



# THE ROLE OF JOB SATISFACTION IN ENHANCING THE QUALITY OF JOB PERFORMANCE - AN APPLIED STUDY IN IRAQI UNIVERSITIES

Yaamr Abdulateef Hussein

College of Computer Science and Mathematics, Tikrit University, Iraq  
yaamr.a.hussein@tu.edu.iq

Article history:	Abstract:
<p><b>Received:</b> 6<sup>th</sup> February 2022 <b>Accepted:</b> 8<sup>th</sup> March 2022 <b>Published:</b> 26<sup>th</sup> April 2022</p>	<p>The aim of the research is to know the effect of job satisfaction on the quality of job performance in addition to its actual reality. This study is applied to the employees of Iraqi universities and selects Tikrit University as a model. The researcher used the descriptive analytical method through a questionnaire prepared for this purpose. The most important result of this study is finding a correlation between job satisfaction and job performance quality, in addition to a positive, statistically significant effect of job satisfaction, incentive system, and opportunities for advancement and development on job performance quality. The study recommended paying attention to employees and improving their financial and moral conditions, and the necessity for the university administration to work to enhance job satisfaction for Iraqi university employees because it has an impact on increasing the quality of job performance.</p>
<p><b>Keywords:</b> Job Satisfaction, Job Performance, Quality, Incentive System, Opportunities For Advancement And Development.</p>	

## THE FIRST AXIS RESEARCH METHODOLOGY INTRODUCTION:

The organization, in general, seeks to achieve the goals for which it was founded, by applying the vision and mission and changing them into its own goals. This requires providing the appropriate inputs to achieve this, and from these inputs (financial and material resources, human resources, raw materials, etc.).

Human resources are one of the most important of those inputs. Therefore, organizations are working hard to make people work for them the best they can be. In the best case, the human resources in the organization must have certain needs, and these needs can be included according to Maslow's theory of needs, which results in the following: the organization and its departments take into account those needs of its employees, contemplate them, achieve them and try to satisfy them order to raise job satisfaction among their employees.

When job satisfaction is achieved, the quality of job performance in the organization improves. The researcher chose this title because there a correlation between job satisfaction with its dimensions (job satisfaction, incentive system, opportunities for advancement and development) and the quality of job performance by its dimensions (job performance, the quality).

## Research problem:

The research problem is illustrated in the following main research question:

What is the relationship between job satisfaction and the quality of job performance for workers in Iraqi universities?

From this main question the following questions emerge:

What is the relationship between the incentive system and the quality of job performance?

What is the relationship between opportunities for advancement and development and the quality of job performance?

## The importance of the study:

The importance of the research because the variables are important, and the importance can be divided into two parts:

## The Scientific importance:

- 1 .The importance of job satisfaction and its impact on institutional performance in Iraqi universities.
- 2 .The reflection of job satisfaction on the quality of job performance.
- 3 .The incentive system and its reflection on the employees' job satisfaction.
- 4 .Opportunities for advancement and development for employees and their impact on job satisfaction.

## Practical importance:

Assisting Iraqi university officials through its facts, findings, and resulting recommendations, to identify

the reality of employee satisfaction and the factors that help enhance it.

research aims:

**This research aims to:**

- 1 .Knowing the impact of job satisfaction on the quality of job performance.
- 2 .identifying the actual reality of job satisfaction in Iraqi universities.
- 3 .showing the incentive system and its reflection on job satisfaction.
- 4 .explaining the advancement and development opportunities for employees and their reflection on job satisfaction.

