree	2
Wt2	3.58	1.273	36%	Agree	2	wk2	3.58	1.091	30%	Agree	1
WT	<b>3.74</b>	<b>1.169</b>	<b>31%</b>	Agree	<b>1st</b>	wk3	3.35	1.266	38%	Neutral	3
Wz1	3.83	0.985	26%	Agree	1	<b>WK</b>	<b>3.43</b>	<b>1.194</b>	<b>35%</b>	<b>Agree</b>	4 <sup>th</sup>
wz2	3.5	1.276	36%	Agree	3	wm1	3.46	1.111	32%	Agree	2
wz3	3.73	1.122	30%	Agree	2	wm2	3.23	1.231	38%	Neutral	3
wz4	3.48	1.229	35%	Agree	4	wm3	3.54	1.146	32%	Agree	1
WZ	<b>3.63</b>	<b>1.128</b>	<b>31%</b>	Agree	<b>3rd</b>	<b>WM</b>	<b>3.41</b>	<b>1.139</b>	<b>33%</b>	Agree	5 <sup>th</sup>
wo1	3.77	0.962	26%	Agree	1	wh1	3.25	1.281	39%	Neutral	3
wo2	3.54	1.146	32%	Agree	3	wh2	3.46	1.244	36%	Agree	2
wo3	3.71	1.16	31%	Agree	2	wh3	3.57	1.276	36%	Agree	1
WO	<b>3.67</b>	<b>1.067</b>	<b>29%</b>	Agree	<b>2nd</b>	<b>WH</b>	<b>3.40</b>	<b>1.243</b>	<b>37%</b>	Agree	6 <sup>th</sup>
(Job Embeddedness.WWR)											
The General Average										<b>3.55</b>	
The General Standard Deviation										<b>1.142</b>	
The General Different Coefficient										<b>32%</b>	
The Total Answers Orientation										<b>Agree</b>	

### *Positive Psychological Capital of Employees*

The results of the table(6) show that the average of the positive psychological capital of the employees reached (3.57) with a standard deviation(1.088) that is to say the difference coefficient (%30). Thus the dimension of the self-efficacy(SF) is sustained this value with an average of (3.63) and standard deviation(1.136) that is the difference coefficient (%31). And the fit(SL) dimension and hope dimension referred to the second rank with an average equal o (3.57) and standard deviation(1.075,1.138) successively with a different coefficient (%30,%32). And it can be deduced that the dimension of the optimism (SN) in the last stage with an average (3.50) and standard deviation (1.035) that is difference coefficient (%30)

**Table (6)** the descriptive Analysis for the Items and the Dimensions of the Positive Psychological Capital of the Employees.

Serial No.	Average	Standard Deviation	Different Coefficient	Answer Orientation	Significance Order	Serial No.	Average	Standard Deviation	Different Coefficient	Answer Orientation	Significance Order
sf 1	3.85	1.109	29%	Agree	1	sl1	3.75	1.007	27%	Agree	2
sf 2	3.52	1.244	35%	Agree	4	sl2	3.46	1.111	32%	Agree	4
sf 3	3.83	1.024	27%	Agree	2	sl3	3.87	1.03	27%	Agree	1
sf 4	3.38	1.286	38%	Neutral	6	sl4	3.54	1.244	35%	Agree	3
sf 5	3.77	1.113	30%	Agree	3	sl5	3.4	1.332	39%	Agree	6
sf 6	3.46	1.212	35%	Agree	5	sl6	3.42	1.289	38%	Agree	5
<b>S F</b>	<b>3.63</b>	<b>1.136</b>	<b>31%</b>	Agree	<b>1<sup>st</sup></b>	<b>SL</b>	<b>3.57</b>	<b>1.138</b>	<b>32%</b>	Agree	<b>2<sup>nd</sup></b>
sa 1	3.65	1.027	28%	Agree	3	sn1	3.63	0.929	26%	Agree	2
sa 2	3.46	1.111	32%	Agree	4	sn2	3.27	1.157	35%	Neutral	6
sa 3	3.73	1.069	29%	Agree	2	sn3	3.58	0.957	27%	Agree	3
sa 4	3.37	1.253	37%	Neutral	6	sn4	3.44	1.127	33%	Agree	4
sa 5	3.79	0.977	26%	Agree	1	sn5	3.65	0.968	26%	Agree	1
sa 6	3.44	1.178	34%	Agree	5	sn6	3.42	1.226	36%	Agree	5
<b>S A</b>	<b>3.57</b>	<b>1.075</b>	<b>30%</b>	Agree	<b>2<sup>nd</sup></b>	<b>SN</b>	<b>3.50</b>	<b>1.035</b>	<b>30%</b>	Agree	<b>3<sup>rd</sup></b>
Positive Psychological Capital of the Employees( SQE)											
<b>The General Average</b>								3.57			
<b>The General Standard deviation</b>								1.088			
<b>The General Coefficient</b>								%30			
<b>Total Answers Orientation</b>								Agree			

