Journal of Neonatal Surgery
ISSN(Online): 2226-0439
Vol. 14, Issue 21s (2025)
https://www.jneonatalsurg.com

OPEN ACCESS

Measuring the level of functional harmony of the members of the teaching bodies in the colleges of physical education and sports science in the southern region

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Cite this paper as: Firas Shaker Rashed, Prof. Bassem Sami Shahid, (2025). Measuring the level of functional harmony of the members of the teaching bodies in the colleges of physical education and sports science in the southern region. *Journal of Neonatal Surgery*, 14 (21s), 1172-1180.

ABSTRACT

The study aimed to develop, standardize, and apply a scale for the level of job harmony among faculty members in the College of Physical Education and Sports Sciences in the Southern Region. It also aimed to identify the level of job harmony among faculty members in the College of Physical Education and Sports Sciences in the Southern Region and derive criteria and standard levels for job harmony among faculty members in the College of Physical Education and Sports Sciences in the Southern Region. The researcher adopted a descriptive approach using a survey method, correlational relationships, and normative studies to suit the nature of the problem and achieve the research objectives. The research population consisted of (420) faculty members in colleges of physical education and sports sciences in the Southern Region of Iraq. The sample was selected intentionally, consisting of (210) employees, representing (50%) of the research population. The study came out with the following most important conclusions: The scale designed by the researcher has the ability to measure the level of functional harmony among faculty members in the faculties of physical education and sports sciences in the southern region. The functional harmony scale showed that his sample was at a good level. The researcher recommended that the functional harmony scale be adopted on other samples.

Keywords: *functional harmony, physical education and sports science, southern region, teaching bodies*

INTRODUCTION

Job harmony is one of the key factors affecting faculty performance and satisfaction with the work environment. It reflects the extent to which faculty members are aligned with their job, colleagues, and the culture of the college they work in. When job harmony is high, faculty members feel comfortable, motivated, and positive, which is reflected in their productivity and creativity. The level of job harmony depends on several factors, such as clarity of tasks, opportunities for growth and development, work-life balance, and a supportive organizational environment. Conversely, low job harmony can lead to feelings of stress, tension, and job dissatisfaction, which impacts performance and increases employee turnover rates. Therefore, successful organizations focus on enhancing job harmony by building a work environment that encourages collaboration, provides opportunities for employee development, and fosters a culture of respect and appreciation, contributing to the efficient and effective achievement of organizational goals. The importance of this research lies in its being a recent study that addresses theoretical and applied frameworks to determine the level of functional harmony among faculty members. Functional harmony is an important topic that receives great attention from researchers and academics. It also attempts to enrich scientific research to benefit society and educational institutions in the southern region with information about the level of functional harmony and how to achieve it. This is achieved by constructing a scale to measure the level of functional harmony among faculty members in the colleges of physical education and sports sciences in the southern region.

Research Problem

University educational institutions live in a reality that must be improved, developed, and their essential capabilities evaluated. Functional harmony also contributes to adding value to faculty members and positively motivating them to provide the best scientific value they possess. The researcher sensed the problem of this research stemming from the difficult reality faced by universities in general in Iraq, in terms of their fluctuating overall level and their weak ability to keep pace with development and enter advanced scientific contexts. When we talk about university development, the functional harmony of faculty members in the colleges of physical education and sports sciences quickly comes to mind. Sports in the southern region of Iraq, whether at the administrative or educational levels, require the best methods to improve the quality of the administrative process and its contribution to the advancement and success of the academic institution by achieving functional harmony. Universities, in general, require an important principle of work, namely functional harmony and the ability to keep pace with the development taking place in Iraqi and international universities in general.

Research Objectives

1-To develop, standardize, and implement a scale for the level of functional harmony among faculty members at the College of Physical Education and Sports Sciences in the southern region.

2- To identify the level of functional harmony among faculty members at the College of Physical Education and Sports Sciences in the southern region.

3-To derive criteria and standard levels for functional harmony among faculty members at the College of Physical Education and Sports Sciences in the southern region.

