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The impact of job satisfaction supported by modern technologies on improving work efficiency applied research in the technical college of management- Baghdad

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Abstract

The present study seeks to elucidate the influence of job satisfaction on enhancing work efficiency at the Technical Administrative College -Baghdad, emphasizing critical elements such as wages, promotion opportunities, and workplace circumstances. The correlation between job satisfaction and work efficiency with contemporary technologies has emerged as a significant subject in administrative and organizational research. Contemporary technology might augment job contentment and enhance work efficiency in various manners: The study problem was articulated by posing questions designed to investigate the significant relationships among the research variables. The research sample comprised 87 employees from the college. The researcher employed a descriptive analytical strategy to assess the hypotheses, utilizing a questionnaire as the data collection instrument to analyze the dimensions and variables derived from prior investigations. Two primary hypotheses were established, from which sub-hypotheses were formed. The collected data was evaluated, and pertinent situations were elucidated utilizing various statistical approaches in accordance with the statistical software (SPSS V.26) to derive means, standard deviations, response rates, correlations, and impacts. The findings validated the study's predictions, demonstrating a substantial link between work satisfaction and enhanced organizational performance. Increased employee job satisfaction correlates with enhanced organizational performance, so improving efficiency and production while mitigating the impact of workplace variations and pressures. The existing procedures necessitate additional simplification to align with the organization's future objectives, as demonstrated by experience.

Keywords: Job satisfaction, wages, promotion opportunities

Introduction

The prosperity and well-being of individuals and organizations are significantly affected by two essential factors: job satisfaction and work efficiency. Job satisfaction comprises the comprehensive fulfilment and happiness individual's experience, including several aspects such as physical health, emotional well-being, social relationships, and financial conditions. Conversely, organizational performance is an assessment of the organization's efficacy in achieving its aims and objectives with effectiveness and success. The aim of this research is to examine the relationship and impact of job satisfaction on work efficiency, specifically analyzing how employee well-being positively affects organizational success. Numerous studies have repeatedly shown a strong correlation between employee satisfaction and the overall efficacy of an organization. Employees with job satisfaction are more inclined to sense fulfilment and exhibit dedication to their profession. This elevated degree of engagement leads to more efficiency, superior quality of customer service, and eventually, higher overall business performance. Research indicates that companies prioritizing employee well-being experience reduced turnover rates, enhanced employee loyalty, and better productivity. Consequently, these organizations attain superior financial performance and secure a competitive advantage. Organizations that prioritize the well-being, health, working conditions, and development of their people endeavor to enhance organizational performance. Organizations may improve employee satisfaction, engagement, and productivity by prioritizing worker well-being. Prioritizing job satisfaction not only improves human well-being but also creates a mutually beneficial situation for both employees and organizations, leading to prosperity and sustainable growth.

Research Methodology

Research problem

Organizations depend significantly on skilled and exceptional personnel who can confront the problems associated with their job positions. These personnel should demonstrate an enhanced capacity to adjust to the fluctuations in the volatile work environment. This study seeks to delineate the research challenge by examining the following enquiries:

1. What is the degree of availability of each research variable (job satisfaction, work efficiency) from the standpoint of the study sample?
2. What is the nature of the relationship between job satisfaction and the dimensions of work efficiency from the perspective of individuals in the research sample, and is it statistically significant?
3. Do the characteristics of job satisfaction influence the variable of work efficiency from the perspective of persons in the research sample?

Research Objectives

The study seeks to accomplish the subsequent objectives:

1. Assess the extent of implementation of the measures of job satisfaction at the Technical College of Management - Baghdad.
2. Assess the degree of organizational performance among the personnel at the Technical College of Management in Baghdad.
3. Evaluate the degree to which characteristics of job satisfaction influence the variable of work efficiency performance within the research sample.
4. Recommend a series of strategies to facilitate the integration of job quality dimensions and initiatives aimed at improving *organizational* performance within the studied organization's sample, including methods for their execution