***Measuring the Relationship of the Link between the Job Embeddedness and the positive Psychological Capital of the Employees***

To measure the link relationship between the variables of the study one has to test the calculated data of the study from the studied sample such test will guarantee to evaluate this relationship, such test is called the Link coefficient of Spearman

**Table (7)** The Equation of the Link Relationship between the Variables and the Dimensions of the Study

<b>WWR</b>	<b>WH</b>	<b>WM</b>	<b>WK</b>	<b>WO</b>	<b>WZ</b>	<b>WT</b>	
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<b>.992**</b>	<b>.974**</b>	<b>.965**</b>	<b>.973**</b>	<b>.990**</b>	<b>.989**</b>	<b>.986**</b>	<b>SF</b>
<b>.989**</b>	<b>.980**</b>	<b>.969**</b>	<b>.980**</b>	<b>.985**</b>	<b>.978**</b>	<b>.966**</b>	<b>SA</b>
<b>.994**</b>	<b>.982**</b>	<b>.973**</b>	<b>.977**</b>	<b>.986**</b>	<b>.993**</b>	<b>.978**</b>	<b>SL</b>
<b>.969**</b>	<b>.954**</b>	<b>.944**</b>	<b>.961**</b>	<b>.969**</b>	<b>.954**</b>	<b>.955**</b>	<b>SN</b>
<b>.993**</b>	<b>.980**</b>	<b>.970**</b>	<b>.980**</b>	<b>.990**</b>	<b>.986**</b>	<b>.979**</b>	<b>SQE</b>
Sig. (2-tailed) = 0.000, N = 52							

**Table (7)** shows the relationships of the linkage between the variables and the dimensions of the study through the following:

There is a linkage relationship between the job embeddedness(WWR) and positive psychological capital of the employees(SQE) around(0.993), in addition to the existence of a linkage relationship between the job embeddedness and the dimensions of the positive psychological capital of the employees around (0.992) for the self-Efficacy (SF), for Hope(SA) (0.989), for Fit(SL)(0.994), and the Optimism(SN)(0.969).

There is a linkage relationship between the organizational fit(WT) and the positive psychological capital of the employees(SQE) around(0.979), besides there is a linkage relationship between the organizational fit and the dimensions of the positive psychological capital of the employees (0.986) for the self -Efficacy (SF), for Hope(SA) (0.966), for Fit(SL)(0.978), and the Optimism(SN)(0.955).

There is a linkage relationship between the organizational sacrifice (WZ)and the positive psychological capital of the employees around (0.986) besides there is a linkage relationship between the organizational sacrifice and the dimensions of the positive psychological capital of the employees (0.986) for the self- Efficacy (SF), for Hope(SA) (0.978), for Fit(SL)(0.933), and the Optimism(SN)(0.986).

