Job Engagement level Among the Administrative Employees in Palestinian Universities

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Abstract: The study aimed to identify the level of functional connectivity among the administrative employees in Palestinian universities, and to achieve the objectives of the study, a descriptive and analytical approach was used, and the study population consisted of all the administrative employees in the Palestinian universities: the Islamic University, Al-Azhar University, the University of Palestine, and Al-Quds Open University, whose number is (1104) Male and female employees, and a proportional stratified sample of (320) male and female employees was selected. The study tool represented by the Job Engagement Questionnaire was applied to them, and of them (294) male and female employees responded with a response rate of (91.90%). The study reached several results, the most important of which was that the level of job engagement among administrative employees in Palestinian universities was high and reached (81.85%), and it is evident that the second field of dedication ranked first with relative weight (82.52%), followed by the area of absorption (82.16%). Finally, the vital area came with a relative weight (80.88%). The results also showed that there were no differences between the responses of the respondents about the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the variable of gender, age group, academic qualification, and years of service. Differences attributed to the variable of work status in favor of an academic with a managerial position. In light of the results of the study, the researchers recommend that the employee be given tasks and responsibilities that enhance his tendencies and positive outlook on the nature of his work, and provide a work environment that supports creativity and has the necessary vitality and interest in building human relationships.

Keywords: Job Engagement, Administrative Employees, Palestinian Universities, Gaza Strip, Palestine.

Introduction

Higher education is a system linked to several elements, including faculty members, students, curricula, administrators, and senior management, and these elements overlap with each other. To affect the quality and quality of education and its outputs, and to the extent that there is quality in these elements, the quality of higher education is achieved, especially since human resources in academic institutions are a source of competition, and therefore the literature has focused on studying the factors that hinder or support performance (Abu Saif, 2018, P: 117).

In order for the picture to be complete and clear, the employee must have a strong drive towards performing the tasks and responsibilities to achieve success, perseverance and dedication, so there is great interest in the concept of job engagement, as it is considered one of the most prominent positive administrative and organizational concepts, and this concept reflects the positive association of employees with their work and what they are distinguished. It is a positive case in achieving job-related work, and job engagement creates opportunities for employees to communicate with their bosses and colleagues significantly (Burke, RJ, et. 2009).

The previous administrative and psychological literature indicated that job engagement is the development of the individual's relationship with his organization, so that the human resource is the most important performance input, and the job engagement includes dimensions related to performance, which are vitality, dedication, and absorption, and these dimensions reflect the importance of Job Engagement for staff; Because it represents a motivation and motivation for employees to perform tasks, assume responsibilities, and use the energy necessary to achieve the goals of the organization. Thus, academic institutions need to charge employees by raising the level of their engagement with their jobs.

Research Terminology

- **Job Engagement**: Job engagement is a positive condition associated with work in which an individual feels that the work is possessed, and can be described through three main dimensions (vitality, dedication, and absorption) (Schaufeli, 2002, p. 102).
- The researchers define job engagement as a procedural condition felt by the administrative employees in Palestinian universities, and this situation enhances their enthusiasm and vitality within the work, dedication and dedication to performing tasks and assuming responsibilities.

Problem Statement

Academic institutions face great challenges, the most important of which is weak financial capabilities, in light of the prevailing economic and political conditions in the sector, which are reflected in the level of Palestinian family income, and Palestinian

universities have many administrative cadres, but the degree of exploitation of these cadres is still below the desired level, which would enhance And the formation of the administrative personality of the employees, thus making more use of their energies in achieving success, and achieving goals despite difficult situations, through the employee's sense of importance, and his ability to plan his daily tasks and organize them in a manner commensurate with the nature of the favorable circumstances.

Researchers have recently noticed the migration of some university employees, and some of them moved to work in other institutions, and some of them complain about the nature of the procedures and regulations, and based on the importance of the university, and what it means and the jobs assigned to it, and that it has importance in the knowledge industry, then these universities need To more interest in its human cadres, by paying more attention to the employees 'relevance to their jobs, and this is an impetus for conducting this study.

The results of the study (Hamad and Dahlis, 2016) and the study (Hamad, 2016) indicated that job engagement among employees in Palestinian universities is affected by multiple factors, the most important of which is the perceived support provided to them, whether the support is material or moral, and therefore there is an urgent need for attention. In terms of psychological aspects and spreading happiness, hope and optimism among employees to achieve a true connection with them, the researchers also conducted about (15) informal interviews with some administrators working in Palestinian universities, and found that they have lower levels than desired in the field of job engagement, and the employee does his work On the basis of his responsibilities and the tasks assigned to him, there is no internal motive nor the principle of his association with his work and his organization.

Research Questions
The problem of the study was to answer the following questions:
Q1-: What is the level of job engagement among the administrative employees in Palestinian universities?
Q2-: Are there statistically significant differences between the respondents' responses about the level of job engagement among the administrative employees in Palestinian universities due to variables: gender, age group, academic qualification, years of service, and job status?

Research hypothesis
In light of the study problem and its questions, the study starts from the following assumptions:
$H0_1$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents regarding the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to variables: gender, age group, academic qualification, years of service, and job status.
The first main hypothesis stems from the following sub-hypotheses:
$H0_{1-1}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the gender variable.
$H0_{1-2}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents regarding the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the age group variable.
$H0_{1-3}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents regarding the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the scientific qualification variable.
$H0_{1-4}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between respondents' responses about the level of job engagement among administrative employees in Palestinian universities in Gaza Strip due to the variable of years of service.
$H0_{1-5}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the variable of job status.

Research Objectives
This study aims to achieve the following objectives:
1. Knowing the level of job engagement among the administrative employees in Palestinian universities.
2. Disclosure of differences between respondents' responses about the level of job engagement among administrative employees in Palestinian universities according to variables: gender, age group, academic qualification, years of service, and job status.
3. Make recommendations to university management regarding the development of employee engagement.

Research Importance
The importance of the study is shown by the benefit that will be given to:
Scientific (Theoretical) Importance:
1. The current study provides a literature and a theoretical framework related to the study variable, which is Job Engagement.