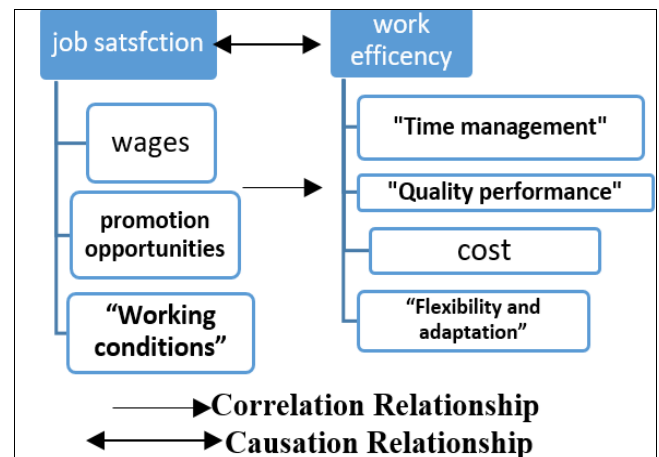
Research Significance

1. The present research serves as an extension of prior Arab and international studies that examined the subject of job satisfaction. This aids in propagating and solidifying the aspects of this subject within the profession, addressing the needs and demands of the workforce, and promoting ethical and humane interactions with them. As a result, this favorably influences the enhancement and advancement of the workplace environment.
2. The research delivers precise results and a realistic representation to senior management concerning the presence of each variable at both the aggregate and individual levels. Furthermore, it provides a series of recommendations derived from these results to optimize performance, so guaranteeing the sustainability and continuity of the organization's activities.

Theoretical Research Framework

Developing the theoretical framework for the research is a crucial element, as it demonstrates the logical relationship between the research variables. It also illustrates the characteristics of the relationship and its dominant trajectory among these variables and their aspects. Figure (1) depicts

the theoretical framework of the study focused on elucidating the link and influence among the research variables



Source: The figure is prepared by the researcher.

Fig 1: Hypothetical Research Framework

Research Hypotheses

The First Hypothesis: There is a significant positive correlation between the dimensions of job satisfaction and work efficiency. The following sub-hypotheses stem from the main hypothesis

- a) There is a significant positive correlation between wages and work efficiency.
- b) There is a significant positive correlation between promotion opportunities and work efficiency
- c) There is a significant positive correlation between working conditions and work efficiency

The Second Hypothesis: There is a significant effect of each dimension of job quality on work efficiency. The following sub-hypotheses are derived from the main hypothesis

- a) There is a significant effect of a wages on work efficiency.
- b) There is a significant effect of promotion opportunities on work efficiency
- c) There is a significant effect of working conditions on work efficiency

Statistical Methods Used

1. Mean: Presenting the average of responses for a specific variable.
2. Standard Deviation shows the degree of dispersion of responses around their mean.
3. Correlation coefficient helps determine the nature and strength of the relationship between explanatory and response variables.
4. Simple linear regression to measure the impact of independent variables on the dependent variable.

Research Limitations

The current research limitations are evident in terms of temporal, spatial, and research boundaries. The time frame for the research is from September 1, 2024, to October 25, 2024. As for spatial limitations, Technical College of management- Baghdad was chosen as the study field.

Research Population and Sample

The research community was selected randomly, incorporating perspectives from the organization's administrative staff with various qualifications. The targeted sample comprised only 95 individuals due to the unavailability of others occupied with work. Questionnaires were disseminated among staff from different college departments. This is classified as a purposive sample due to its suitability for the selective and voluntary participation of individuals from the community. The distributed questionnaires were electronic, designed using Google Forms, with a total of 87 questionnaires representing the study, of which 8 were deemed invalid.

Theoretical Framework

First: Job satisfaction

Concept of Job satisfaction

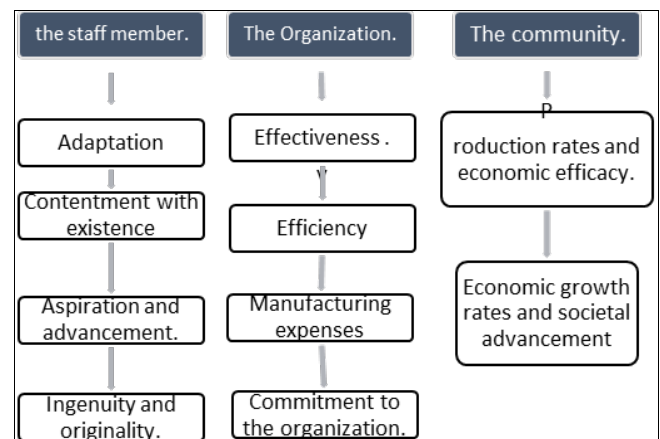
Job satisfaction is a complex subject in management science, as it represents an emotional condition that has prompted numerous research studies on the matter. Job satisfaction is regarded as an independent variable influencing employee behavior, including performance, absenteeism, turnover, and communication, but at other times it is viewed as a dependent variable influenced by promotion opportunities, remuneration, incentive systems, authority structures, and decision-making processes. Job satisfaction is defined as a steadfast and holistic conviction in the organization's leadership and operational approach, aimed at the sustained enhancement of performance by prioritizing the needs and expectations of all stakeholders [1]. Job satisfaction is a word frequently employed in organizational psychology and business administration, denoting an individual's overall sentiment regarding their employment. Despite its prevalent usage, scholars exhibit subtle variations in the definition of this phrase, attributable to the myriad elements influencing this sentiment and the array of hypotheses that seek to elucidate it. Given the significant disparity between writers and researchers in their conceptualization of job satisfaction, it is essential to delineate various perspectives from both groups concerning its definition. Job satisfaction is characterized as a positive psychological or emotional condition attained by an individual, resulting from a specific level of contentment influenced by various psychological, social, professional, and material aspects [2]. Job satisfaction is an internal sentiment experienced by individuals regarding their work, aimed at fulfilling their requirements, desires, and expectations within their professional setting. These emotions may be affirmative or adverse, Job satisfaction has an important role in organizational institutions (educational in particular) in supporting ethical behavior and morals, and the success of job satisfaction for the above-mentioned creates a professional and professional atmosphere for the job holder in terms of enhancing values among the employees in the organization and stimulates the creation of a positive atmosphere for stability and organization in the institution, where they feel in the environment with high confidence and their important role in participating with others and in decision-making and contributing to policy-making [3]. Employee satisfaction is essential and a necessity for job engagement and productivity. Employees whose fundamental needs remain unfulfilled cannot achieve engagement unless these requirements are resolved. Satisfaction does not necessarily equate to elevated

