



**T.C.**  
**CANKIRI KARATEKIN UNIVERSITY**  
**INSTITUTE OF SOCIAL SCIENCES**  
**BUSINESS ADMINISTRATION DEPARTMENT**

**EXAMINATION OF THE ANTECEDENTS OF  
EMPLOYEE PERFORMANCE WITHIN THE  
CONTEXT OF THE IRAQI HEALTH SECTOR**

**Dheyaa Enad Naser AL JANABI**

**MASTER THESIS**

**Supervisor**  
**Asst. Prof. Dr. Pembe GÜÇLÜ**

**Çankırı – 2023**



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## SCIENTIFIC ETHICS STATEMENT

In the process from the proposal stage to the conclusion of the study titled *Examination of the Antecedents of Employee Performance within the Context of the Iraqi Health Sector*, which I prepared as a master's thesis, I carefully followed the academic ethics and rules, that I obtained all the information in the thesis within the framework of academic ethics and tradition, that I prepared in accordance with the rules of writing the thesis. I declare that I cited every citation as a reference and that the works I have benefited from are those shown in the bibliography.

... / ... / 2023

Signature

Dheyaa Enad Naser AL JANABI

## THESIS ACCEPTANCE AND APPROVAL

### ÇANKIRI KARATEKİN UNIVERSITY

#### TO THE DIRECTORATE OF THE INSTITUTE OF SOCIAL SCIENCES

This study titled *Examination of the Antecedents of Employee Performance within the Context of the Iraqi Health Sector* prepared by *Dheyaa Enad Naser AL JANABI* was found successful *by majority of votes* as a result of the thesis defense held on *16.10.2023* and was accepted as a Master's thesis in the *Business Administration* by our jury.

#### **THESIS JURY MEMBERS (Title, Name and Surname)**

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#### APPROVAL

The Administrative Board of the Çankırı Karatekin University Social Sciences Institute convened on 28/09/2023 and, following the determination of the jury, accepted this thesis under the reference number 202/42-24-A

Prof. Dr. Coşkun POLAT

Director of the Institution

## **PREFACE**

This thesis, “Examination of the Antecedents of Employee Performance within the Context of The Iraqi Health Sector,” was written on the basis of knowledge management literature. It was written to fulfill the graduation requirements of the master’s degree in business administration. The master program was conducted at the Institute of Social Science, which is part of Cankırı Karatekin University.

I would gratefully like to thank my thesis supervisor, Asst. Prof. Dr. Pembe GÜÇLÜ, for her patience, guidance and understanding.

....../....../ 2023

**Dheyaa Enad Naser AL JANABI**



## ABSTRACT

**Thesis Title** : Examination of the Antecedents of Employee Performance Within the Context of The Iraqi Health Sector  
**Author** : Dheyaa Enad Naser AL JANABI  
**Supervisor** : Asst. Prof. Dr. Pembe GÜÇLÜ  
**Department** : Business Administration  
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**Date** :16.10.2023

Dynamic changes and advances in work environments have created a great deal of pressure for organizations. Therefore, many organizations have implemented new strategies to improve employee performance and ensure efficient operations in such changing environments. Employee performance has become important for organizations in achieving their goals.

This study examines the impact of employee training, job satisfaction, job characteristics, work meaning, and self-efficacy on employee performance. The research was carried out in the province of Babylon, located in the south-central region of Iraq. The research was conducted in health institutions in Iraq, and 280 employees working as technician, nurses, doctors and administrative staff in health services were included in the study by the way of convenience sampling method. The questionnaire method was used for data collection and the form was developed based on previous studies in the literature. The findings show the training and job satisfaction significantly and positively affect employee performance. On the other hand, job characteristics, work meaning, and self-efficacy have not significant effect on employee performance for the research sample.