2. The study provides a theoretical explanation of the dimensions of job attachment, which would enhance the well-being of administrative employees, according to their expectations.
3. The study provides a theoretical framework that enriches the Palestinian library and the Arab library with a variable that has not been addressed by many researchers and specialists.

Practical (Applied) Importance:

1. The results of the current study benefit those in charge and decision-makers in Palestinian universities, as it is possible to build on the results of the study and extract some methods and methods that help in developing job engagement among administrative employees.
2. The results of the current study benefit those in charge of the administrative departments in Palestinian universities, as it can reach results that enhance employee practices for his tasks, and achieve optimal utilization of his capabilities, aptitudes and skills.
3. Palestinian university student's benefit from the results of the current study, as the promotion of job engagement among administrative employees will facilitate registration procedures and all administrative work that the student needs on campus.

Research Limits and Scope

The scope of the study shall be as follows:
1. **The Objective (Academic) Limit**: The study was limited in its objective extent to studying the level of job engagement among administrative employees in Palestinian universities
2. **Spatial Limit**: the study was limited to the governorates of Gaza.
3. **Institutional Limit**: The study was applied to four Palestinian universities in Gaza Strip: the Islamic University, Al-Azhar University, Palestine University, and Al-Quds Open University.
4. **Human Limit**: all the administrative employees in the Palestinian universities under study.

Literature Review

➢ Study of (El shobaky et al., 2020) aimed to identify the reality of psychological capital among Employees in Palestinian universities, and in order to achieve the objectives of the study, the descriptive and analytical approach was used, and the study population consisted of all the administrative Employees in Palestinian universities: the Islamic University, Al-Azhar University, Palestine University, and Al-Quds Open University, whose number is (1104) Male and female employees, and a proportional stratified sample consisting of (320) male and female employees was selected, where the study tool represented by Psychological Capital questionnaire was applied to them, and of them (294) male and female employees responded with a response rate of (91.90%). The study reached several results, the most important of which was that the level of Psychological Capital was high in Palestinian universities, where the relative weight reached (80.23%), and the field of optimism came first with relative weight (82.05%), then the field of self-efficacy with relative weight (80.75) The field of hope with relative weight (79.75%), and finally the field of flexibility with relative weight (78.37%), and the results also showed that there are no differences between the respondents' responses about Psychological Capital due to the variable of gender and years of service, while the Differences attributable to the age variable in favor of the category (more than 50 years old, and 31-40 years old), differences in favor of undergraduate and postgraduate studies at the expense of the diploma, and differences attributable to the variable of work status in favor of the academic in an administrative position.

➢ Study of (Sugianingrat, et. Al., 2019) aimed at knowing the effect of ethical leadership on employee performance while examining the nature of the impact of job engagement and organizational citizenship behavior as intermediate variables. To achieve the study objectives, the relational approach was used. Hotel staff in the Sarpagita area of Bali. The study found that ethical leadership does not significantly affect employee performance, but when testing job engagement mediation, the relationship between ethical leadership and employee performance increased, and when testing the mediation of organizational citizenship behavior, the relationship was strong, and when testing the nature of job engagement mediation and citizenship behavior Organizational shows a strong impact of ethical leadership on employee performance.

➢ Study of (Sivapragasam & Raya, 2018) aimed at clarifying the role of human resources management in activating job engagement and the mediating role of employee welfare in this relationship, and to achieve the goals the relational approach was used, and the sample of the study consisted of (626) specialists in the field of knowledge working in IT companies in Chennai, Tamil Nadu state, India. The study reached several conclusions, the most important of which was the existence of a relationship between human resource management practices and the employee's performance level, the existence of a relationship between human resource management practices and perceived effectiveness, participation and employee welfare, and the existence of a mediating relationship for employee welfare in the relationship of human resource management practices and the employee's performance and participation level.

➢ Study of (Hamad and Dahlis, 2016) which aimed to uncover the relationship between job engagement, perceived organizational support and job performance. As well as identifying the impact of both job engagement and perceived organizational support on job performance in Palestinian institutions. Where the descriptive analytical method was used. The study population consists of (1104) male and female administrators and academics who hold administrative positions in the

three universities (the Islamic University, Al-Azhar University, and Al-Aqsa University). The study sample was chosen in a stratified random way of (338) male and female employees. The questionnaire was used as a main tool for data collection. The results showed that the degree of employees 'feeling of a job engagement with their academic institutions was high by (87.8%). And that the degree of their awareness of the organizational support provided by these institutions was average (61.99%). And that the degree of their job performance is high (82.33%). And that there is a statistically significant relationship between job engagement and perceived organizational support and job performance in academic institutions. The results of the regression analysis indicated that both job engagement and perceived organizational support affect the job performance of employees in Palestinian academic institutions.

➢ Study of (Breevaart, Bakker et al. 2015) aimed at identifying the reciprocal relationship between leaders and subordinates, job engagement and job performance, as the purpose of this study was to study the process that links the reciprocal relationships between leaders and subordinates between job performance by some related dimensions In terms of employment, such as (independence, growth opportunities, social support) and the impact on employee attachment to work, by applying the study to 847 Dutch police officers, the study found a high relationship between job engagement and job performance, as well as a positive relationship between Opportunities for growth and social support and between reciprocal relations between leaders and subordinates, and in return there is an inverse relationship between the reciprocal relationship between leaders and subordinates and independence.

Commenting On Previous Studies:

In Terms Of Objectives: The previous studies dealing with the job engagement variable varied, and most of the previous studies aimed to explain some of the factors affecting job engagement, while the job engagement variable came independent of the job performance variable (Breevaart, Bakker et al. 2015) However, it differs in terms of goals with some previous studies (Breevaart, Bakker et al. 2015).

In Terms Of Approach: the studies varied in terms of the methodology used, as the current study agrees with some previous studies in terms of approach, such as the study (Hamad and Dahlis, 2016), while it differs with some studies such as (Sugianingrat, et. Al, 2019), and (Sivapragasam & Raya, 2018).

In Terms Of Procedures: Most of the studies used the questionnaire as a basic tool for data collection, and the target groups and organizations varied, and this indicates that Job Engagement is linked to all organizations and fields of work, and therefore the current study agrees with most of these studies that it uses the questionnaire as a basic tool.