performance or engagement. If low-performing employees are likewise satisfied, "employee satisfaction" may not benefit the firm. Job satisfaction is characterized by researcher as "a favorable emotional reaction experienced when performing one's job or within the work environment." Prominent organization are endeavoring to quantify this sentiment, as work satisfaction surveys and questionnaires have become integral tools for all human resources managers within organizations. Job satisfaction differs among employees. Within an identical workplace and under equivalent conditions, the determinants that contribute to one individual's job satisfaction may not be relevant to another employee. Consequently, it is imperative for senior management to adopt a multifaceted strategy regarding employee satisfaction.

The significance and aims of job satisfaction

Numerous significant objectives have been accomplished through employee job satisfaction, as outlined in the following points [4].

1. It effectively diminishes complaints, enhances satisfaction, and decreases employee turnover. The significance of workplace happiness resides in fostering teamwork.
2. It enhances organizational loyalty by fostering individuals' self-regulation over themselves and their job.
3. Job satisfaction preserves the intellectual capital of the organization, seen as a crucial asset due to its capacity to effectuate significant transformations in organizational operations.



Source: Robbins, S. P., & Judge, T. A. (2012). Organizational behavior 15th edition. Prentice Hall. p239

Fig 1: The effect of job satisfaction

Dimensions of job satisfaction

1. **Job Content Satisfaction:** Numerous academics have identified job content as the primary determinant of workplace well-being, with some considering it the sole component. Numerous elements pertain to job content; nonetheless, the most significant are as follows.
 - Variety of employment responsibilities.
 - The extent of self-regulation afforded to the employee.
 - The extent of advantage derived from individual competencies.

Satisfaction with incentives and wages: pertains to the recompense or material remuneration an individual receives

in exchange for the effort exerted in their employment, whether physical or mental.

Opportunities for advancement & promotion: Employees who perceive their contributions as valued & anticipate career progression are likely to experience greater job satisfaction and enhanced productivity^[5].

According to some researchers^[6] the dimensions and elements influencing job satisfaction can be confined to the following:

Wage satisfaction: Numerous studies indicate a clear correlation between income levels and individual job happiness.

Contentment with employment conditions: Physical working factors, including temperature, ventilation, humidity, and cleanliness, influence the level of individual happiness with the work environment. Research suggests that the quality of physical working environment influences the degree of an individual's attachment to their employment.

Satisfaction with supervision: The supervisor plays a crucial role as the liaison between the organization and individuals, significantly influencing their daily actions.

Satisfaction with promotion prospects refers to the anticipation of career advancement and the influence of such opportunities on job satisfaction, which is mostly determined by individuals' expectations for future promotions.

Satisfaction with the work group: A teacher's contentment is likely to increase in a conducive workplace where effective communication with colleagues is possible, perhaps making the worker a significant indicator of overall job satisfaction. The following figure briefly shows the factors that most influence job satisfaction from the researcher's point of view.



Source: The figure is prepared by the researcher.

Fig 2: Factors that affecting job satisfaction

The influence of job satisfaction on contemporary technologies

Contemporary technologies can augment job satisfaction and enhance work efficiency through several means^[7].