Research Areas:

Human Domain: Faculty members in the Colleges of Physical Education and Sports Sciences in the Southern Region

Spatial Domain: Colleges of Physical Education and Sports Sciences in the Southern Region

Time Domain: From October 14, 2024 to March 2, 2025

Definition of Terms:

Job Harmony:

Job harmony is a state of compatibility and harmony between an employee and their work environment, such that the employee feels satisfied and happy with their job, performs their work efficiently, and is free from excessive pressure or stress. Job harmony helps enhance job performance and increases employee productivity. (1)

Research Methodology and Field Procedures

Research Methodology: The research methodology is "a method that relies on inductive and deductive thinking, the use of scientific observation methods, hypothesis-making, and experimentation to solve a specific problem and reach a specific result" (2). Therefore, the researcher adopted the descriptive approach, utilizing the survey method, correlational relationships, and normative studies, as it is appropriate to the nature of the problem and achieves the research objectives.

The Research Community and Sample:

The research community is "all components of the phenomenon being studied by the researcher" (3). The research sample, on the other hand, "represents a number of individuals or objects selected according to a specific rule or method from the statistical community that represents this community" (4). The research community consisted of (420) faculty members in the colleges of physical education and sports sciences in the southern region of Iraq. The sample was chosen intentionally, consisting of (210) employees, representing (50)% of the research community. The researcher selected samples from the research community in accordance with the main steps to solve the research problem, as follows:

First: The sample for the initial application (exploratory experiment) of the scale: The sample for the exploratory experiment of the scale consisted of (10) employees, representing (4.76%) of the total research sample.

Second: The scale's construction sample: It consisted of (110) employees, representing (52.38%) of the total research sample.

Third: The scale's main application sample: The scale's main application sample consisted of (90) employees, representing (42.85%) of the total research sample, as shown in Table (1).

Table (1)shows the research community and its sample.

Main experiment sample	Scale construction sample	pilot study sample	Total number of research community
90	110	10	210

Methods and devices used in the research:

Methods of collecting information and data:

- Arabic and foreign sources.
- Internet
- Observation
- Personal Interviews
- Questionnaire

(1) Leung, K., Brew, F. P., Zhang, Z. X., & Zhang, Y, 2011, Harmony and conflict: A crosscultural investigation in China and Australia, Journal of Cross-Cultural Psychology, 42 :795–816

(2) Wajih Mahjoub: Scientific Research Methods and Approaches: Dar Al-Hikma for Printing and Publishing, Baghdad, 1993, p. 272.

(1)Sami Muhammad Malham: Research Methods in Education and Psychology, Amman, Dar Al-Masirah, 6th ed., 2010, p. 269.

(2)Muhammad Abd al-Hamid: Scientific Research in Media Studies, 1st ed., Cairo, Alam al-Kutub, 2000, p. 130.

• Tests and Measurements

Research Equipment and Tools:
• Fujitsu Laptop
• A4 White Paper
• Pencils
• Kenko Handheld Calculator

2Main Research Procedures:
To achieve the objectives of the current research, a scale was developed to measure the level of job harmony among faculty members in the Colleges of Physical Education and Sports Sciences in the Southern Region for the academic year (2024-2025).

Procedures for Developing a Scale for the Level of Job Harmony:

Defining the Purpose of Developing the Scale:
One of the important steps in developing a specific scale is to clearly define the purpose (goal) of the scale and the intended use of this scale. The purpose of developing a scale for job harmony is to identify the pressures and obstacles facing faculty members while performing their duties and job tasks, in terms of work conditions, the role the faculty plays in the college, and the overlap between the two. The workload and burden generated by performing multiple tasks simultaneously, etc., to determine their impact on the work of employees in the faculties of physical education and sports sciences in the southern region.

Defining the phenomenon to be measured:
Before constructing the research instrument (scale), the purpose of constructing this instrument must be clearly defined and the need for this instrument must be determined. The purpose of constructing the scale for this study was to identify the level of job harmony among faculty members in the faculties of physical education and sports sciences in the southern region.