Theoretical Framework

First- Job Engagement

The concept of job engagement has received great attention over the past years, as it is considered one of the most important positive administrative and organizational concepts, and this concept reflects the positive association of employees with their work and what is characterized by their vitality and activity, and they feel that they are performing their work effectively. Job-related work, and job engagement allows creating opportunities for employees to communicate with their bosses and colleagues significantly, through an encouraging and motivational environment that pushes employees to actually pay attention to the job performance well, so organizations must work to strengthen and develop Job Engagement with their employees This requires a two-way relationship between the employee and his boss (Burke, et. Al, 2009, p. 17).

As it was the beginning of the emergence of the concept of connection for the first time by the researcher Kahn, who presented it as personal connection, which is about harnessing the members of the organization themselves in their work roles, through the link, the individual uses and expresses himself physically, mentally, and emotionally while performing his role, and he knew Kahn personal disengagement is a separation of oneself from work roles, and in disengagement, the individual withdraws himself physically, mentally, and emotionally while performing the role (Wefald, 2008, p. 18).

Al-Maghribi (2012: 16) saw that the employee's attachment to his organization increases when the organization enjoys authentic values, trust and justice based on mutual respect, where promises and obligations are between the employee and his boss.

Christian et al., (2011, p. 97) defined job engagement as a concept of motivating individuals to perform job-related work effectively. Job engagement is defined as a positive condition associated with work through which the individual feels that the work is possessed, and can be described through three main dimensions: (vitality, dedication, and absorption) (Schaufeli, 2002, p. 80). Vitality can be described as high levels of energy, mental flexibility during work, and reward in the face of difficulties, while the concept of dedication refers to the individual being strongly contained in his work, his sense of its value and importance, and the feeling of enthusiasm, inspiration, and challenge when practicing his work.

The researchers believe that job engagement, despite its many dimensions, increases the opportunities for the challenge and the enthusiasm needed to achieve the goals of the organization. Job engagement differs from some other terms such as loyalty and affiliation, because the connection is for the individual to be identical with his organization, its reputation, and to defend it. And to establish good relations with its employees, and to have the intention to make efforts to achieve the goals, and to follow these intentions behavior and make the actual effort.

The Importance of Job Engagement and Ways to Improve It

Some studies have found that work-related employees are more productive than non-work-related counterparts. And that employee engagement includes commitment, enthusiasm, energy, and focus on distinct effort. The engagement is positioned as a model that embraces psychological and behavior at the same time. In addition to personality traits such as initiative, sportsmanship, altruism, and the unique features of organizational citizenship. Some studies have found that employees related to their work are more loyal and thus less likely to leave work, in addition to a strong relationship between correlation and profitability, as well as increasing productivity, sales, customer satisfaction and preserving employee rights.

Some studies also found that in order for the organization to increase employee engagement, it must do the following:

1. Guidance and a deeper understanding of employees' needs in order to maintain them and help them grow, develop, creative thinking, creativity, independence and social support.
2. Achieving suitability and harmony between individual and organizational needs to raise the morale of employees.
3. Redesigning the job in a way that reduces stress and conflicts, and this requires periodic review of job description cards, taking into account modern tasks and activities, and using technology.
4. Developing training programs targeting both mental and organizational health, individual well-being and continuous improvement.
5. Providing appropriate material and moral support and appreciation to help employees satisfy their various material and moral needs and desires.
6. The necessity for leaders of organizations to define behavioral strategies that would work to achieve engagement, such as the availability of mutual respect, promotion and support of the person in his job in the organization, the freedom to participate in making decisions related to their work, praise and thanks for making distinguished efforts and provide a greater degree of flexibility, change and communication in order to coordinate efforts and achieve coherence And cooperation and exchange of ideas and opinions in order to achieve effective participation.
7. Creating opportunities for employees to communicate with their colleagues and with managers and the organization in a large way, through teamwork, job expansion, job enrichment, employee empowerment, and precise identification of the role that the individual plays.
8. Focusing on the human and social aspects together, and working to provide a stable work environment that helps the worker connect with the organization.

The researchers believe that achieving job engagement is of great importance in achieving goals, working in a spirit of cooperation and enthusiasm, and that job engagement is one of the aspects that the employee and the organization need to transfer their relationship to a higher level than being a member of the work group, but an effective member in achieving the organization's goals. Helping and building a strong relationship with work groups.

Results of Achieving Job Engagement

1. **Innovative Behavior**: Innovative behavior is a very important consequence of employee engagement. Innovative behavior refers to contributing to new solutions for clients and individuals on the basis of accumulated experience.
2. **Workplace Optimism**: It means the tendency of the individual to believe in the best possible outcomes. In addition to achieving better results in the future (Furness, 2008).
3. **Employee Retention**: The Kaliprasad study found that, globally, "there is a shortage of employees with capabilities in the global supply, and there is fierce competition between organizations to attract and retain this employment. It also concluded that the contact between manager, employee and the organization leads to employee association with the organization, and as a result, the positive relationship between manager and employee is often the basis with regard to employee retention (Kaliprasad, 2006).
4. **Organizational Results**: Organizational outcomes are measured through the following sub-dimensions:
A. **Productivity**: A study (Kompaso, & Sridevi, 2010) found a positive relationship between employee engagement and productivity. Studies also indicate that in organizations with employees more connected, the organization exceeds average industry growth in its revenues.
B. **Profitability**: Among a sample of 65 companies in various industries, a study (Macee, 2012) showed that the companies with the highest correlation index had an increase in return on assets (ROA), profitability, and more than twice the value of shareholder equity in the companies in which High in employee engagement index compared to companies with low employee engagement index.
C. **Safety**: In a report issued by the Society for Human Resource Management (SHRM, 2016), an employee's association with accident rates can be measured. In the beverage company of Cours Molson, it was found that employees unrelated to their organizations were five times more likely than associated employees to experience accidents.

The presentation of the results of the job engagement achievement shows how important it is in enhancing the individual's ability to provide innovative ideas and solutions, and this is useful in treating work problems, and sends optimism at work, which allows building human relationships within the organization, and works to attract high-skilled employees and job connectivity. Important organizational roles as it contributes to smooth communication and communication methods during and outside work, and enhances decision-making ability, as well as being a factor in achieving better performance and good productivity.