**The study sample**

The independent variable is job satisfaction and includes the following dimensions:

- 1 .Job satisfaction
- 2 .Incentive system
- 3 .Opportunities for progress and development

The dependent variable is the quality of job performance and includes the following dimensions:

1. Performance
2. Quality

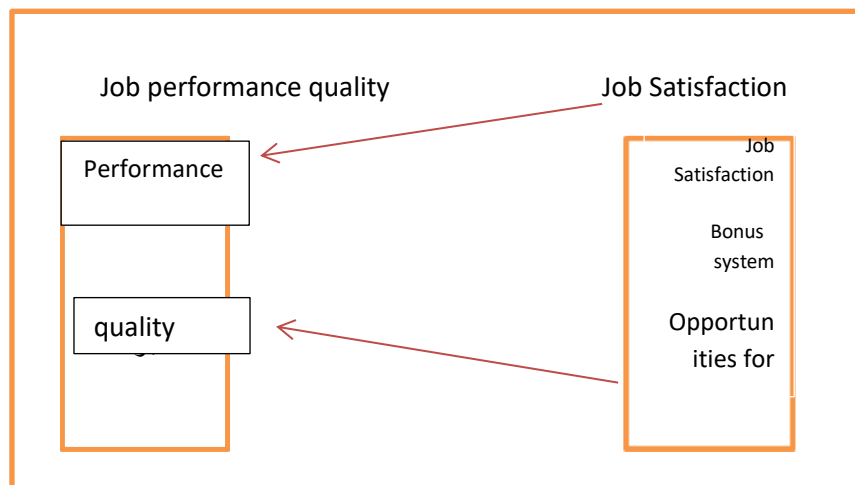


Figure 1 shows the scheme of the study

This figure is prepared by the researcher and with reference to the study (Shafiq, Algeria, 2010)

**The study hypothesis:**

The main hypothesis:

- There is a correlation between job satisfaction and the quality of job performance.
- Sub Hypotheses:
- There is a correlation between the incentive system and the quality of job performance.
- There is a correlation between opportunities for advancement and development and the quality of job performance.

**Research Methodology and Data Collection Tool:**

Methodology: In preparing this study, the researcher used the descriptive analytical method, which clarifies the limits of describing and analyzing this phenomenon in order to reveal its merits, confirm the degree of its existence, and indicate the level of correlation between its variables.

-Spatial and temporal limits of the study: This study was conducted at the University of Tikrit as a model in 2021.

-Data collection tool: The researcher used a questionnaire to collect data for this study, which consists of three sections: The first: demographic information.

The second: the independent variable questionnaire, which is job satisfaction and its dimensions, the incentive system and opportunities for advancement and development.

The third: the dependent variable questionnaire is the quality and dimensions of job performance, job performance and quality.

**Research population and sample:**

The study population consists of employees of Iraqi universities, the University of Tikrit as a model, and the study sample is based on a simple random sampling method.

**THE SECOND PART**

**Theoretical framework**

First- Job Satisfaction:



For decades, researchers have been interested in the subject of job satisfaction and in many fields of science and knowledge in management, sociology, psychology, and others. We will discuss this topic through its concept and its importance, and some theories and types.

First-1: The concept of job satisfaction:

Many researchers have defined the concept of job satisfaction, and its concepts have varied, due to the different view of each researcher about this concept and the aspect it dealt with, and a number of these definitions can be reviewed as follows:

"It is the state in which the individual integrates with their work and his job, or becomes a human being occupied by the job and interacts with it through his career ambition, his desire for growth and progress, and the achievement of his goals through it" Sultan (2004). (Al-Walidy, 2002) defined it as "the positive feeling of the individual towards his work as a result of what is achieved for him because this work satisfies his needs, aspirations and inclinations, and for the individual's compatibility with the requirements of the individual's profession and work environment."

"The literature of organizational behavior refers to job satisfaction, which expresses the individual's feeling of satisfaction and happiness with the work itself and the work environment" (Ashour, 1983).

From the above concepts, it can be said that job satisfaction is the feeling that an individual has about his work as a result of what he obtains from the satisfaction of his various needs, self-fulfillment, and a feeling of happiness and satisfaction through his work.