Defining the scope of the scale:
By reviewing scientific sources, references, and previous studies related to public administration and sports management, as well as some scales, and seeking the opinions of some experts in this field, the researcher identified (5) areas related to job harmony: (job satisfaction, job stability, rewards and appreciation, relationships between colleagues, and professional development). The researcher then designed a questionnaire for the scope of the scale, which was presented to those with experience and expertise in physical education and related disciplines. Management and Organization Science, and their number was (17) experts and specialists, in order to determine the main areas for building a measure of the level of functional harmony and to make any observations about the validity of the areas or modifying them, as in

Table (2)Shows the percentage and Chi-square value of the experts' opinions for the functional harmony scale domains.

T Domains Valid Percentage Not Valid Percentage Chi-square Sig Significance

	Areas	**Suitable**	Percentage	Not valid	Percentage	CA2	sig	Significance
1	Job Satisfaction	**13**	76.74%	4	23.52%	4.76	0.00	Semantic
2	Job Stability	**14**	82.35%	3	17.64%	7.11	0.00	Semantic
3	Rewards and Recognition	**17**	100%	0	0%	17	0.00	Semantic
4	Coworker Relationships	**16**	94.11%	1	5.88%	13.23	0.00	Semantic
5	Career Development	**15**	88.23%	2	11.76%	9.94	0.00	Semantic

Based on the experts' responses, some domains were excluded, others were modified, and the following domains were accepted:
1. Job Satisfaction
2. Job stability.
3. Rewards and recognition.
4. Colleague relationships.
5. Professional development.

Determining the validity of the functional harmony scale items:
The researcher presented the scale items to experts and specialists after designing a questionnaire for each scale. This was done to determine the validity of the scale items. The researcher asked the experts and specialists to provide their comments on the validity of the wording of the items, their content, their soundness, the main areas, and the relevance of each item to the field in which it was developed. They also included their comments and suggestions on the scale in general and on the use of the five-point rating scale. After the experts and specialists expressed their opinions and comments on the scale items, the researcher analyzed the scale results by extracting the percentages. These values represent the opinions of (17) experts regarding the functional harmony scale in the field of management and organization, as shown in Table (3).

Table (3): shows the numbers and percentages of experts' agreement on the functional harmony level items.

Paragraph Sequence	percentage	Paragraph Sequence	percentage	Paragraph Sequence	percentage
1	%88.23	11	%88.23	21	%100
2	%94.11	12	%94.11	22	%88.23
3	%100	13	%100	23	%82.35
4	%88.23	14	%89.99	24	100%
5	%82.35	15	%82.35	25	%95.55
6	%70.58	16	%94.11	26	%94.11
7	%94.11	17	%100	27	%100
8	%89.77	18	%88.23	28	%88.23
9	%100	19	%100	29	%82.35
10	%94.11	20	%52.94	30	%94.11

Correcting the scale items:
The researcher used a five-point rating scale after presenting it to a group of experts and specialists. The rating scale for the scale items (response alternatives) consists of five alternatives (always, often, sometimes, rarely, never). The scoring method is shown in Table (7). To obtain the total score for each individual in the sample, the respondent's scores corresponding to the chosen alternative are summed.

Table (4) shows the rating scale and the method for correcting the scale items.

Appreciation	always	mostly	sometimes	rarely	never
Correction	5	4	3	2	1

Exploratory Test of the Two Scales:
The experimental test is considered "practical training for the researcher to identify the negatives and positives encountered during the test, in order to address them." [5] After the functional harmony scale was constructed and ready for implementation, the researcher conducted an experimental test of the scale, a suitable period prior to the final implementation of the research. He distributed the scale (level of functional harmony) to a sample of (10) instructors in the faculties of physical education and sports sciences in Dhi Qar Governorate on November 1, 2024 AD. The purpose of the experimental test was to prepare the grounds for success in implementing the main scale and to determine the time required for the employee to complete the questionnaire. It was found that completing the questionnaire took (10) minutes for the scale. It was also intended to ensure the sample understood the scale items and to avoid any obstacles or difficulties that the researcher might encounter in the future. The researcher explained how to answer the questionnaire to the sample members, allowing them to inquire and verify the competence of the auxiliary staff, who were distinguished by their competence.