**Keywords:** Employee Performance, Training, Job Characteristics, Job Satisfaction, Work Meaning, Self-Efficacy.

## TURKISH ABSTRACT

**Tez Başlığı** :Çalışan Performansının Öncüllerinin Irak Sağlık Sektörü Bağlamında İncelenmesi  
**Tez Yazarı** : Dheyaa Enad Naser AL JANABI  
**Danışman** : Dr. Öğr. Üyesi Pembe GÜÇLÜ  
**Bölüm** : İşletme  
**Tez Türü** : Yüksek Lisans  
**Kabul Tarihi** : 16.10.2023

Çalışma ortamlarındaki dinamik değişimler ve gelişmeler, örgütler üzerinde büyük bir baskı yaratmıştır. Bu nedenle birçok işletme, çalışan performansını artırmak ve bu tür değişen ortamlarda verimli operasyonlar sağlamak için yeni stratejiler uygulamaya koymuştur. Çalışan performansı, işletmelerin hedeflerine ulaşmasında önemli hale gelmiştir.

Bu çalışma, çalışan eğitimi, iş tatmini, iş özellikleri, işin anlamı ve öz yeterliliğin çalışan performansı üzerindeki etkisini incelemektedir. Araştırma, Irak'ın güney-orta bölgesinde yer alan Babil ilinde gerçekleştirilmiştir. Araştırma Irak'taki sağlık kurumlarında gerçekleştirilmiş olup, sağlık hizmetlerinde teknisyen, hemşire, doktor ve idari personel olarak görev yapan 280 çalışan kolayda örnekleme yöntemi ile çalışmaya dahil edilmiştir. Veri toplamak için anket yöntemi kullanılmış ve anket formu literatürdeki önceki çalışmalara dayanılarak geliştirilmiştir. Bulgular, eğitim ve iş tatmininin çalışan performansını anlamlı ve olumlu yönde etkilediğini göstermektedir. Öte yandan, iş özellikleri, işin anlamı ve öz yeterlilik araştırma örnekleme için çalışan performansı üzerinde anlamlı bir etkiye sahip değildir.

**Anahtar Kelimeler:** Çalışan Performansı, Eğitim, İş Özellikleri, İş memnuniyeti, İş amacı,

## ABBREVIATIONS

|             |                                          |
|-------------|------------------------------------------|
| <b>App</b>  | Appendix                                 |
| <b>BA</b>   | Bachelor of Arts degree                  |
| <b>CL</b>   | Confidence level                         |
| <b>EP</b>   | Employee performance                     |
| <b>HRD</b>  | Human resource development               |
| <b>IPF</b>  | Interpersonal facilitation               |
| <b>JC</b>   | Job characteristics                      |
| <b>JD</b>   | Job dedication                           |
| <b>JS</b>   | Job satisfaction                         |
| <b>KAAS</b> | Knowledge, ability, attitude, and skills |
| <b>LRM</b>  | Linear Regression Model                  |
| <b>MA</b>   | Master of arts                           |
| <b>MS</b>   | Medical staff                            |
| <b>PhD</b>  | Doctor of philosophy                     |
| <b>SE</b>   | Self-efficacy                            |
| <b>SP</b>   | Sample population                        |
| <b>TP</b>   | Training programs                        |
| <b>TP</b>   | Task performance                         |
| <b>TR</b>   | Training                                 |
| <b>VIF</b>  | Variance inflation factor                |
| <b>WM</b>   | Work meaning                             |

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# **1. INTRODUCTION**

With the change and development of competitive conditions in recent years, organizations are working harder now than in the past in order to be successful. The successful performance of an organization is influenced by a variety of elements within a competitive environment. Performance, production, and efficiency are some of these elements. In this study, employee performance, as one of the factors affecting the organization success, is discussed.

Employees are the productive force of organizations. The success of employees directly affects production, and the success of production directly affects any services offered to customers. For this reason, employee success and organization's success serve each other.

There are many antecedents that affect employee performance. For example, a number of factors, such as peace in the work environment, satisfactory salary, promotion, awards and vacations, can motivate employees (Bateman and Snell, 2004: 386). When the employee receives his expectations from the working environment, he will focus completely on his work, which in turn will ensure his success.

Organization makes an effort on the performance increase of their employees and to increase their contribution to the business. There are many factors associated with employee performance. In this research, training, job satisfaction, job characteristics, work meaning, and self-efficacy are discussed and the effects of these factors on employee performance are examined.

Employee training is an endeavor that enables the employee to obtain detailed information about the job while continuing to work. In a competitive environment, it is important for employees to constantly acquire new and updated information. As employees gain new knowledge about the job, they will be more beneficial to the job. Bayram (2006) argued that educated employees improve themselves and contribute more to their work compared to other employees.