Automating mundane work: Technologies like artificial intelligence and robotic process automation (RPA) can alleviate repetitive pressures on employees, allowing them to concentrate on more creative and engaging tasks, hence improving job satisfaction.

Efficient communication: Contemporary communication tools facilitate collaboration and interaction among teams, even in remote settings. This enhances efficiency and fosters a sense of belonging in the workplace.

Ongoing education and development: Offering online training programs and digital educational tools can improve employees' abilities and foster their sense of value and accomplishment. Enhancing abilities positively impacts job efficiency.

Enhancing the work environment: Technologies like Internet of Things (IoT) devices and sophisticated environmental controls (lighting, ventilation, temperature) can enhance employee comfort, hence augmenting productivity and job satisfaction.

Remote operate: Contemporary technology enables employees to operate from remote locations, enhancing flexibility and facilitating, a crucial element in augmenting job satisfaction. Ultimately, the appropriate implementation of current technology can enhance the employee experience in the workplace, hence increasing efficiency and productivity, and facilitating the attainment of organizational objectives more efficiently.

Second: Work Efficiency

Concept of work efficiency

Work efficiency denotes the capacity to attain specified objectives utilizing minimal resources (time, money, effort) while preserving performance quality. Work efficiency is a crucial metric for assessing the achievement of individuals and organizations in attaining necessary productivity with optimal effectiveness. The evolution of work efficiency has seen significant advancement over time, which can be categorized into four primary stages^[8].

The initial phase: The period of the Industrial Revolution:

The notion of work efficiency originated during the eighteenth-century industrial revolution. This period emphasized enhancing productivity and refining industrial processes via machinery and the allocation of labor. Adam Smith (1776) was among the pioneers to explore the concept of division of labor as a mechanism for enhancing efficiency in his work, *The Wealth of Nations*, wherein he elucidated that division of labor augments production and diminishes the time and effort necessary to complete activities.

The second phase: Scientific management:

In the early twentieth century, the notion of work efficiency emerged, attributed to Frederick Winslow Taylor, the founder of scientific management. In his book *Principles of Scientific*

Management (1911), Taylor advocated for enhancing job efficiency by analyzing time and motion. He proposed that job efficiency may be attained via the scientific examination of tasks and the application of the most effective methodologies to execute them.

Stage Three: Total Quality Management (TQM): During the mid-20th century, an increased emphasis on process quality developed concurrently with efficiency. Edward Deming (1986) pioneered this movement by formulating the principles of Total Quality Management, which sought to enhance operational efficiency through quality control and the minimization of waste and faults in operations. The notion of efficiency became associated with performance quality rather than merely output volume.

Stage Four: Contemporary Era and Technology: In the contemporary digital era, technology has emerged as a crucial factor in enhancing labor efficiency. The emergence of technology like automation and artificial intelligence has augmented labor efficiency by minimizing human intervention and enhancing the precision and velocity of processes. Currently, enterprises are concentrating on leveraging big data and analytics to enhance their operational and competitive efficacy, recent literature on administrative job efficiency underscores numerous significant trends designed to enhance organizational performance ^[9]. Studies specifically highlight the significance of technology, and efficient processes in the

present era, the application of Generative Artificial Intelligence (IA) in administrative settings has demonstrated a substantial increase in labor productivity. AI instruments, including chatbots and extensive language models (Such as ChatGPT), are currently employed to automate repetitive chores, enabling administrative personnel to concentrate on more strategic endeavors. The incorporation of AI can optimize processes, enhance decision-making, and diminish response times, which are essential for organizational efficiency

Types of work efficiency

The researchers' identified 4 categories of work efficiency ^[10].

1. Emotional skills pertain to the individual's preparedness, inclinations, attitudes, and beliefs.
2. Cognitive abilities pertain to the information and mental skills essential for the individual's performance across diverse facets of learning activities.
3. Performance competencies pertain to the exhibited capabilities of an individual, encompassing psychomotor skills such as the utilization of educational resources and technology, among others.
4. Productive competencies refer to the influence of an individual's execution of prior competences in his domain, like the effect of the teacher's competencies on students and the degree of their competence in future learning or professional endeavors.