First-2: The importance of job satisfaction:

Several studies such as Al-Ghamdi (2006) and S. A. M. Hassan (2010) showed that there is great importance in the work of organizations and its development in order to achieve the main objective of their existence, which managers should pay attention to:

1. Increasing the level of job satisfaction among individuals working in the organization leads to a higher level of ambition for them.
2. The increase in the rate of job satisfaction among the employees leads to a decrease in the percentage of absenteeism and continuity of work.
3. The employee's high sense of job satisfaction leads to an increase in the employee's ability to adapt to the work environment, and an increase in his desire for creativity and innovation.
4. The employees' feeling of job satisfaction is reflected in the institution as a whole, as the level of effectiveness, efficiency and productivity increases and creates in the employees the desire to achieve and

improve performance and increases the level of loyalty to the institution.

5. The feeling of job satisfaction among employees is reflected in the society as a whole, where the rates of growth and development are increasing.

### First-3: Theories of job satisfaction:

This section addresses some of the theories that dealt with the interpretation of individuals' behavior, job satisfaction and needs, including:

#### 1. Maslow's Theory of Needs:

According to Abraham Maslow (1954), according to his theory, the satisfaction of the need for workers can be a cause of satisfaction, and vice versa (Abdel-Rahim, 2009).

Maslow explained that there is a hierarchy of these needs, and that whenever a person's specific need is met, he turns to satisfy the need that follows it in the hierarchy. Maslow classified the needs into five groups, according to the importance of the individual, as follows:

1. Physiological needs: It means the individual's need for food, food, clothing and housing.
2. The need for security: It means the individual's need to feel safe and secure.
3. The need to belong: It is a social need and it means the individual's need to be a member of a group and to belong to it.
4. The need for respect: it is the individual's need to feel respected and appreciated by others.
5. The need for self-realization: It is the last need in Maslow's ladder of needs and is at the top of the hierarchy of needs. It is the individual's need for self-realization or a person's mission in this life.

Maslow's study confirms that the fulfillment of these needs will increase the effectiveness of the performance of individuals and thus institutions. Maslow has developed some hypotheses that govern his theory, including:

Man is in constant need, and that unsatisfied need has an impact on his behavior.

Human needs are arranged in order of importance and priority.

The satisfaction of human needs is gradual.

Despite the reality of this theory to some extent, it met with some objections, including Maslow's consideration that all human beings progress in needs in the same way in the satisfaction of needs. In reality, this does not always exist. If people inherit family wealth, their primary needs will be fulfilled with. They then go to satisfy the needs at the top of the pyramid, such as the need for appreciation and the need for self-realization.



Also, it is assumed that the individual satisfies a need every time but it is also possible to satisfy more than one need at the same time, for example, the individual can seek a job and at the same time have social relations (Attia, 2000).

#### 2. Alderfer's Needs Theory:

This theory is somewhat similar to Maslow's theory, whereby Alderfer presented a new classification of the needs of the individual, but it contains three types, and they are as follows:

Survival need is the physiological need according to Maslow.

Connection Need represents a person's connection to the environment.

Growth Need means the human being's endeavor to develop his abilities and qualifications.

This theory was considered complementary to Maslow's theory, through agreement between them in principle, that the satisfaction of workers is achieved by the degree of satisfaction of their needs. Also, there is a fundamental difference as this theory showed that it is possible to achieve more than one need at one time (Sultan, 2004).

#### First-4: Dimensions of job satisfaction:

There are two prominent indicators that have a significant impact on job satisfaction, as shown below:

##### 1. Incentive System:

This system is a set of influences, tools, factors and means that can push an individual and encourage him to adopt a certain behavior, with a desire to obtain the positive results that can result from that behavior (Ahmed, 1999).

In general, it can be said that individuals are moving towards the direction that the organization rewards them for. The rewards incentive may be strong to raise the level of behavior and job performance, or it may lead to the selection of a specific institution to work in.

There are two types of financial and moral incentives. The former represents salaries, bonuses, and others. The latter is represented by books of thanks, appreciation, respect, participation in setting goals, and others (Khalifa, 2008).

##### 2. Opportunities for advancement and development:

Career progression and development is a life-long process of managing the progress, learning, development and transformations of the individual to enable him to actively participate in work and productivity. It is an important and essential element in achieving the individual's personal well-being and self-realization, and this is possible through the individual's acquisition of new skills and university certificates that qualify them to support the possibility of obtaining

opportunities for advancement and career development in their work. (Khader, 2019).