Job satisfaction is the employee's satisfaction with his job. There are many factors that provide job satisfaction. Some of these factors can motivate an employee to work, such as a good salary, weekly leave, success talks, and managerial appreciation. Thus, the employee who "loves his job" and gains commitment to the job will be satisfied. Job satisfaction is among the factors that will increase employee performance (Brinsfield, 2009).

Job characteristics also affect employee performance. Many features, such as the time of doing the job, any inevitable physical or mental fatigue, and the duration of the job affect the employee's focus on the job. Therefore, the employee can perform relying on the job nature. For instance, a waiter working in a bar that constantly plays metal music may experience hearing impairment after a certain period of time, and his performance may decrease (Çöl, 2008).

The work meaning can be described as the most socially oriented concept that affects employee performance compared to other factors. It is important to consider how the employee gives meaning to his work. For instance, a teacher can do his job in order to raise awareness in society. This is the meaning he attributes to the profession. Likewise, a doctor's saving of people's lives and a gardener's protection of nature with by applying horticultural skills and knowledge are examples of work-related interpretations. When employees attach meaning to their work, they show more commitment to it and spend more time on their work (Bateman and Snell, 2004).

Self-efficacy will be discussed as the final factor affecting employee performance. Self-efficacy is when a person feels competent in executing a job or task in any situation and believes that he can do so autonomously. An employee with high self-efficacy can handle his current job alone. This will also increase his performance of his work (Kirkman and Rosen, 1999).

In this regard, the research attempted to ascertain whether the variables which are thought to be effective on employee performance, such as the training, job satisfaction, job characteristics, self-efficacy, and work meaning, are effective or not also to reveal the level of effect, on a sample of healthcare sector employees in Iraq.

There are three chapters to this study. In the first chapter, an introduction to the study is made and the main motivation, importance and purpose of the study are mentioned. In the second part of the study, the theoretical framework regarding employee performance is discussed and the definition and importance of employee performance is emphasized. Factors affecting employee performance were examined. In the third part, the interrelation between the method of the study and the factors affecting employee performance and the effects of the training, job characteristics, self-efficacy, job satisfaction, and work meaning on employee performance in the Iraqi Health sector sample were examined. Again, in the third section, the data which are obtained as a result of the study were analyzed and interpreted; hypotheses were tested as an analysis result according to the conclusions drawn from the study and the data that were reported.



## **2. CONCEPTUAL FRAMEWORK**

This part of the thesis presents the study dimensions and the related literature review. The concepts of training, job satisfaction, job characteristics, work meaning, self-efficacy and employees' performance are analyzed.

### **2.1. Employee Performance**

#### **2.1.1. Definition**

Armstrong (2006: 38) defines performance as the attainment of set goals and emphasizes that it not only pertains to what individuals achieve, but also how they achieve it. Performance is described by Sultana et al. (2012) as the achievement of particular tasks in accordance with predetermined standards regarding accuracy, completeness, cost and speed. High performance is a crucial step toward achieving organizational goals and objectives. The employee performance plays an indispensable role in the entire success of an enterprise as employees are responsible for delivering products and services in which the organization specializes, and ultimately contributing to gaining a competitive advantage (Silva, 2020).

The employee performance is determined by the results that they attain by their behaviors, which are affected by their knowledge and abilities (Dahkoul, 2018). The actual performance of workers is useful as an indicator of a company's productivity and efficiency at work (Nooralhuda, 2021).

Performance of staff members can also be defined as their capacity to exercise discretion, complete any designated duties and adhere to organizational rules and regulations. A variety of factors impact employee performance, including evaluations of performance, earnings, inspiration of trust, job fulfillment, compensation, development and training, organizational structure, and guidance (Ross et al., 2016).

Employees work in a workplace in order to receive a salary in return for their labor. Each employee performs a job depending on the job description. The employee spends time and effort so as to fulfill the requirements of the task to be done. This effort and time gain meaning with his performance (Vance, 2006).

Employee performance is what is required to meet what is expected of an employee in a workplace. For this reason, when defining the concept, a definition should not be made only in terms of the employee. According to the manager or business owner, employee performance is the effort expected from the employee. When the employee gives this effort, he will have done that job in return and will receive a salary.