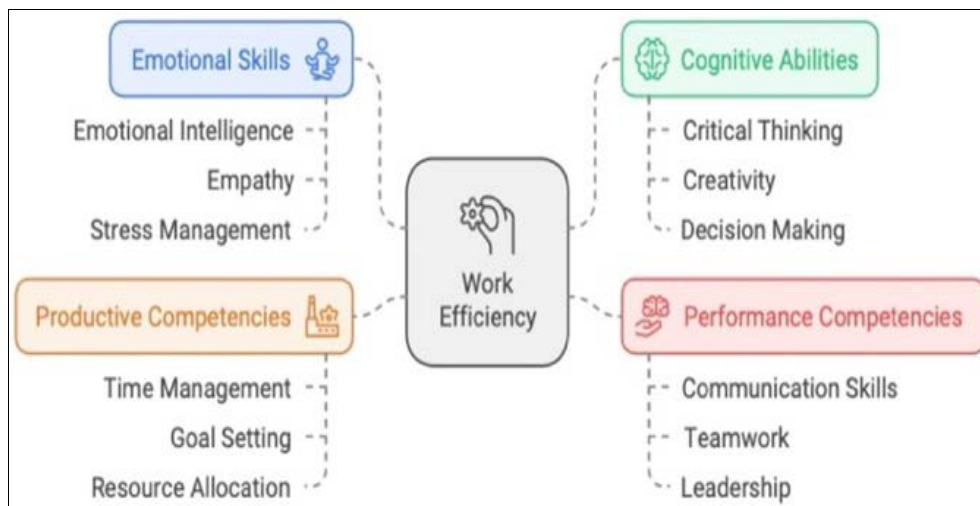


Fig 3: Types of work efficiency

The source: The figure is prepared by the researcher
Dimensions of work efficiency

The parameters of work efficiency can be scientifically categorized into four fundamental dimensions ^[11].

Time management

It pertains to the timely completion of duties and the minimization of delays, hence facilitating the effective attainment of work objectives.

Quality of performance: It denotes the degree of proficiency in executing activities in accordance with established standards, while minimizing errors and the need for rework.

- **Costs:** Attaining objectives at little expense by the efficient utilization of resources.
- **Flexibility and adaptation:** The capacity of the business or individual to adjust to environmental changes while maintaining efficiency.



Source: The figure is prepared by the researcher.

Fig 4: Enhance Work Efficiency

The influence of modern technologies on work efficiency

Contemporary technologies, such as artificial intelligence (AI) and automation, have significantly contributed to improving labor efficiency in various aspects. Here are several ways these technologies have influenced work efficiency, supported by contemporary scientific literature [12]

Automation and Artificial Intelligence

Automation diminishes routine and repetitive jobs, enabling employees to concentrate on activities that necessitate creativity and analytical skills. AI facilitates the rapid analysis of data, allowing organizations to make more informed decisions based on empirical evidence. A study published in PLOS ONE indicates that automation can enhance work quality and employee productivity; nevertheless, it may also incite apprehension among low-skilled workers regarding potential job displacement by robots.

Remote work and communication technology

Work environments have undergone substantial transformation due to the proliferation of remote work technologies. Platforms like Zoom and Microsoft workers have enhanced communication among remote workers, hence augmenting productivity and efficiency. A 2024 survey by Tech.co indicated that 64% of organizations utilizing remote work had heightened production levels in contrast to those operating exclusively from the office.

Resource and time management

Project management platforms like Trello and Asana, along with scheduling tools such as Slack, have enhanced process organization, hence increasing team efficiency in task completion within designated timeframes. These tools enable work allocation and progress monitoring, hence minimizing time inefficiency.

Utilizing technology for training and development

Contemporary technology allows organizations to deliver ongoing training to their staff via online courses and e-learning platforms. This enhances employees' competencies and contributes to increased efficiency and productivity. Studies demonstrate that improving employees' skills with contemporary technologies directly enhances job effectiveness.

Practical Aspect

The study clarifies the correlation between job satisfaction and work efficiency. The Likert Pentagram scale was utilized to elucidate the orientations of persons within the educational organization. Participants are asked to express their level of agreement or disagreement using designated options. Subsequent to the distribution of the questionnaire, many tests were administered, which encompassed:

First: Scale validity and reliability: refer to the extent to which the ratings derived from a scale exhibit internal consistency and do not conflict while evaluating the conduct of the subject under examination. The notion of self-validity was utilized, ascertained by calculating the square root of the Cronbach's Alpha coefficient.

Table 1: Validity and Reliability Coefficients

The Variable	Cronbach's Alpha	Validity Coefficient
"Wages"	0.725	0.852
promotion opportunities	0.686	0.826
"Working conditions"	0.840	0.910
"Job satisfaction "	0.944	0.970
"Time management"	0.872	0.936
"Quality performance"	0.905	0.954
"Cost"	0.872	0.930
"Flexibility and adaptation"	0.870	0.925
" Work efficiency"	0.960	0.980
"The Total"	0.976	0.988

Source: The table was prepared by the researcher based on statistical analysis using SPSS software.