Job Engagement Factors and Dimensions

There are many studies that talked about the factors that affect and are affected by the job engagement, including: A study (Garber, 2007), which identified (10) main factors related to job engagement, namely:

1. Commitment, where Job Engagement describes the level of commitment an employee has towards the organization they work for.
2. Behavior: An employee who has a job attachment has a positive behavior towards achieving the goals and values of the organization in which he works.
3. Bias: Employees who have a functional connection always work for the success of their organizations, and support their goals and strategies.
4. Communication, communication in organizations in which there is a functional link is effective in various departments and activities.
5. Goals, an employee with a job attachment understands the goals of his organization and works with colleagues towards achieving these goals.
6. Customer focus, the primary goal in a connected business environment is to meet clients' needs and expectations in the best possible way.
7. Integration of goals. Employees who have a job attachment are ready to make the most of an effort to achieve the long-term goals of the organization, in addition to focusing on short-term goals.
8. Loyalty: Employees with a functional attachment are characterized by intense love and loyalty to the organization in which they work, where the performance of employees exceeds the performance expected and required of them.
9. Absorption, where the employee associated with the job does additional things as a result of his involvement and involvement in the work.
10. Partnership, the employee associated with the job acts as a partner and owner of this organization, like the true owners of the organization.

And each of (Macey & Schneider, 2008, p. 12-20) identified three dimensions of job engagement, which are emotional attachment, behavioral association, and cognitive engagement. The perceptual dimension indicates that the employee within the organization is aware of the goals of his organization, and his role in order to achieve these goals, while the emotional dimension refers to how the employee communicates emotionally and intellectually with his manager and colleagues, and what he feels about his organization and his bosses at work, and the behavioral dimension, It refers to the extraordinary effort that an employee puts out for his organization to achieve its success.

Through the previous presentation, the importance of Job Engagement for employees and management is evident, as the implications of achieving job engagement make the individual able to perform his duties and carry out his responsibilities with energy and positivity, and this enhances the organization's ability to compete, continue, grow and improve continuously.

Second- Palestinian Universities

The university is an educational institution that provides education services, scientific research, and community service, and it is the main provider of knowledge, because it includes a constellation of scholars, and the concept, philosophy and goals of universities have developed in the twenty-first century. Shedding light on the Palestinian universities under study, and knowing the nature of its Job Engagement.

1. **The Islamic University**: The Islamic University of Gaza was established in 1978, and it is the first higher education institution to be established in Gaza Strip at the initiative of prominent national and academic figures in Gaza Strip and outside it. The university operates under the umbrella of the Ministry of Education and Higher Education. The Islamic University is considered a pioneering scientific beacon for knowledge, culture and service of humanity to bring about a comprehensive societal renaissance, and its mission expresses the advancement of scientific, cultural and civilizational aspects through qualitative education, productive scientific research, effective community participation and sustainable institutional building within the framework of Islamic values. Quality to ensure excellence and competition for university students and graduates, promote scientific research and employ it in the service of the labor market and the needs of society and launch it towards globalization, secure a financial future for the university, develop institutional building in a way that serves sustainability and productivity, provide a supportive environment for students and employees, develop infrastructure for information technology, and ensure participation The effective and influential university in society, and finally the development and investment of the university's relationships and local, regional and international partnerships towards quality and diversity.

    On the level of job engagement, most of those interviewed by researchers indicated that their employees are motivated to continue working at the university. Because working at the university gives them social status, and the employees consider that working at the university is a religious and national duty, and the researchers felt that there is a strong functional connection among the employees, as many employees adopt the university's goals and make improving its reputation one of their goals, and they expect that the Islamic University will advance its systems and programs in the future.

2. **Al-Azhar University**: Al-Azhar University in Gaza was established in 1991-1992, to be among the prestigious Palestinian, Arab and international universities, and to be a center for scientific, research, and developmental radiation for the Palestinian community based on comprehensive quality and continuous improvement. The Palestinian and Arab society is one of the

human resources qualified in various knowledge disciplines, applied scientific research, and sustainable development with a focus on employing information and communication technology, and among its most important strategic goals was the development of the capabilities of the academic and administrative staff and administrative processes in support of educational programs, scientific research and community service, as well as the development of programs The Academy meets the needs of Palestinian and Arab work by creating a high-quality educational environment, contributing to improving the level of knowledge as a basis for policy-making on the development of Al-Azhar University and the sustainable development of the Palestinian society, and linking the university with the Palestinian society by providing advisory, training, research and volunteer services, and finally seeking to improve relations Buzzing International University HR and strengthening its capabilities to access Palestinian, Arab, Islamic and international sources of financing.

As for the job relationship, it became clear from the results of the personal interviews that the administrative employees have a strong affiliation and connection with the university, and that the most factors that contribute to reducing job engagement are the many changes that occur in work methods and systems. Al-Azhar, the most important of these factors is job stability, building work teams, and adhering to the undertakings that the university takes upon itself.

3. **University Of Palestine:** The University of Palestine is an academic institution of the Palestinian higher education institutions established in order to serve the children of the Palestinian people at home and abroad in particular, and Arab and foreign students in general. It also provides support and assistance to students to ensure a high level of creativity and distinction, and is interested in scientific and cognitive research and communication with world civilizations and sciences, to consolidate the values of good citizenship, cooperation and respect for others in a way that achieves the well-being and happiness of humanity (up.edu.ps/ar).

   It became clear to the researchers that job engagement at the University of Palestine is affected by several factors, the most important of which is the nature of the job contract, and that the full-time employee and has a permanent contract enjoys a higher job connection than other groups, because the individuals who the researchers interviewed confirmed that their association with the university depends on the nature of incentives, rewards and opportunities. Career growth, in addition to meeting their needs and solving their problems. The researchers found that the employees of the University of Palestine have ambition and acceptance of challenges in order to improve the university's reputation and achieve its goals.