In some definitions, it has been observed that employee performance is measured by the amount of labor produced. This is not true in every business. For example, a courier may perform well by delivering fifty cargo packages per day. Here, the courier's performance can be evaluated depending on the number of cargo packages, whereas the labor of a waiter or the labor of a doctor cannot be evaluated in the same manner (Zhenjing et al., 2022).

The effort given by the employee during the day is seen as equivalent to the work and service produced. However, employee performance emerges not only as a result of the work but also during the work process. Especially in jobs that require teamwork, each employee makes a joint contribution to the work. In this case, joint team performance should be evaluated, not individual employee performance (Sanyal and Hisam, 2018).

### **2.1.2. Importance of Employee Performance**

Organization produces services depending on the performance of their employees. For this reason, every business needs successful and high-performing employees. Employees should contribute to the business when they desire to work for the company for a long period, with a good salary and good standards. For this reason, employee performance is seen as the key to success (Liu and Liu., 2022).

Today, organizations need successful employees for long-term operation. Especially in the digital age, as many companies provide online services, people are faced with many choices in a short time. For example, a person who is hungry encounters many restaurants on an Internet application from which they can order food. As he chooses from among many options, he gains experience. Organizations serving in this application are preferred as long as their customers are satisfied. In this case, all the sample business has to do is to serve delicious food. As the customer makes

purchases from the same business, they tend always to prefer from that particular work.

In the competitive world, every business needs employees who show high performance while producing products and providing services. Regardless of the sector, the employee should do his job with love. Employees who are reluctant to work, who do not like their job, and who only work for the sake of receiving a salary generally have low performance. In this case, the success rate of the employee will also be low. Such an employee will not only fail to benefit the business but also cause harm to the business (Leonard, 2019).

Kulchmanov and Kaliannan (2014) mention that employee motivation is the most effective element in influencing performance of employees. Maximizing employee performance may be achieved by fostering a sense of value for their labor and dedication inside the company and that administration appreciates for this situation and also rewards top performers. According to Stup (2003), there are various variables defined for the success of employees' performance and these variables are physical working environment, equipment, work meaning, feedback of performance, rewards, standard operating procedures, knowledge, skills and attitudes. Moreover, for having a standard performance, employers need to ensure that employees perform their duties in a way that achieves the purpose or objective of the enterprise. One of the important features of human resources managers regarding employee perception is to establish good relations between all employees as well as managers that guarantees the success of the institution (Cavico and Mujtaba, 2008: 77). Therefore, establishing an appropriate reward system for all workers and suppliers as part of a performance administration plan can actually result in increased effectiveness and efficiency in the workplace. (Mujtaba and Shuaib, 2010: 11).

There is a linear relationship between the accomplishment of an organization's objectives and the performance concept. In other words, there is a close relationship between the extent of achieving goals and the level of performance. Accordingly, the concept of performance; It is the explanation of the relationship between expectations about what they are supposed to do in their duties and what they actually do (Kesen, 2015:540). The purpose of performance evaluation is to make

limit to what degree employees contribute to improving work processes and create an organizational culture by enabling them to take responsibility at the level of their skills (Cornelius, 2001:157).

According to the results of Hawthorne research and many studies conducted in the field of employee performance; it was emphasized that employee satisfaction and performance will both be higher among contented employees than among unsatisfied workers. It has been said that when workers are unhappy and lose motivation, they are more likely to resign. (Elnaga and Imran, 2013:140).

## **2.2. Factors Affecting Performance of the Employee**

There are numerous factors that can impact performance of worker performance. These variables can differ based on the specific situation and industry.

### **2.2.1. Training**

Training refers to an organized approach to improve the abilities, skills, and knowledge necessary to perform a specific job. Individuals' KAAS (knowledge, ability, attitude and skills) are the primary focus of training. It has been noticed that the successful transfer and evaluation of training facilitates the optimal utilization of resources. Training helps to ensure the accomplishment of both individual and organizational objectives and aims. In addition, it plays an essential role in enhancing employee productivity (Mishra, 2020).