There is a link relationship between the organizational links (WO) and positive psychological capital of the employees(SQE) around (0.990) besides there is a linkage relationship between the organizational sacrifice and the dimensions of the positive psychological capital of the employees (0.990) for the self- Efficacy (SF), for Hope(SA) (0.985), for Fit(SL)(0.986), and the Optimism(SN)(0.969).

There is a link relationship between the societal fit (WK) and positive psychological capital of the employees(SQE) around (0.980) besides there is a linkage relationship between the organizational sacrifice and the dimensions of the positive psychological capital of the employees (0.973) for the self -Efficacy (SF), for Hope(SA) (0.980), for Fit(SL)(0.977), and the Optimism(SN)(0.961).

There is a link relationship between the societal sacrifice (WM) and positive psychological capital of the employees(SQE) around (0.970) besides there is a linkage relationship between the organizational sacrifice and the dimensions of the positive psychological capital of the employees (0.965) for the self-

Efficacy (SF), for Hope(SA) (0.969), for Fit(SL)(0.973), and the Optimism(SN)(0.944).

<b>Job Embeddedness(WWR)</b>						
	Fixed a	$\beta$	$R^2$	Corrected $R^2$	Calculated Value T	Calculated Value F
Self-Efficacy (SF)	<b>0.133</b>	<b>0.987</b>	<b>0.985</b>	<b>0.984</b>	<b>56.490</b>	<b>3191.118</b>
Hope (SA)	0.271	0.931	0.978	0.977	47.071	2215.664
Fit (SL)	0.057	0.991	0.989	0.988	65.883	4340.630
Optimism (SN)	0.385	0.878	0.938	0.937	27.506	756.570
Organizational Sacrifice (SQ)	0.211	0.947	0.987	0.987	61.635	3798.812

link relationship between the societal linkages (WH) and positive psychological capital of the employees(SQE) around (0.980) besides there is a linkage relationship between the organizational sacrifice and the dimensions of the positive psychological capital of the employees (0.974) for the self-Efficacy (SF), for Hope(SA) (0.980), for Fit(SL)(0.982), and the Optimism(SN)(0.954).

***Measuring the Relationship of the Influence of the Job Embeddedness of the Positive Psychological Capital of the Employees.***

This item aims to measure the relationship of the influence between the Job Embeddedness of the Positive Psychological Capital of the Employees and its dimensions as illustrated in the table (8)

$$T=1.684, \quad F=1.60$$

From the table (8) we deduce the significant points as follows:-

There is an influence for the Job Embeddedness (WWR) in the positive psychological capital of the employees(SQE), whereas the interpretive ability that the job embeddedness can interpret from the positive psychological capital of the employees around (0.987) with a correction coefficient reached (0.987), meanwhile the remaining ratio is considered out of the boundaries of the study and around(0.013), as the increase in the job embeddedness around (0.947) supposing the stability of the indicator of the inclination that is about (0.211), and that leads to increase in the positive and psychological capital of the employees in around (0.947), when the significant value is under the level of (0,05), that it is possible to accept the hypothesis that suppose that there is an influence for the job embeddedness in the positive psychological capital of the employees, this is when calculated T value is around (61.635) is higher than T, in addition when the calculated F that is about (3798.812) is higher than tabular F.

There is an influence for the Job Embeddedness (WWR) in self-efficacy (SF), whereas the interpretive ability that the job embeddedness can interpret from the positive psychological capital of the employees around (0.985) with a correction coefficient reached (0.984), meanwhile the remaining ratio is considered out of the boundaries of the study and around(0.015), as the increase in the job embeddedness around (0.987) supposing the stability of the indicator of the inclination that is about (0.133), and that leads to increase in self-efficacy in around (0.987), when the significant value is under the level of (0,05), that it is possible to accept the hypothesis that supposes that there is an influence for the job embeddedness in Self-efficacy, this is when calculated T value is around (56.490) is higher than T, besides when the calculated F that is about (3191.118) is higher than tabular F.