The table number (1) indicates that the value ranged between (0.826-0.988), which is a high value reflecting the reliability of the questionnaire items. The researcher ensured the stability of the questionnaire form through the use of the Cronbach's alpha coefficient, as explained in Table (1)

Secondly: Description and Diagnosis of Research Variables and Dimensions

The researcher performed a descriptive analysis of the data using the statistical program (SPSS v.26) to examine the mean values, compute standard deviations, and determine the highest and lowest values. This was conducted to demonstrate the attributes of the research variables based on the perspectives of the surveyed participants. The findings are displayed in Table 2.

Table 2: Results of Descriptive Analysis for the Opinions of the Research Sample

"The Variables"	"The Dimensions"	" Mean (Average)"	"Standard Deviation"	"Minimum Value"	"Coefficient of Variation"	"Relative Importance %"	Approval
Job satisfaction	Wages	3.754	0.675	1.5	0.209	75.2	High
	"Promotion opportunities"	3.612	0.755	1.5	0.195	72.3	High
	working conditions	3.820	0.743	1	0.190	76.5	High
Work efficiency	"The Total"	3.885	0.586	1.25	0.188	75.7	High
	Time management	3.780	0.712	1	0.174	75.7	High
	Quality performance	3.992	0.696	1	0.192	76.9	High
	Cost	3.710	0.712	1	0.170	74.3	High
	Flexibility and adaptation	3.896	0.740	1	0.151	78	High
	"The Total"	3.808	0.646	1	0.209	76.2	High

The coefficient of variation is calculated by dividing the standard deviation by the mean. If the coefficient ratio is less than 50%, it is considered an indication of no significant difference or dispersion.

The source: Compiled by the researcher based on the outputs of the SPSS program.

Description of the Job satisfaction Variable

From the previous table, the following observations are evident:

- a) **Wages:** The research sample perceives the level of a wages as high, with a relative importance value of (75.2%) and a mean value of (3.754) with a standard deviation of (0.675). The coefficient of variation is low (20.9%), indicating a lack of dispersion in their opinions.
- b) **Promotion opportunities:** The research sample perceives the level of promotion opportunities as high, with a relative importance value of (72.3%) and a mean value of (3.612) with a standard deviation of (0.755). The coefficient of variation is low (19.5%), indicating a lack of dispersion in their opinions.
- c) **Working conditions:** The research sample perceives the level of the working conditions variable as high, with a relative importance value of (76.5%) and a mean value of (3.820) with a standard deviation of (0.743). The coefficient of variation is low (19%), indicating a lack of dispersion in their opinions.

Description of the Work efficiency Variable

Time management: The research sample perceives the level of Time management as high, with a relative importance value of (75.7%) and a mean value of (3.780) with a standard deviation of (0.712). The coefficient of variation is low (17.4%), indicating a lack of dispersion in their opinions.

Quality performance

The research sample perceives the level of Quality performance as high, with a relative importance value of (76.9%) and a mean value of (3.992) with a standard

deviation of (0.696). The coefficient of variation is low (19.2%), indicating a lack of dispersion in their opinions.

Cost: The research sample perceives the level of Cost as high, with a relative importance value of (74.3%) and a mean value of (3.710) with a standard deviation of (0.712). The coefficient of variation is low (17%), indicating a lack of dispersion in their opinions.

Flexibility and Adaptation: The research sample perceives the level of Flexibility and adaptation as high, with a relative importance value of (78%) and a mean value of (3.896) with a standard deviation of (0.740). The coefficient of variation is low (15.1%), indicating a lack of dispersion in their opinions.

Description and Characterization of the Main Research Variables

According to Table 2, the research sample perceives the first variable at a high level, with a relative relevance value of 75.7%. The mean value for this variable is 3.885, with a standard deviation of 0.586. The coefficient of variation is 18.8%, suggesting that there is little difference in their perspectives. Regarding the Work efficiency variable, it is clear that the perception level is high, as indicated by a relative importance value of 76.2% and a mean value of 3.808, with a standard deviation of 0.646. The coefficient of variance is 20.9%, suggesting that there is minimal variation in the viewpoints of the research sample.

**Thirdly: Hypothesis Testing
Primary Hypothesis 1**

There is a considerable and positive statistical link between the variable of Job satisfaction, including all its dimensions, and Work efficiency. In order to assess the accuracy of this hypothesis, the researcher employed the Pearson correlation coefficient. Table 3 displays the coefficients for the Job satisfaction variable and its three dimensions, as well as the Work efficiency variable. The table provides the following information

Table 3: Matrix of the Relationship between Dimensions of Job satisfaction Variable and Work efficiency Variable

"The Variables"	"Job satisfaction"	"Wages"	"Promotion opportunities"	"Working conditions"
"Work efficiency"	"Pearson (Sig))	0.823**	0.545**	0.560**
		0.000	0.000	0.000

** Signifies statistically significant correlation at 0.01 level, * Signifies statistically significant correlation at 0.05 level.