Main Experiment:
The researcher conducted the main experiment by distributing the scale's questionnaires to obtain and record information from November 20, 2024 to December 25, 2025. The goal was to analyze the items by identifying the item difficulty for each scale, the item's distinctiveness, and the effectiveness of the alternatives in the scale's items. The main experiment was as follows:

Applying the Functional Harmony Level Scale to the construct sample:
The researcher distributed the Functional Harmony Level Scale to the construct sample, which consisted of (110) instructors in the faculties of physical education and sports sciences in the southern region.

Statistical Analysis of the Scale Items:
This refers to "a study that relies on the logical, statistical, and experimental analysis of test units to determine their

(1) Qasim Hassan Al-Mandlawi: Tests and Measurement in Physical Education, Mosul, Dar Al-Kitab for Printing and Publishing, 1989, p. 156.

characteristics and to delete, modify, replace, add, or rearrange these items to achieve a reliable and valid test in terms of length and difficulty." [6]"There are numerous methods for statistical analysis, and the researcher relied on the method The two extreme groups for analyzing the items of the two scales.

Discriminating power:
Discriminating power is determined by determining the total score of the sample members' responses in the study. The questionnaires are then arranged in descending order. Two extreme groups are then selected, representing 29.7% of the total sample subjected to measurement: a superior group represented by the individuals who obtained the highest scores, and a inferior group represented by the individuals who obtained the lowest scores. Thus, the researcher had two superior and inferior groups, each consisting of (30) individuals. To calculate the discriminating power of the item, the t-test was used. After applying statistical operations to extract the discriminating power of the items, the following results emerged:
1. The discriminating power of the functional harmony level scale ranged between (15.94) and (44.71).
2. No item was excluded because all items had a high discriminating power. Table

Internal Consistency Coefficient:
The researcher used this method because it demonstrates the degree of homogeneity of the items, as there may be duplicate items that measure different dimensions. The Pearson correlation coefficient was used between:
1-The sample members' scores on each item and their scores on the scale as a whole.
2- The score of each item with the total score of the scale.
Using the statistical package (SPSS). After completing the statistical analysis process, it was found that all items were consistent.

Scientific Foundations of the Two Scales:
Validity: Validity means that "the task of the test **is to actually** measure and evaluate the characteristic for which the test was designed[7] . It is one of the most important criteria for test quality and is considered one of the basic characteristics in constructing tests and scales. The researcher verified the validity of the two scales through:

First: Judges' Validity:
This type of validity means presenting the scale to a group of experts and specialists in the field in which the test is being conducted. If the experts confirm that this test or The scale measures the behavior or trait for which it was designed, so it is valid and the researcher can rely on it [8]. The researcher verified this type of validity by presenting the two scales to a group of experts to determine their suitability for measuring what they were designed for. This was achieved after removing and modifying some items and retaining the items that received the experts' approval.

Second: Construct Validity:
Construct validity is one of the most appropriate types of validity for constructing scales because it relies on experimental verification of the extent to which item scores match the characteristic or concept to be measured [9].The researcher verified the construct validity of the two research scales through (the discriminating power of the items)

Reliability:
A reliable test is one that produces similar results, or the same results if applied more than once under similar conditions [10]. It is one of the essential elements in preparing tests and scales and relying on their results. There are many methods for verifying the degree of scale stability. The researcher used the Cronbach's alpha method to verify the scale's stability because it is used for any type of objective or essay questions [11]. He extracted stability using this method by applying the equation to the sample members of the scale's construction, which amounted to (110) employees, using the statistical package (SPSS).

(1)Muhammad Abd al-Salam Ahmad: Psychological and Educational Measurement, Cairo, Nahdet Misr Library, 1980, p. 43.

(1)Marwan Abdul Majeed Ibrahim: Scientific Foundations and Statistical Methods for Testing and Measurement in Physical Education, Amman, Dar Al-Fikr for Printing, Publishing and Distribution, 1990, p. 13.

(1) Mustafa Hussein Bahi: Scientific Transactions between Theory and Practice - Reliability - Validity - Objectivity - Standards, Cairo, Book Center, 1999, p. 23.