4. **Al-Quds Open University**: The University started its educational services in Palestine in the year 1991 CE, taking the Holy City of Al-Quds Al-Sharif as its headquarters, and established branches and study centers in major Palestinian cities, and Al-Quds Open University adopts a system of marriage between traditional education and e-learning (integrated) that exceeds the limits of time and place It provides high-quality and affordable teaching and learning opportunities, and it is based on the printed curriculum, class lectures, meetings, face examinations, and the foundations of self-learning, and it employs modern technology in the educational process, especially e-learning with all its tools and means in a manner of programmed education and practical and training activities to serve the learner and his independence. Complementary to face-to-face meetings within the criteria and conditions for joining traditional and modern education systems.

   Regarding the level of job engagement, it became clear to the researchers that despite the changes that occur within the university, the employee is committed to his tasks, and takes the initiative to provide all efforts, dedication and perseverance in order to achieve his personal goals in a manner that does not conflict with the university's goals, and that most of the employees feel a job overwhelming, and this is one of the requirements Enhance their Job Engagement engagement.

Methodology and Procedures:

First- The Study Method: The study used the descriptive method, and the main study tool is the questionnaire.

Second- The Study Population: The study community consists of all the administrators working in the Palestinian universities operating in Gaza Strip: the Islamic University, Al-Azhar University in Gaza, the University of Palestine, Al-Quds Open University, and the number of administrators in the four universities is according to what was mentioned in the annual statistical book on education and higher education issued In June / 2018 to (1104):

Table 1: shows the population of the study according to the variables of the university and the trait

University	Administrative	Academic With A Management Position	Total
Islamic University	446	88	534
Al Azhar University	170	85	255
University Of Palestine	78	28	106
Al-Quds Open University	160	49	209
Total	854	250	1104

Third- The Study Sample: The researchers selected the study sample by the stratified proportional sample method based on job title, university, and gender. (320) questionnaires were distributed to (320) male and female employees. The following table shows the questionnaires that were applied and the recovery rates by the stratified proportional sample method:

Table 2: shows the population of the study according to the variables of the university and the trait

University	Study Population	Percentage	Sample Is By Equation	Distributed Questionnaires	Questionnaires Recovered	Recovery Ratios
Islamic University	534	48.40	138	145	140	96.6
Al Azhar University	255	23.10	66	75	64	85.30
University Of Palestine	106	9.600	28	35	30	85.70
Al-Quds Open University	209	18.90	54	65	60	92.30
Total	1104	100.0	286	320	294	91.9

It is clear from the table that the recovery rates were higher than (85%), and the recovery rate for all universities was (91.90%), which are acceptable rates.

Fourth: The Study Tool: The researchers used a questionnaire consisting of (18) items divided into three dimensions equally, and these dimensions were: vitality, dedication, and dedication. The questionnaire was applied to an exploratory sample of (40) male and female employees from outside the study sample. The following is an explanation of the procedures and steps of honesty and consistency:

The Validity of The Questionnaire: The truthfulness means that the paragraphs are able to measure the phenomenon to be measured, and that the dimensions are able to measure the total score, and the researchers verified the validity of the questionnaire by analyzing the survey sample data and followed the following methods and methods:

A. **The Validity of The Arbitrators**: The researchers presented the questionnaire in its initial form to a group of specialists and faculty members in Palestinian universities, and the opinions and amendments of the jury were taken into consideration.

B. **Validity Of Internal Consistency**: Correlation coefficients were calculated between the paragraphs of the questionnaire and the total degree of the dimension to which they belong, and the following table shows the results of the validity of the internal consistency of the paragraphs of the questionnaire: -

Table 3: shows the results of the internal validity of the paragraphs of the questionnaire

#	The Field	Correlation Coefficient (R)	Probability Value (Sig.)
	The First Dimension: Vitality		
1.	When I wake up in the morning, I feel happy going to work.	**0.491	0.001
2.	I always persevere even when things don't go well.	**0.571	0.000
3.	I keep working for long hours without getting bored.	*0.402	0.010
4.	I am intellectually flexible when performing my duties (I think with an open mind).	*0.375	0.017
5.	I feel energetic while I am doing my job.	**0.407	0.009
6.	Feel the pleasure of working when the daily tasks are done.	**0.492	0.001
7.	I am energetic to provide assistance to co-workers.	*0.324	0.041
8.	I would like to work in a serious team.	*0.345	0.029
	The Second Dimension: Dedication		
9.	I feel rushed to work.	**0.536	0.000
10.	My job is my motivation.	**0.662	0.000
11.	I find that my job has a clear meaning and purpose.	**0.514	0.000
12.	I take pride in the work I do.	**0.542	0.000
13.	I completely understand the purpose of the work that I do.	**0.530	0.000
14.	My job is a challenge for me.	**0.770	0.000
15.	I strive to improve my abilities to be more influential in my work.	*0.362	0.022
16.	I take responsibility for all the tasks that I do.	**0.817	0.000
	The Third Dimension: Absorption		
17.	While at work, I focus on my work without being distracted by other things.	**0.454	0.003
18.	I do my job and not feel the passage of time.	**0.660	0.000
19.	It's hard to separate myself from my job.	*0.339	0.033
20.	I feel so absorbed in my work.	*0.398	0.011
21.	I feel so happy when I work so intensely.	*0.374	0.017
22.	I stand up to work pressure.	**0.436	0.005
23.	Avoid making mistakes that you previously made.	**0.542	0.001
24.	I work actively regardless of the work stress around me.	**0.610	0.000

*R Tabularity at a degree of freedom (38) and at a level of significance (0.05) = 0.304

**R Tabularity at a degree of freedom (38) and at a level of significance (0.01) = 0.393

The previous table shows that all the values of probability (Sig.) Were less than the level of significance (0.05), and all the correlation values were higher than the correlation coefficient at degrees of freedom (38), where the correlation coefficient reached at degrees of freedom (38), and the level of significance (0.01) (0.393), and at the level of significance (0.05) (0.304), and this indicates that all the correlation coefficients are statistically significant and therefore the paragraphs of the Job Engagement questionnaire are functional and honest.