Source: Compiled by the researcher based on the outputs of the SPSS statistical program.

There is a correlation between the Job satisfaction Variable and Work efficiency

The Job satisfaction variable and its three dimensions show a strong positive association with the Work efficiency variable, with a correlation coefficient of 0.823, which is statistically significant at a level of 0.000. The value is below the usual significance level, suggesting a substantial correlation between them. Enhancing the job satisfaction the examined organization directly correlates with an improvement in Work efficiency. The findings indicate a direct relationship between the job satisfaction the performance of the organization, so validating the acceptance of the main hypothesis.

There is a correlation between the dimensions of Job satisfaction and Work efficiency

Upon analyzing the data shown in Table 3, it is evident that the correlation coefficients between the dimensions of Job satisfaction and Work efficiency were both statistically significant and favorable. The correlation analysis revealed working conditions with a rate of 0.625, and Promotion opportunities showed a correlation coefficient of 0.560, while wages had a coefficient of 0.545. All of these

coefficients were statistically significant at a p-value of 0.000, which is below the conventional significance level of 0.05.

The findings demonstrate a strong and meaningful association between these factors, implying that when the organization improves the job satisfaction offers sufficient support and amenities for the member staff, the level of Work efficiency rises. The results indicate a strong and positive association between the aspects of Job satisfaction and organizational success. Thus, the sub-hypotheses are deemed valid.

Secondary Hypothesis 2

There is a statistically significant impact of the dimensions of Job satisfaction on Work efficiency, leading to the following sub-hypotheses:

Sub-Hypothesis 1

There is a statistically significant impact of the wages dimension on Work efficiency. A simple linear regression equation was formulated to estimate Work efficiency based on the wages dimension. Table 4 illustrates the test of the impact of the wages dimension on Work efficiency.

Table 4: Results of Linear Regression Analysis for the Impact of the Wages Dimension on Work efficiency

"The Dimensions"	Regression Coefficient (β)	T-value (Significance Level)	F-value (Significance Level)	(R ²)	R ² Coefficient of Determination
Wages	0.665	17.948 (0.000)	321.92 (0.000)	0.44	0.439

Source: The table is prepared by the researcher based on the statistical program SPSS.

The following is evident from Table 6

Stability of the Regression Equation Model: If the (F) value is (321.92), and it is significant at a (5%) significance level, this indicates the possibility of estimating the Wages with the significance of Work efficiency and confirms the validity of the regression equation model.

Significant stability of regression coefficients after the secure work environment: The T-value for the constant term is (17.948) at a (5%) significance level, confirming the significant stability after the Wages in Work efficiency.

1. The regression coefficient value is (0.665), indicating a positive impact.

2. The coefficient of determination (R²) is 0.44, indicating that after the Wages explains (44%) of the changes that occur in Work efficiency. Based on the above, the first sub-hypothesis is accepted.

B. Second Sub-Hypothesis

There is a statistically significant impact of promotion opportunities on Work efficiency. To test this hypothesis, a simple linear regression equation was formulated to estimate overall Work efficiency in relation to promotion opportunities. Table (5) displays the test results for the impact of promotion opportunities on Work efficiency.

Table 5: Results of Linear Regression Analysis for the Impact of Promotion opportunities on Work efficiency

Dimensions	Regression Coefficient (β)	T-value (.Sig)	F-value (.Sig)	(R ²)	(R ²) Coefficient of Determination
Promotion opportunities	0.756	23.2 (0.000)	543.495 (0.000)	0.57	0.569

Source: The table is prepared by the researcher based on the program SPSS.

The following is evident from Table (5)

1. Stability of the Regression Equation Model: If the (F) value is (543.495), and it is significant at a (5%) significance level, this indicates the possibility of estimating Work efficiency with the significance of promotion opportunities and confirms the validity of the regression equation model.
2. Significant stability of regression coefficients after promotion opportunities and the constant term: The T-value for the constant term is (23.2) at a (5%) significance level, confirming the significant stability of the impact of promotion opportunities on Work efficiency.

3. The regression coefficient value is (0.756), indicating a positive impact.
4. The coefficient of determination (R²) is 0.57, indicating that promotion opportunities explain (57%) of the changes that occur in Work efficiency. Based on the above, the second sub-hypothesis is accepted.