Contributions of employee performance to the achievement or failure of an organization are rather crucial. It is widely acknowledged that effective organizations set a high priority on the training and evolution of their staff members, recognizing that it increases skill sets and ultimately results in enhanced organizational performance (Liao and Chuang, 2004). Since industries and worldwide markets continue to grow, the importance of training increases. Training programs play an essential role in improving staff productivity by fostering collaboration and providing employees with job-related skills and knowledge. Specifically, innovation-focused trainings equip employees with knowledge that enables them to adapt to the shifting requirements of organizations, industries, and marketplaces. Training advantages on employee actions motivate organizations to prioritize employee

training and development in an effort to boost performance and obtain a competitive advantage in the marketplace (Dakhoul, 2018). Training contributes substantially to the continual improvement of worker proficiency and organizational effectiveness (Vishwakarma and Tyagi, 2016).

Human resources are essential and vital to any organization's operations, whether in the governmental or private sector. Within an organization, humans operate as planners, modifiers, and supervisors of other resources. Employees' high labor efficiency represents their achievements at a specific level. Clinical and non-clinical personnel who have responsibilities for both public and private health interventions are incorporated in the management of human resource in the field of healthcare. It is a vital and active management function that contributes to the effective reorganization of the healthcare industry (Oduwusi, 2018).

Effective employee training improves the quality of services and products by decreasing the probability of errors. This, in turn, leads to increased precision, efficiency, quality of work, adherence to legal procedures, and customer satisfaction. Enhancing productivity and attaining organizational success requires an experienced and well-trained workforce. Furthermore, organizations can conserve money via retaining talented staff members, as they can avoid the costs of hiring and educating new staff (Kum et al. 2014). In fact, there is an association that connects the training of the worker and performance. Organizations that prioritize creating profits for those they serve and offering its customers high-quality service recognize the significance of offering training opportunities to their employees (Sherwani and Muhammad 2016).

Training is the key that unleashes growth and development potential, granting organizations a competitive advantage (Mishra, 2020). Training serves as a valuable tool to bridge gaps, and organizations should utilize training strategically to enhance employee productivity (Choge, 2020). Employee training and development leads to happier workers, higher productivity, and ultimately, a successful company (Sherwani and Muhammad 2016).

Dyer and Holder (1988) performed a study that emphasized the importance that employees place on training and mentoring within an organization. The

implementation of training programs demonstrates their concern for their employees and their desire to improve their abilities and expertise in the field of the job. These programs of training have the potential to affect worker productivity as performance is often characterized as the average level of job performance exhibited via a worker. According to the requirements and expectations specified in their job descriptions, the productivity of employees is assessed (Bakotić, 2016).

### **2.2.2. Job Satisfaction**

Job satisfaction represents a person's psychological circumstance as a result of assessing one's work delight in a specific technique. It highlights the disparity among what employees anticipate from activities as opposed to what individuals truly got. These anticipations are typically of a specific nature because those vary from worker to worker due to a range of psychological variables (Amin, 2021).

Job satisfaction is a concept which refers to the extent to which workers are satisfied with their jobs and the overall experience in the work environment. Job satisfaction may be influenced by multiple elements like salaries and bonuses, work-life balance, promotions and career opportunities, relationships with colleagues and subordinates, and recognition and social status (Spector, 1997).

Job satisfaction is defined as the consequence of a variety of job-related elements. Individuals' acceptance of that job with satisfaction, or self-satisfaction, is used to measure these elements or factors. As a result, job performance becomes a result of emotional feelings that allow people to work without weariness or stress (Côté et al., 2021).

Job satisfaction is a substantial field in the study of organizational conduct and psychology of work. It pertains to understanding the extent of workers' satisfaction with their jobs and the elements that directly affect this satisfaction. Job satisfaction could be described as "an individual's assessment of the circumstances surrounding work, including atmosphere, direction, motivation, and reward, which affect their degree of satisfaction with their work" (Judge and Kammeyer- Mueller, 2012).

Job satisfaction is also the sum of the special attitudes towards the various work-related elements represented by the policy of management in organizing business. In

addition, it is work benefits in organizations, satisfaction at work, responsibilities at work, achievement, recognition and appreciation (Said and El-Shafei, 2021).

Research has demonstrated that individuals who experience job satisfaction tend to have lower levels of psychological anxiety, higher self-esteem, and greater social adjustment. Additionally, there is a strong correlation between job satisfaction and overall life satisfaction. To put it another way, job satisfaction has an essential effect on an individual's overall well-being, and people who feel good about their jobs feel good about their lives, and vice versa. Based on this, job satisfaction can lead to excellent employee performance in their work (Isaacs et al., 2020).