It means opportunities for progress and development, linguistically, to provide the appropriate time to do a particular job, i.e. the employee obtaining the appropriate time for his progress and career development. Also, this means obtaining a bonus, promotion, or giving him the opportunity to be able to improve his skills or obtain a higher certificate that qualifies him to advance career or obtain a higher position or an advanced rank.

#### Second - the quality of job performance:

##### Second-1: Job performance:

Job performance as the first dimension of the dependent variable, and it can be defined as the individuals' implementation of work and responsibilities assigned to them by the entity with which his job is related, and thus achieving the results achieved by the employee in the organization (Abdel-Khaleq, 2009).

Job performance can also be defined as the degree of achievement and completion of the tasks and responsibilities that make up the job. It reflects the way in which the employee achieves the requirements of the job, and often there is confusion or overlap in the separation between effort and performance, effort means the energy expended, while performance can be measured through results (R. Hassan, 2003).

From the two definitions above, job performance is the individual's ability to perform the tasks and responsibilities assigned to them effectively and efficiently to achieve the desired results.

**Components of job performance:** Job performance consists of the following:

1. Knowledge of job requirements: it is the skills, qualifications and experience that the individual should have.

2. The quality of the work: that is, specifying a description of the work, whether it is librarian or technical.

3. Quantity of work: It means the amount of work to be accomplished under normal conditions.

4. Perseverance: It can be achieved through the motives and degrees of work, and this is the result of the interaction of three factors, namely: physical conditions, health conditions, and surrounding conditions (Al-Sheikh, 1994).

**Factors affecting performance:** the most important factors that affect performance are the following (Ben-Zaf, 2015):

Absence of specific goals: When goals are not clear and predetermined, performance will not be at the desired level.



Non-involvement of the individual in management: One of the contemporary management methods is to involve individuals in management, planning and setting goals, which increases their job satisfaction, and this will be reflected on job performance.

Job satisfaction problems: A low level of job satisfaction among individuals can negatively affect job performance (Ben-Zaf, 2015).

**Second-2: Quality:**

Quality is based mainly on preventing errors in production and the main objective is to increase the satisfaction of the recipient of the product in terms of an increase in the value of the basic characteristics. The concept of quality goes back to the Latin word *Qualitas*, which means the nature of a person or thing and the degree of its validity, and it used to mean accuracy and perfection in the past (Daradkeh & Shalabi, 2002).

Quality means the institution's production of a commodity or the provision of a service with a high level of distinguished quality, through which it is able to meet the needs and desires of its customers, in a manner consistent with their expectations, and to achieve their satisfaction and happiness in it (Aqili, 1991). Through the above definitions, quality means a set of pre-established specifications and standards that measure the accuracy and perfection of a good or service and present it to customers at the right time and place, at the lowest cost and most benefit.

The visions of quality show that the concept can vary according to the fields in which it is used, according to the activities and functions of the institution, and the site or stage in which it was used. Three dimensions of quality are outlined (Abdel-Aziz, 1999):

1. Quality of design: It the availability of some tangible and intangible specifications in the design of the good or service.
2. Quality of conformity: It is the good or service that conforms to the design specifications, and that it is free from defects and malfunctions.
3. Quality of performance: It means the ability of the product, whether a good or service, to perform what is expected of it when used by the consumer.

Table No(1) . The value of the validity and reliability coefficients (Cronbach's alpha) for the dimensions of the research variables

Variables	Dimensions	Cronbach's Alpha Stability Coefficient( $\alpha$ )	reliability coefficient
Job Satisfaction	Job Satisfaction	0,733	0,856
	incentive system	0,789	0,888
	Opportunities for advancement and growth	0,746	0,864
	Functionality	0,751	0,867

**Quality objectives:**

Two types of quality objectives can be distinguished (Alwan, 2006):

a. Objectives that serve quality control: These objectives pertain to the standards that the organization wishes to maintain. These standards are formulated at the level of the organization as a whole, using requirements related to the qualities of the good or service in terms of safety and customer satisfaction.