C. **Constructive Validity**: The interconnection coefficients for the Job Engagement dimensions and the total score of its paragraphs were calculated, and the following is an explanation of the results:

Table 4: The inter-correlation coefficients for the dimensions of the resolution and the total score of its paragraphs

Dimensions	Vitality	Dedication	Absorption	Total Marks
The First Dimension: Vitality	1			
The Second Dimension: Dedication	**0.806	1		
The Third Dimension: Absorption	**0.814	**0.745	1	
Total Marks	**0.865	**0.811	**0.724	1

*R Tabularity at a degree of freedom (38) and at a level of significance (0.05) = 0.304

**R Tabularity at a degree of freedom (38) and at a level of significance (0.01) = 0.393

It is clear from the table that all the correlation coefficients were statistically significant, and therefore the Job Engagement questionnaire has good constructive validity.

Reliability: Stability means stability and the results will not change substantially if the questionnaire is re-applied several times under the same favorable conditions and conditions, and to verify the stability of the scale, the researchers have relied on several methods, as follows:

A. **Stability by Cronbach's Alpha Coefficient Method**: This method is based on calculating the Cronbach alpha coefficient for all Dimensions of the questionnaire and the total score of its paragraphs, and the following table (5) shows the results:

Table 5: Cronbach's alpha coefficient for all dimensions of the resolution and the total score of its paragraphs

Dimensions	Number of Items	Cronbach's Alpha Coefficient
The First Dimension: Vitality	8	0.855
The Second Dimension: Dedication	8	0.899
The Third Dimension: Absorption	8	0.904
Total Marks	24	0.937

It is evident from the previous table that the Cronbach alpha coefficients were high, and ranged between (0.855 to 0.904), and the Cronbach alpha coefficient for the overall score for the Job Engagement Questionnaire (0.937), and this indicates the stability of the questionnaire and the stability of its results.

B. **Split Half Coefficient**: This method is based on dividing the questionnaire and its fields into items of individual ranks, items of even ranks, calculating the correlation coefficient between them, and then using the Spearman Brown equation to correct the coefficient (Spearmen- Brown Coefficient) according to the equation $\dfrac{2R}{R+1}$,The results are as in the following table:

Table 6: shows the correlation coefficient between the single-ranks paragraphs and the even-ranks paragraphs for the dimensions of the resolution and the total score

Dimensions	Paragraphs	The Correlation Coefficient Of Individual Paragraphs With The Total Score	The Correlation Coefficient Of Marital Paragraphs With The Total Degree	Correlation Coefficient Between Odd And Even Paragraphs	Corrected Correlation Coefficient
The First Dimension: Vitality	8	0.692	0.765	0.706	0.827
The Second Dimension: Dedication	8	0.747	0.679	0.613	0.760
The Third Dimension: Absorption	8	0.661	0.790	0.681	0.810
Total Marks	24	0.885	0.881	0.862	0.926

The previous table shows that the correlation coefficients between the individual ranks paragraphs and the even ranks paragraphs are statistically significant, and the correlation coefficient for the total score was (0.862), and after correction it was reported using Spearman Brown's equation (0.926). These high rates reassure researchers of the stability and validity of the results.

Correcting Job Engagement Questionnaire: Respondents were granted freedom of response on a gradient scale consisting of ten ranks, and therefore their approval scores ranged between (1-10).

Data Analysis and Hypothesis Testing

The researchers presented a presentation of the characteristics of the study sample by describing it statistically, answering the study questions and testing the hypotheses. This is done by relying on the most appropriate statistical tests, where the alignment of the data curve has been verified in order to determine the best statistical tests.

The Statistical Description of the Study Sample

The following table shows the personal characteristics of the study sample according to the variables of sex, age, academic qualification, years of service and job description:

Table 7: Distribution of the study sample according to personal characteristics

Section	Variables	Number of Items	Percentage
Gender	Male	223	75.90
	Female	71	24.10
Age	30 years or less	35	11.90
	31 - 40 years old	110	37.40
	41-50 years old	98	33.30
	More than 50 years old	51	17.30
Qualification	Diploma	58	19.70
	Bachelor	106	36.10
	Postgraduate	130	44.20
Years Of Service	5 Years Or Less	50	17.00
	6 - 10 Years	66	22.40
	11 - 15 Years Old	62	21.10
	Over 15 Years Old	116	39.50
Job Description	Administrative	231	78.60
	Academic With A Management Position	63	21.40
Total		294	100.0

It is evident from the previous table that most of the study sample is male (75.90%), while the percentage of females is (24.10%), and this reflects the university's need for male employees more than females, because males are more able to withstand pressure and deal with students, in addition to accepting The males have more administrative specialization than the females. It is also clear from the table that the ages of the study sample differed, and most of them were from the age group (31-40 years) with a percentage (37.40%), which is a group that represents most members of the Palestinian community, while most of the sample members came from the study holders Higher education by (44.20%), because most universities rely on experienced, skilled, competent and scientific qualifications to recruit administrative cadres, and there is also a remarkable tendency for administrators to complete their education, in addition to their desire to obtain an academic position. The table also shows that most of them have High experience and that most of the sample members are administrators at a rate of (78.60%), and some of them work as an academic in a managerial position (21.40%).

Results of the Study Questions and Their Discussion

Q1-: What is the level of job engagement among the administrative employees in Palestinian universities?

In order to answer the question, the researchers used appropriate descriptive tests such as arithmetic means, standard deviations, relative weights and ranks for the paragraphs and Dimensions of the Job Engagement questionnaire, and the following is an explanation of the results:

Table 8: the arithmetic mean, standard deviation, relative weight and rank of Job Engagement and the overall score for its paragraphs

Job Engagement Dimensions	SMA	Standard Deviation	Relative Weight	Rank
Vitality	8.088	1.470	80.88	3
Dedication	8.252	1.369	82.52	1
Absorption	8.216	1.333	82.16	2
Total Marks	8.185	1.319	81.85	

It is evident from the table that the level of job engagement among administrative employees in Palestinian universities was high and reached (81.85%), and it is evident that the second field of dedication ranked first with relative weight (82.52%), followed by the field of absorption (82.16%), and finally the field of vitality With a relative weight (80.88%), therefore, the administrative employees in Palestinian universities have a strong job link, and this is due to several factors, including the employee's social position in academic institutions, in addition to the nature of work in academic institutions, which gives the individual knowledge and information that helps him manage his profession and daily life affairs, In addition to the innovation in academic work, which

often does not follow routine work procedures due to the rapid development from one semester to another, and from one university year to another.