(2)Sarmed Ahmed Musa: Constructing a Scale to Evaluate the Coach's Role in the Training Process from the Perspective of First Division Football Club Players, Master's Thesis, College of Physical Education, University of Baghdad, 2003, p. 42.

(3)Nader Fahmi Al-Zayoud and Hashim Amer Alian: Principles of Measurement in Education, 3rd ed., Amman, Dar Al-Fikr for Publishing and Distribution, 2005, p. 145..

(4)Saleh Arshad Al-Aqili and Samer Mohammed Al-Shaib: Statistical Analysis Using the SPSS Program, 1st ed., Amman, Dar Al-Shorouk for Publishing, 1988, p. 282.

It was found that the value of the reliability coefficient for the job harmony level scale equaled (0.932), which is considered a highly reliable indicator.

Skewness Coefficient:

Most sample distributions are not completely symmetrical and may skew toward one side of the maximum value more than the other. This deviation from symmetry is called skewness [(12)]If the values of a variable are centered toward small values more than toward large values, the distribution of that variable is skewed to the right and is called positively skewed. If the opposite is true, it is negatively skewed [(13)]. To determine how close or far the sample's responses were from a normal distribution, the researcher calculated the skewness coefficient. The value of the skewness coefficient for the functional fit scale reached (0.66), which is a positive value. This indicates that the normal curve is skewed to the right, and the value the researcher arrived at is a low value, indicating that the sample was distributed in a manner that is almost close to the typical distribution, which equals (zero) the closer it is to (+-3).

Table (5): shows the skewness coefficient for the functional harmony level scale.

Scale	arithmetic mean	standard deviation	Contrast	standard error	Coefficient of skewness	highest value	Minimum value
Functional harmony	138.01	14.33	195.05	1.372	0.66	150	97

Scale Standard Scores:

The raw scores obtained by the researcher from applying the scale are not important or useful unless they are compared to other scores, because they do not give us an idea of what we are measuring unless they are converted into standard scores. Therefore, raw scores must be processed statistically to convert them into standard scores. Standard scores are "scores that express each individual's score based on the number of standard deviation units of their score from the mean.**[(14)]"** To obtain the standard scores, the researcher used the statistical package (SPSS) to convert raw scores into standard scores. The following equations were applied: Standard score (raw score - arithmetic mean divided by the standard deviation) and Adjusted score (raw score × 10 + 50) to obtain the (z) and adjusted (t) scores.

Scale Standard Levels:

The researcher used the normal distribution curve (Kauss) to obtain the normal distribution curve for the data represented by the nature of the sample, its number, and the suitability of the tests for it. The larger the sample size, the more appropriate the tests are for it. The sample and tests were appropriate. We approached the distribution of data from the form of the normal curve **[(15)]**as the researcher chose that there be five levels for each scale and the standard scores are divided into (5) levels and the modified standard scores consist of (12) degrees, as shown in Table (6).

Table (6): shows the standard, adjusted, and raw scores and levels of the functional harmony scale.

Levels	Raw score	Sub-grade	Z-score	Repetition	Percentage
Very Good	145 or more	0.48 or more	54.87 or above	4	3.63%
Good	144-133	0.41-0.38	54.18-46.50	22	20%
Average	121-132	0.41-1.18	45.80-38.12	65	59.09%
Low	109-120	-1.25-2.02	37.43-29.75	11	10%
Very Low	97-108	2.86 or below	21.38 or below	8	7.72%

Final Application of the Scale:

After the construction procedures were completed, the scale became ready for application, consisting of (30) items for the Job Harmony Level Scale, distributed across five domains. The researcher applied the scale in its final form to the application sample: faculty members in the colleges of physical education and sports sciences in the southern region, numbering (90) instructors, for the period from (1/1/2025 to 10/2/2025). After analyzing the responses of the final application sample, the

(1)Wadih Yassin Mohammed and Hassan Mohammed Abdul: Statistical Applications and Uses of Computers in Physical Education Research, Dar Al-Kutub for Printing and Publishing, Mosul, 1999, p. 137.

(2) Ali Saloum Mazen Hassan Jassim: Statistics and its applications in the field of sports using the SPSS program, Al-Ghazi Modern Press, Najaf Al-Ashraf, 2008 AD, p. 137.