Third Sub-Hypothesis: Working conditions has a statistically significant influence on Work efficiency. In order to examine this idea, a straightforward linear regression equation was developed to evaluate the overall performance of the organization in relation to working conditions. Table (6) presents the test results about the influence of working conditions on the work efficiency.

Table 6: Results of Linear Regression Analysis for the Impact of working conditions on Work efficiency

Dimensions	Regression Coefficient (β)	T-value (.Sig)	F-value (.Sig)	(R ²)	(R ²) - The Coefficient of Determination
working conditions	0.595	14.965 (0.00)	223.546 (0.000)	0.353	0.352

Source: The table is prepared by the researcher based on the statistical program SPSS.

The following is evident from Table 6

1. Stability of the Regression Equation Model: If the (F) value is (14.965), and it is significant at a (5%) significance level, this indicates the possibility of estimating Work efficiency with the significance of working conditions and confirms the validity of the regression equation model.
2. Significant stability of regression coefficients after working conditions and the constant term: The T-value for the constant term is (14.965) at a (5%) significance level, confirming the significant stability of the impact of working conditions on Work efficiency.
3. The regression coefficient value is (0.595), indicating a positive impact.
4. The coefficient of determination (R²) is 0.353, indicating that working conditions explains (35.3%) of the changes that occur in Work efficiency. Based on the above, the third sub-hypothesis is accepted

Conclusions and Recommendations

Firstly: Conclusions

1. There is a significant positive correlation between the variable of job quality with all its four dimensions and the organizational performance. This positive correlation indicates that an increase in the level of job quality corresponds to an increase in organizational performance levels.
2. Each dimension of job quality has a statistically significant impact on organizational performance. This means that an increase in focus on any dimension of job quality in the researched organization's sample will be reflected in the organizational performance of the researched organization.
3. The implementation of job quality programs will enhance and develop human capital in the organization. It will also encourage more employees to contribute new ideas that can lead to improvements in job performance and a reduction in absenteeism rates in the organization.
4. Through describing and diagnosing the research variables and paragraphs, it is noticed that the answers are concentrated in a positive direction. This reflects the understanding and ability of the research sample members in the researched organization to diagnose the contents of research variables in the field aspect. This is confirmed by the relative importance value, mean value, and standard deviation value.
5. Employee satisfaction serves as a significant catalyst for the implementation of innovative methods in educational institutions. Content employees are more inclined to innovate and suggest novel solutions, resulting in enhanced organizational efficiency throughout the entity.

Secondly: Recommendations

To enhance work efficiency via job satisfaction, a series of ideas and suggestions can be offered to attain this objective:

1. Enhancing remuneration and benefits: Equitably

compensating personnel serves as a significant motivator to elevate their contentment, hence augmenting their dedication and productivity. Research indicates that contentment with remuneration is directly correlated with enhanced job performance and work efficiency.

2. The necessity to formulate programs aimed at improving employee job satisfaction inside the organization, encompassing all facets of work satisfaction. It is essential to establish the anticipated timeline for executing these initiatives, designate the individuals accountable for their development, and allocate the requisite resources for their successful execution. Furthermore, it is essential to assess their effects post-implementation.
3. The organization should embrace the perspectives of the research sample and the opinions of job quality, as articulated by the Human Resources Management's viewpoint. This entails striving for enhanced organizational performance while addressing psychological factors by underscoring the significance of work, imbuing it with purpose, and cultivating a sense of belonging and devotion to the organization.
4. Fostering a constructive work environment: Management must endeavor to cultivate a supportive and encouraging workplace. This entails minimizing stress and disagreements while augmenting collaboration among staff. An appropriate work environment increases satisfaction and boosts both collective and individual performance.
5. Offering avenues for advancement and professional development: Facilitating chances for promotion and training boosts employees' job stability and satisfaction, thereby motivating them to increase their effort and enhance their efficiency.
6. Engaging employees in the decision-making process: Empowering employees and engaging them in decision-making processes enhances their sense of belonging and accountability, hence improving their efficiency and motivation to elevate performance.
7. Acknowledging Contributions and Offering Feedback: Acknowledging employee accomplishments and delivering continuous feedback enhances job satisfaction and elevates performance.
8. Enhancing Work-Life Balance: Providing flexible working hours and vacation options promotes a healthy work-life balance, hence augmenting employee satisfaction and performance.
9. Prioritizing Mental and Physical Health: Implementing mental and physical health support programs boosts employee well-being, diminishes absenteeism and stress, and thus improves overall job efficiency

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