These results are consistent with the results of a study (Hamad and Dahlis, 2016) conducted on Palestinian universities, and the researchers believe that the reason for the agreement is due to the agreement in the dimensions of the tools used for job engagement, and it also agreed with the results of (Sugianingrat, et. Al, 2019; Sivapragasam & Raya, 2018), and perhaps this is due to agreement with these studies in terms of the job engagement dimensions used. The following is an explanation and analysis of the Job Engagement paragraphs:

Table 9: the arithmetic mean, standard deviation, relative weight and rank of the first field "vital" paragraphs and the total score for its paragraphs

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Rank
1.	When I wake up in the morning, I feel happy going to work.	7.708	2.066	77.08	7
2.	I always persevere even when things don't go well.	7.864	1.751	78.64	6
3.	I keep working for long hours without getting bored.	7.652	1.842	76.52	8
4.	I am intellectually flexible when performing my duties (I think with an open mind).	8.140	1.826	81.40	5
5.	I feel energetic while I am doing my job.	8.180	1.656	81.80	4
6.	Feel the pleasure of working when the daily tasks are done.	8.361	1.735	83.61	2
7.	I am energetic to provide assistance to co-workers.	8.269	1.687	82.69	3
8.	I would like to work in a serious team.	8.548	1.597	85.48	1
Vitality		8.088	1.470	80.88	

It is evident from the previous table that Paragraph No. (8) Received the first rank and its text (I would like to work within a serious work team), with relative weight (85.48%), because seriousness in work saves effort and time, especially within a group and a work team, while the lowest paragraphs No. (3), and it states (I continue my work for long hours without getting bored), with a relative weight (76.52%). Although it got the last rank, it came with a high relative weight, because working in academic institutions requires great effort, and time is used to complete the tasks, And the employee's vitality is that he performs some tasks in time outside the framework of the official working hours and delays in his office.

These results are consistent with the results of the study (Hamad and Dahlis, 2016), and the reason for the agreement is due to the convergence of the current study category with the categories of these studies.

Table 10: the arithmetic mean, standard deviation, relative weight and rank for the paragraphs of the second field "dedication" and the total score for its paragraphs

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Rank
9.	I feel rushed to work.	7.942	1.880	79.42	8
10.	My job is my motivation.	8.003	1.770	80.03	7
11.	I find that my job has a clear meaning and purpose.	8.129	1.763	81.29	5
12.	I take pride in the work I do.	8.561	1.695	85.61	2
13.	I completely understand the purpose of the work that I do.	8.378	1.540	83.78	3
14.	My job is a challenge for me.	8.119	1.668	81.19	6
15.	I strive to improve my abilities to be more influential in my work.	8.259	1.464	82.59	4
16.	I take responsibility for all the tasks that I do.	8.626	1.434	86.26	1
Dedication		8.252	1.369	82.52	

It is evident from the table that all paragraphs have high relative weights, as Paragraph No. (16) received the first rank and its text (I bear responsibility for all the tasks that I perform), with a relative weight (86.26%), and bearing responsibility from the requirements of administrative work, because the individual does his work The tasks entrusted to him and his assuming responsibility make him more able to avoid mistakes and correct deficiencies and address them, while Paragraph No. (9) came last and states (I feel motivated to work), with a relative weight (79.42), which is a high percentage, and this indicates the dedication he shows The employee is in his work, because he considers his work a national, moral and religious duty, and he seeks to achieve his personal goals and the goals of his organization by exerting more effort and dedication in performing the tasks and responsibilities. These results are consistent with the results of the study (Hamad and Dahlis, 2016), and the researchers believe that the reason for the agreement may be due to the nature of dedication in business organizations and its importance in completing work and assuming responsibilities, in addition to the agreement with the study (Hamad and Dahlis, 2016) in Target group.

Table 11: the arithmetic mean, standard deviation, relative weight and rank for the paragraphs of the third field "absorption" and the total score for its paragraphs

#	Paragraphs	SMA	Standard	Relative	Rank

			Deviation	Weight	
17.	While at work, I focus on my work without being distracted by other things.	8.228	1.537	82.28	4
18.	I do my job and not feel the passage of time.	8.225	1.635	82.25	5
19.	It's hard to separate myself from my job.	7.670	1.907	76.70	8
20.	I feel so absorbed in my work.	7.863	1.826	78.63	7
21.	I feel so happy when I work so intensely.	8.194	1.687	81.94	6
22.	I stand up to work pressure.	8.483	1.479	84.83	2
23.	Avoid making mistakes that you previously made.	8.636	1.462	86.36	1
24.	I work actively regardless of the work stress around me.	8.429	1.55	84.29	3
	Absorption	8.216	1.333	82.16	

It is evident from the previous table that all the paragraphs have high relative weights, and it is also clear that Paragraph No. (23) obtained the first rank and states (to avoid making mistakes that I have made), with a relative weight (86.36%), and this is due to the fact that the administrative staff in universities The Palestinians have the abilities and qualifications that make them able to overcome obstacles and challenges, benefit from their previous experiences and avoid mistakes that were previously made, because this is one of the characteristics and characteristics of a successful administrator, and Paragraph 19 came last and states: My job), with a relative weight (76.70%), which is also a high percentage, and it was found that there is a good level of job absorption among employees, and that they have the ability to withstand pressures and continue working regardless of the circumstances and frustrating factors.

These results are consistent with the results of the study (Hamad and Dahlis, 2016), and this agreement is due to the nature of absorption itself, as it is one of the variables that has received the attention of most institutions, especially the academic ones, and these results are in agreement with the results of (Sugianingrat, et. Al, 2019; Sivapragasam & Raya, 2018; Perhaps this is due to the researchers' agreement with these studies regarding the procedural definition of absorption and the construction of the study's questionnaire in its light.

The Results of the Second Question, Which States:

Q2-: Are there statistically significant differences between the respondents' responses about the level of job engagement among the administrative employees in Palestinian universities due to variables: gender, age group, academic qualification, years of service, and job status?