There is an influence for the Job Embeddedness (WWR) in Hope (SA), whereas the interpretive ability that the job embeddedness of the Hope around (0.978)with a correction coefficient reached (0.977), meanwhile the remaining ratio is considered out of the boundaries of the study and around(0.022), as the increase in the job embeddedness around (0.931) supposing the stability of the **parameter** of the regression that is about (0.271), and that leads to increase in Hope in around (0.931), when the significant value is under the level of (0,05), that it is possible to accept the hypothesis that supposes that there is an influence for the job embeddedness in the hope, this is when calculated T value is around (56.490) is higher than T, besides when the calculated F that is about (3191.118) is higher than tabular F.

There is an influence for the Job Embeddedness (WWR) in Fit (SL), whereas the interpretive ability that the job embeddedness of the Fit around (0.989)with a correction coefficient reached (0.988), meanwhile the remaining ratio is considered out of the boundaries of the study and around(0.011), as the increase in the job embeddedness around (0.991) supposing the stability of the parameter of the regression that is about (0.057), and that leads to increase in Fit in around (0.991), when the significant value is under the level of (0,05), that it is possible to accept the hypothesis that supposes that there is an influence for the job embeddedness in fit, this is when calculated T value is around (56.883) is higher than T, besides when the calculated F that is about (4340.630) is higher than tabular F.

There is an influence for the Job Embeddedness (WWR) in Optimism (SN), whereas the interpretive ability that the job embeddedness of the Optimism around (0.938)with a correction coefficient reached (0.937), meanwhile the remaining ratio is considered out of the boundaries of the study and around(0.062), as the increased job embeddedness around (0.938) supposing the stability of the parameter of the regression that is about (0.385), and that leads to increase in Fit in around (0.938), when the significant value is under the level of (0,05), that it is possible to accept the hypothesis that supposes that there is an influence for the job embeddedness in Optimism, this is when calculated T value is around (27.506) is higher than T, besides when the calculated F that is about (756.570) is higher than Tabular F.

### *The Fourth Topic: Conclusions and Recommendations*

#### **CONCLUSIONS**

The studied sample provides workshops that are responsible for increasing and elevating the skills and the talents of its employees to implement the required tasks from the in a short possible time, the thing that grants the employees more of the serenity and the spiritual support regarding the continuation of the work, and that the work he performs is good., this stimulates the worker to make more effort.

The studied sample strive to plant the spirit of confidence and cooperation among the employees and make them more interactive among each other, the thing that leads to the necessity of providing the proper environment and place to achieve the missions and internal operations in the university.

The studied sample lacks to afford creativity means and suitable comfort for the students, which makes the studied sample works on to provide more external and internal experts to deal with the problems and the obstacles of the work.

The studied sample lacks the action of rewording the capable employees due to achieving the goals and the aims that are highly important and returns with benefit and profit, which make the studied sample works on using the multiple strategies to arrive at the objectives that are put forward.

#### **RECOMMENDATIONS**

The studied sample has to encourage the employees as they are an indispensable part of the university, which leads to achieving its goals and the aims of the employees altogether.

The studied sample must be careful to grant the employees the freedom in implementing the required works from them, which leads to grant the employees and the teachers the freedom to participate in the cultural activities and the procreative ones as well in the work zone.

The studied sample has to take care of increasing the levels of confidence and credibility among the employees in the field of the work, consequently this leads to grant the employees the chance to participate in putting the objectives that the sample aims at achieving.

It is necessary that the studied sample to provide the accurate information about the crises and the problems that occur among the employees due to the pressures of the work other factors to deal with it in the shortest and possible ways, hence, it is necessary that the studied sample take care of providing more for the employees who can run the administrative affairs and the secretariat to deal with the pressures of the work and processing the requests of the applicants in it.

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### ***Attachments***

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