B. Quality improvement goal: It means reducing errors and working on developing new products that satisfy customers more effectively. Hence, it is possible to distinguish between five types of quality objectives, both of them, as follows (Saber, 2017):

-The objective of the external performance of the institution (markets, environment, society).

The product performance objective addresses customer needs and competition.

The goal of production processes means the ability of production processes, their effectiveness and the extent of their response to the variables of the work environment.

The internal performance objective is the organization's ability, effectiveness, and responsiveness to the changes in the work environment.

The performance objective of employees includes the skills, capabilities, development and motivation of employees.

**THE THIRD PART  
 PRACTICAL FRAMEWORK**

Practical framework (field study):

The statistical analysis of the results of the field study was carried out in several steps, as shown in the following:

- 1- Measuring the reliability and validity of the survey statements used in collecting data using Cronbach's alpha coefficient. The results of the analysis are shown as shown in Table No. (1) which is prepared by the researcher:



Job performance quality	the quality	0,808	0,899
-------------------------	-------------	-------	-------

It is clear from Table No. (1) that the value of Cronbach's alpha for the job satisfaction variable ranged between (0.733 - 0.789), and its value for the job performance quality variable ranged between (0.751 - 0.808). Since it is statistically recognized that the test statistic should not be less than 0.7, these values are acceptable in a way that reflects the availability of reliability and confidence in the research variables and confirms their validity for the following stages of analysis.

### 1- Descriptive statistical analysis:

The study community represented in all the employees of Iraqi universities, the University of Tikrit as a model, and the researcher relied on the simple random sampling method in determining the study sample through a questionnaire designed and directed to them

via the Internet. The sample items include the demographic characteristics, the descriptive statistical analysis showed the results of the repetitions as shown in Table No:(2) .

With regard to gender, it was found that the percentage of males reached (87.8%) of the total sample size, and the percentage of females reached (12.2%). With regard to social status, it was found that (74.4%) were married, while ( 24.4%) of them are still unmarried, and the percentage of divorced is (1.1%) of them only. In terms of educational qualification, the percentage of bachelor's holders reached (65.6%), followed by high school holders with a rate of (16.7%). Then higher diploma holders (10%), and finally diploma holders with a rate of.(%7,8)

Table No(2) .Characterization of the sample items according to demographic characteristics (prepared by the researcher):

variable	Category	Repetition	Percentage
Type	Male	79	%87,8
	Feminine	11	%12,2
Social status	Unmarried	22	%24,4
	Married	67	%74,4
	Absolute	1	%1,1
	Widower	-	-
Qualification	high school or less	15	%16,7
	Diploma	7	%7,8
	Bachelor of	59	%65,6
	high diploma	9	%10
	From 1 year to less than 5 years	17	%18,9
	From 5 years to less than 10 years	29	%32,2
	From 10 years and over	44	%48,9

With regard to years of experience, it was found that (48.9%) of the total sample size had more than 10 years of experience, while (32.2%) of them had years of experience ranging from (5-10) years. Finally, (18.9%) had practical experience of less than 5 years, and it is clear from the above that the study sample included scientific and practical competencies qualified to answer the survey paragraphs accurately and objectively.

### 1- Hypothesis tests:

The first hypothesis: "There is a correlation between job satisfaction and the quality of job performance".

The statistical analysis showed the results of testing this hypothesis as shown in Table No.(3) which is prepared by the researcher.

It is clear from the table that the hypothesis is proved, as it was found that there is a positive significant correlation relationship (with statistical significance) between all dimensions of job satisfaction and the presence of job performance at a significant level of



0.01. Also, the correlation coefficients ranged between (0.458\*\*) as the lowest value between the incentive system and job performance and (0.676) between the

incentive system and opportunities for progress and development.