To answer the second question, the researchers tested the main hypothesis and the hypotheses stemming from it, using the Independent Samples T test according to the variables of type and job description, and the One Way ANOVAs test for differences between three groups or more, according to for variables of age group, academic qualification and years of service:

H0$_1$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents regarding the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to variables: gender, age group, academic qualification, years of service, and job status.

The First Main Hypothesis Stems From The Following Sub-Hypotheses:

H0$_{1-1}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the gender variable.

Table 12: T-test for the differences between respondents' responses according to the gender variable

Section	Gender	Number of Items	SMA	Standard Deviation	T value	Probability Value
Job Engagement	Male	223	8.132	1.401	1.218	0.224
	Female	71	8.351	1.013		

* Tabular t is at degrees of freedom (292) and the level of significance (0.05) equals (1.98)

It is evident from the previous table that the probability values were greater than the significance level (0.05), and the calculated t values were less than the tabular t value, and this indicates that there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) between the respondents' responses about the level of correlation. Job Engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the gender variable. The researchers interpret these results in the light that most academic institutions do not differentiate between male and female, and that all employees have the same level of supervision and the nature and characteristics of the tasks assigned to them. Consequently, the sample responses to the job engagement variable were close and there were no differences attributed to the gender variable. Results with the results of (Po Derham, 2018) and Al-Karawi (2016).

H0$_{1-2}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents regarding the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the age group variable.

Table 13: The one-size-fits-all analysis test for the differences between respondents' responses according to the age group variable

Section	The Source Of	Total	Degrees Of	Average Of	F	Probability

	The Contrast	Averages	Freedom	Squares	value	Value
Job Engagement	Between groups	10.548	3	3.516	2.040	0.108
	Within groups	499.733	290	1.723		
	Total	510.280	293			

* F Tabularity at degrees of freedom (290 - 3) and a level of significance (0.05) equal to (2.605)

It is evident from the table that the probability value on job engagement is greater than the significance level (0.05), and this indicates that there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about the level of job engagement due to the age group variable.

H0$_{1-3}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents regarding the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the scientific qualification variable.

Table 14: The one-way analysis of variance test for the differences between respondents' responses according to the scientific qualification variable

Section	The Source Of The Contrast	Total Averages	Degrees Of Freedom	Average Of Squares	F value	Probability Value
Job Engagement	Between groups	6.325	2	3.163	1.826	0.163
	Within groups	503.955	291	1.732		
	Total	510.280	293			

* F Tabularity at degrees of freedom (291 - 2) and a level of significance (0.05) equal to (2.996)

It is evident from the table that the probability value on job engagement is greater than the significance level (0.05), and this indicates that there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) regarding job engagement among administrative employees in Palestinian universities in Gaza Strip. Attributed to the scientific qualification variable.

H0$_{1-4}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between respondents' responses about the level of job engagement among administrative employees in Palestinian universities in Gaza Strip due to the variable of years of service.

Table 15: The one-way analysis of variance test for the differences between the respondents' responses according to the variable of years of service

Section	The Source Of The Contrast	Total Averages	Degrees Of Freedom	Average Of Squares	F value	Probability Value
Job Engagement	Between groups	4.928	3	1.643	0.943	0.420
	Within groups	505.352	290	1.743		
	Total	510.280	293			

* F Tabularity at degrees of freedom (290 - 3) and a level of significance (0.05) equal to (2.605)

It is evident from the table that the probability values on job engagement were greater than the significance level (0.05), and this indicates that there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between respondents' responses about the level of job engagement among the administrative employees. In the Palestinian universities in Gaza Strip, they are attributed to the variable of years of service, and these results are consistent with the results of the study (Po Derham, 2018), and the researchers interpret these results in the light that the study sample and despite the different years of service, they work in academic institutions with their own characteristics, and it is one of the leading institutions in the sector. Gaza is considered one of the largest Palestinian universities and has buildings and laboratories that provide the necessary capabilities for its employees, and therefore no differences in job engagement due to years of service appeared.

H0$_{1-5}$: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the variable of job status.

Table 16: T-test for the differences between the respondents' responses according to the job description variable

Section	Job Description	Number of Items	SMA	Standard Deviation	T value	Probability Value
Job Engagement	Administrative	231	8.103	1.424	2.062	0.040
	Academic With A Management Position	63	8.487	0.763		

* Tabular t is at degrees of freedom (292) and the level of significance (0.05) equals (1.98)

It is evident from the table that the probability values came less than the significance level (0.05), and the calculated t values were greater than the tabular value of t, and this indicates that there are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents about the level of job correlation. Engagement among the administrative employees in the Palestinian universities in Gaza Strip is attributed to the variable of the job status, and the differences came in favor of the academic in an administrative position, and perhaps this reflects that the academic has advantages and characteristics of work more obvious than administrative positions, and work in the academic field and in administrative positions imparts

sufficient knowledge to the employees and enhances them Social status, and they have a strong connection with the goals of the university and its entity.

Conclusions

The following Results and recommendations were reached:

- The results of the data analysis showed that the level of job engagement among administrative employees in Palestinian universities was high and reached (81.85%). The second field of dedication ranked first with relative weight (82.52%), followed by the field of absorption (82.16%), and finally the area of vitality. With a relative weight (80.88%).

- The results showed that there were no statistically significant differences between the respondents' responses about the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the variable of gender, years of service, age group, and educational qualification.

- There are statistically significant differences between the respondents' responses about the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the variable of work status, and the differences came in favor of the academic in an administrative position.

Recommendations

Although most of the ratios were high, and the results were positive, the researchers identified some of the lowest proportions with relative weight, and some recommendations were formulated in light of them, and the recommendations came as follows:

- Giving administrative employees in Palestinian universities skills in managing daily work situations and problems.

- Showing adequate attention to the feelings of employees, meeting their desires and needs, and providing support to overcome their problems

- Building work teams within Palestinian universities with diverse capabilities and skills to accomplish difficult tasks.

- Merging new employees with those with expertise in order to benefit from their expertise.

- Giving employees the abilities and skills in self-management, setting priorities and formulating goals.

- Making changes in line with the requirements of reality and using the latest devices and technologies that help the employee to perform his duties.

- Providing a work environment that supports creativity and developing creative ideas for employees.

- Granting incentives and rewards to employees who appear overworked.

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