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(2)Wadih Yassin Muhammad and Hassan Muhammad Abd: The previous source 1999, p. 165.

data was collected using a special form. The final score was calculated as the sum of the scores obtained by the sample respondents on the scale items, with each employee being assigned a score representing their response to the scale.

Statistical Methods:
The researcher relied on the statistical package (SPSS) and the Excel program to arrive at the following statistical methods:
• Percentage
• Chi-square
• Arithmetic mean
• Median
• Standard deviation
• Coefficient of skewness
• t-test for independent samples
• Pearson's correlation coefficient
• Spearman's
• Cronbach's alpha
• Standardized z-score and t-score

Presentation and Discussion of Results
The first and second objectives, namely, constructing a scale for effective leadership styles and another for job cohesion among faculty members in the faculties of physical education and sports sciences in the southern region, were achieved through the procedures the researcher took in constructing and designing a questionnaire, as discussed in Chapter Three.

Presentation of the arithmetic means and standard deviations for the functional harmony level scale:

Table (7): shows the arithmetic means and standard deviation for the functional harmony level scale for the main experimental sample.

Scale	Sample Application	Arithmetic mean	Standard deviation	Standard error	t value	Hypothetical mean	Maximum value	Minimum value	Level
Functional Harmony	90	139.14	15.66	1.65	17.192	90	150	129	Good

Table (18) shows the results of the faculty members in the faculties of physical education and sports sciences in the southern region, numbering (90) faculty members out of (100) due to the non-return of (10) questionnaires. The arithmetic mean of the functional harmony scale was (139.14) and the standard deviation was (15.66) and the level was (good).

Displaying the arithmetic means and standard deviations for the functional harmony level scale and its domains:

Table (8): shows the arithmetic means and standard deviations for the functional harmony scale and its domains.

T	Job Fit Scale and its Domains	Number of paragraphs	Arithmetic mean	Standard Deviation	Value	Hypothetical mean	Error level	Statistical significance
1	Job Satisfaction	6	27.82	3.13	3.43	18	0.00	significant
2	Job Stability	6	25.39	2.77	3.02	18	0.00	significant
3	Reward and Recognition	5	23.97	2.13	3.73	15	0.00	significant
4	Coworker Relationships	6	28.48	2.89	3.86	18	0.00	significant
5	Career Development	7	33.47	4.74	3.15	21	0.00	significant
Job Fit Scale		30	139.14	15.66	17.19	90	0.00	Statistical significance
Significant at the error level (0.00) and the significance level (0.05)								

Table (21) shows the arithmetic means, standard deviations and hypothetical means for each field of the job harmony scale. The arithmetic mean for the field of job satisfaction was (27.82), the standard deviation (3.13) and the hypothetical mean (8), while the arithmetic mean for the field of job stability was (25.39), the standard deviation (2.77) and the hypothetical

mean (18). As for the field of reward and appreciation, the arithmetic mean was (23.97) with a standard deviation of (2.13) and the hypothetical mean (15), while the arithmetic mean for the field of relationships between colleagues was (28.48) with a standard deviation of (2.89) and the hypothetical mean (18). As for the arithmetic mean for the field of professional development, it was (33.47) with a standard deviation of (4.74) and the hypothetical mean of (21) with an error level of (0.00) for all fields and with statistical significance (significant).

Presentation, analysis, and discussion of the results of the functional harmony scale levels:

Table (9): shows the functional harmony scale levels.

Levels	Raw score	Repetition	Percentage
Very Good	145-And more	4	4.44%
Good	133-144	56	62.22%
Average	121-132	30	33.33%
Weak	109-120	0	0%
Very Weak	97-108	0	0%

Table (9) shows that the number of teachers in the faculties of physical education and sports sciences in the southern region who reached a very good level was (4) teachers, which is a percentage of (4.44%), and the good level was (56) teachers, which is a percentage of (62.22%), and the average level was (30) teachers, which is a percentage of (33.33%), and the weak level was (0) teachers, which is a percentage of (0%), and the very weak level was (0) teachers, which is a percentage of (0%), as shown in Figure (5), which shows the frequency chart for the levels of the functional harmony scale.