Table No(3) .Matrix of correlation between search variables

Variables	Job Satisfaction	incentive system	Opportunities for advancement and development	Functionality	the quality
Job Satisfaction	1				
incentive system	**0,459	1			
Opportunities for advancement and development	**0,496	**0,676	1		
Functionality	**0,617	**0,458	**0,508	1	
the quality	**0,568	**0,398	**0,554	**0,579	1

**\*\*Significant at 0.01.**

**Table No. (3) also shows the following:**

There is a correlation between job satisfaction and job performance, where the correlation coefficient between them is (0.617), and there is a correlation between opportunities for advancement, development and job performance with a correlation coefficient (0.508). Finally, there is a correlation between the incentive system and job performance with a correlation coefficient (0.458), which Confirm the validity of the first sub-hypothesis.

-There is a correlation between job satisfaction and the quality of job performance, where the correlation coefficient between them is (0.568). Also, there is a correlation between opportunities for advancement and

development and the quality of job performance with a correlation coefficient (0.554), and finally there is a correlation between the incentive system and the quality of job performance with a correlation coefficient (0.398) which confirms the validity of the second sub-hypothesis.

The second hypothesis: There is a significant/statistically significant effect of job satisfaction dimensions on job performance.

The statistical analysis showed the results for this hypothesis as shown in Table (4) which the researcher prepared.

**Table No(4) .**

**The effect of job satisfaction dimensions on job performance**

independent variables	Dependent variable	regression coefficientβ	T	(Sig.)
Job Satisfaction	Functionality	**0,466	4,924	(0,000)
incentive system		0,105	0,942	(0,349)
Opportunities for advancement and development		0,205	1,798	(0,076)
R= (0,663) R <sup>2</sup> = (0,440) Adj. R <sup>2</sup> = (0,421) F (Sig.) = 22,535 (0,000)				

**\*\*Significant at 0.01**

1. The significance of the regression model was confirmed, where the value of (F) reached 22,535, which is significant at the level of significance of 0.01.

2. The partial significance of the regression coefficients of the effect of job satisfaction on job performance was confirmed only, where the value of (T) for job satisfaction was (4,924), at the level of morale of 0.01.

3. There is a positive/statistically significant effect of job satisfaction on job performance, where the value of

(β) is 0.466, and there is a positive effect for each of the incentives system and opportunities for advancement on job satisfaction, but it is not significant at the level of morale 0.05.

4. The adjusted R<sup>2</sup> value was 0.440, which indicates that job satisfaction explains 44% of the changes that occur in job performance, and the rest of the percentage may be due to other variables not included



in the model, and it is clear from the above that the hypothesis is correct.

The third hypothesis: There is a significant/statistically significant effect of job satisfaction dimensions on the quality of job performance.

Table No(5) .

The effect of job satisfaction dimensions on the quality of job performance

independent variables	Dependent variable	regression coefficient $\beta$	T	(Sig.)
Job Satisfaction	Job performance quality	**0,397	4,125	(0,000)
incentive system		0,048-	0,420-	(0,676)
Opportunities for advancement and development		**0,389	3,356	(0,001)
R= (0,650) R <sup>2</sup> = (0,422) Adj. R <sup>2</sup> = (0,402) F (Sig.) = 20,960 (0,000)				

\*\*Significant at 0.01

It is clear from the table that:

1. The significance of the regression model was confirmed, where the value of (F) reached 20,960, which is significant at the level of significance of 0.01.

2. The partial significance of the regression coefficients of the effect of job satisfaction and opportunities for advancement and development on the quality of job performance was confirmed, where the value of (T) for job satisfaction was (4,125). Also, its value for opportunities for advancement and development reached (3,356) at a level of significance of 0.01.

3. There is a positive/statistically significant effect of job satisfaction and opportunities for advancement and development on the quality of job performance, where the value of ( $\beta$ ) for job satisfaction reached 0.397 and 0.389 for opportunities for advancement and development, respectively. Also, there is a negative impact of the incentive system on job satisfaction. But it is not significant at the level of significance 0.05.

4. The adjusted R2 value was 0.402, which indicates that job satisfaction and opportunities for advancement and development explain 40.2% of the changes that occur in the quality of job performance.