It shows the levels of job harmony among faculty members in the colleges of physical education and sports sciences in the southern region. The researcher attributes the presence of some members of the research sample at the "very good" and "good" levels to a high degree of compatibility between faculty members and the work environment. This positively reflects on alignment with values and goals, making them more engaged and motivated (job harmony). This means creating harmony that leads to educational success. Leaders who create harmony in the workplace, develop a culture that fosters growth, and find ways to make teams work better together achieve greater success in their organizations. The responsibilities of the administrative and educational apparatus at the university in achieving functional harmony are linked to the necessity of being characterized by ethical principles and values that express its reputation and university ethics, in addition to the consistency of the values of its teachers with their behaviors and the compatibility of their words with their actions, which constitute what is known as university ethical values. Through it, Hernando et al. (2018) confirms that society demands university education based on ethical principles, and that ethical values are the responsibility of universities, but it will not be applicable unless it is also adopted by the teachers who work with students as well as administrators. ([16]) In general, the employee at this level of functional harmony is able to perform his duties with high efficiency, which is positively reflected in performance, productivity and job satisfaction. This is what Ibrahim Lotfy (2007) confirmed that job satisfaction is a set of positive emotional feelings that an individual feels towards his work or job, which expresses the extent of satisfaction that the work achieves for the individual. ([17]) The researcher believes that job satisfaction is the employee's feeling of comfort and complete conviction while performing duties. The researcher explains that some members of the research sample achieved an "average level" of job satisfaction, as this level of job satisfaction is not to be underestimated. The average level of job satisfaction refers to a situation in which the employee is moderately satisfied with their job, but may face some problems or obstacles that prevent them from achieving maximum satisfaction and engagement. In other words, an employee at this level may feel comfortable with some aspects of their job, such as colleagues or the work environment, but may be completely dissatisfied with other factors such as salary, development opportunities, or work pressure. Increased work pressure, in turn, leads to an increased likelihood of work-related accidents that impact the organization's health and success. This is what Ibn Kharour emphasized: "The set of stimuli present in individuals' work environments, which result in a set of reactions that manifest in individuals' behavior at work, their psychological and physical state, or their performance of their work as a result of individuals' interaction with their stressful work environment."([18]) The blind define it as the lack of compatibility or disproportion between the skills and abilities that an individual possesses and what the work requires. ([19])The researcher explains that the research sample's score (weak or very weak) indicates the employee's lack of compatibility with

([1])Asunción Hernando et al., "Ethical Values in College Education: A Mixed-Methods Pilot Study to Assess Health Sciences Students' Perceptions," BMC Medical Education 18, no. 1 (2018): 1 ,https://doi.org/10.1186/s12909-018-1396-7.

(2) Ibrahim Lutfi Talat: Organizational Sociology, Dar Gharib for Printing, Publishing and Distribution, 1st ed., Egypt, 2007, p. 178.

(1) Khair al-Din Ibn Kharour: The Relationship between Work Stress and Job Satisfaction of Teachers in the Algerian Educational Institution, A Study in the Schools of the Municipality of Al-Awinat, Tebessa Province, a supplementary thesis for a Master's degree in Sociology, specializing in Educational Sociology, University of Mohamed Khedou, Biskra, 2010.

(2) Mahmoud Salman Al-Amian: Organizational Behavior, Amman, Wael Publishing and Distribution House, 1st ed., 2002, p. 44

the work environment or corporate culture. This indicates a lack of compatibility with organizational values, as well as a lack of appreciation and respect for the efforts of employees and a lack of motivation and appreciation from management or colleagues, leading to feelings of confusion or frustration.

Conclusions and Recommendations

Conclusions

1. The scale designed by the researcher has the ability to measure the level of job harmony among faculty members in the colleges of physical education and sports sciences in the southern region.
2. The job harmony scale demonstrated that his sample was at a good level.
3. The study calls for studying variables related to job harmony.

Recommendations

1. The researcher recommends adopting the job harmony scale for other samples.
2. Generalize the job harmony scale and make it part of the job performance of professors.
3. The study calls for studying the job harmony scale in other studies and activities.

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