The foregoing shows that when the administration of the universities under study pays attention to the quality of the fair relations prevailing between workers and officials, providing love and respect to preserve their dignity, taking into account their needs for personal advancement and development and job rights, a sound communication system for information and the data necessary to make decisions and complete work tasks in time accurately, the more this contributes positively to enhancing their job performance levels and thus raising the level of their quality.

## CONCLUSIONS:

The statistical analysis showed the results for this hypothesis as shown in Table No(5) . which is prepared by the researcher:

1. The increase in the level of job satisfaction among individuals working in the organization leads to a high level of the quality of job performance for them.
2. Job performance is a reflection of the working conditions and work environment and the achievement of the aspirations, desires and needs of working individuals.
3. There is a correlation between job satisfaction and the quality of job performance.
4. There is a positive, significant, and statistically significant effect of job satisfaction, incentive system, and opportunities for advancement and development on the quality of job performance.

## RECOMMENDATIONS:

The study recommends:

1. Paying attention to employees, improving their material and moral conditions, and improving the work environment.
2. The need for the administration of the universities under study to pay attention to the quality of the prevailing relations, the means of communication and participation, and the improvement of the communication system between employees and officials.
3. The necessity of providing a fair, satisfactory and appropriate incentive system that does justice to the remuneration of distinguished employees and rewards the hard-working.
4. The necessity for the administration of the universities under study to enhance job satisfaction for its employees, as it has an impact on increasing the quality of job performance

## REFERENCES





1. Abdel-Aziz, S. M. (1999). *Product Quality between Total Quality Management and ISO 10011, 9000* (1 ed.): Al-Radia Press.
2. Abdel-Khaleq, N. (2009). Job satisfaction and its impact on work productivity. *Journal of Social Sciences* .(30)
3. Abdel-Rahim, A. J. T .(2009) .*Organizational Behavior*. Alexandria: University House.
4. Ahmed, S. M. (1999). *Human Resources Department*. Alexandria: University House for Publishing and Distribution.
5. Al-Ghamdi, H. b. S. b. A. (2006). *Job Satisfaction among Workers in Tabuk City Prison*. (Master Unpublished). Naif Arab University for Security Sciences, College of Graduate Studies
6. Al-Sheikh, A.-M. (1994). *Organizational and behavioral obstacles that affect the performance of workers*. (Master Unpublished). Naif Arab Academy for Security Sciences, Riyadh .
7. Al-Walidy, A. (2002). *Psychological stress and job satisfaction among special education teachers in the city of Abha*. (Master unpublished). Umm Al-Qura University, College of Education
8. Alwan, Q. N. (2006). *Quality Management by Services: Concepts, Operations and Applications*. Libya: Dar Al Sharq for Publishing and Distribution.
9. Aqili, O. W. (1991). *Human Resources Management*. Aleppo: Aleppo University Press.
10. Ashour, A. S. (1983). *General Human Resources Department*. Alexandria: University Knowledge House.
11. Attia, M. K. A. A.-A. (2000). *Introduction to Organizational Behavior*. Alexandria: Modern University Office.
12. Ben-Zaf, J. (2015). Human relations and their impact on performance. *Journal of Humanities and Social Sciences* .
13. Daradkeh ,M., & Shalabi, T. (2002). *Quality in Modern Organizations* (1 ed.). Amman: Dar Al-Safa Publishing.
14. Hassan, R. (2003). *Human Resources Management*. Roya Mustakba: University House.,
15. Hassan, S. A. M. (2010). *The relationship between the dimensions of employee empowerment and degrees of job satisfaction*. (Master Unpublished). Ain Shams University, Cairo .
16. Khader, Z. B. (2019). *The Impact of Determining Career Advancement Opportunities on Organizational Justice: A Field Study*.
17. Khalifa, Z. S. (2008). *Organizational Culture and its Role in Raising the Level of Performance*. Riyadh: Naif Arab University for Security Sciences.,
18. Saber, A. A. M. (2017). *The Role of Strategic Leadership in Achieving Quality Performance*. (Master). Khartoum ,
19. Sultan, M. S. (2004). *Human Behavior in Organizations*. Alexandria: New University House.