Organizations today place a greater emphasis on employee happiness for a variety of reasons. When employees experience elevated degrees of job satisfaction, it often results in lower rates of absenteeism (McShane, 1984). Additionally, job satisfaction is linked to increased ambition among employees in different organizations. Those who find satisfaction in their jobs tend also to feel content with their leisure time, particularly with their families and overall life. Furthermore, job satisfaction has been linked to lower rates of workplace accidents (Khan et al., 2012). Ultimately, there is a strong correlation between job satisfaction and work productivity (Cass et al., 2003).

“The greater the level of satisfaction, the greater the level of output” (Wasaf and Muhammad, 2021). It is worth noting that job satisfaction is a complex construct with multiple components (Aziri, 2011). These components include (i) satisfaction with job-related opportunities, (ii) satisfaction with wages and incentives, (iii) satisfaction with work relationships (including coworkers, superiors, and subordinates), (iv) satisfaction with supervisory approaches, recommendations, and leadership, (v) satisfaction with the physical work environment, (vi) satisfaction with organizational policies, (vii) satisfaction with evaluation of performance and system of promotion, and (viii) satisfaction with incentivizing methods, their foundations and standards. Each of these components can directly or indirectly impact employee performance. Job happiness is essential. Because employees require job satisfaction, it enhances their self-esteem and motivation to work for companies. It satisfies the needs of the employees by exceeding their expectations (Aziri, 2011).

Job satisfaction has the potential to alleviate the stress experienced by employees, thereby boosting morale and reducing absenteeism rates. Furthermore, it fosters a sensation of self-worth and adaptability, resulting in increased creativity, innovation, and overall job performance (Lambert and Hogan, 2009). As a result, job satisfaction can also lower the incidence of workplace conflicts. Job satisfaction is critical for organization since it may be leading to an elevated degree of sincerity to the organization. This is attributed to the fulfillment of employees' material and ethical aspirations within their organizations. As a result, it can aid companies in enhancing their capacity to attain their objectives and surmount any challenging circumstances or competition they may encounter (Sila and Širok, 2018).

### **2.2.3. Job Characteristics**

A job is one of the most crucial components of life on which people rely to achieve a decent life and to obtain an appropriate social position among people in the society in which they live. The dimensions of a job vary according to its different characteristics, such as social, cultural, economic, political and others characteristics. A job has many characteristics and specifications according to its different nature (Little, 2016). This section focuses on the concept of the job and on common characteristics that distinguish work in all different sectors of life, which by the ends affect employees' performance.

Job refers to any action that requires effort to achieve a certain objective or outcome, and it frequently alludes to the individual's career or craft. A job in the economy can be described as the performance of activities in exchange for monetary gain, and it is a critical pillar of the economy. Work is defined as any kind of effort put in by a person, male or female, in exchange for a salary. This kind of effort might be bodily or mental, temporary, fixed, or permanent. A job in sociology is defined as the accomplishment of tasks that necessitate the exertion of both physical and/or mental effort in order to provide fundamental commodities and services for humans. A job can be represented by employment with fixed or variable pay (Boudrias et al., 2021).

One of the most important characteristics of a job is that of being variable. A job is characterized by continuous change as it is located within an environment replete with fluctuations and a variety of changes. These changes usually result from



changing external conditions, which in turn directly affect the work in organizations. For example, changing political conditions can lead to political instability and cause great damage to various organization, especially economic ones. The rapid decline and rise of currency rates, especially global rates, affects various business economies. Changing the relations between countries also affects the ability to invest, export, import, attract labor and so on. All such changes can affect organization and employees' performance (Davidescu et al., 2020).

A job is complex since it depends on a network of different complexities, which result from a conflict of interest between organizations operating in the same sector and between different countries, specifically in terms of competition based on the pursuit of each of them to achieve competitive advantages at the expense of the other, and in terms of attracting the largest possible percentage of customers and maximizing the list of profits in various ways. All of these factors can have effects on employees' performance (Hasanati et al., 2019).

Work is highly vulnerable since it can be an integral part of its environment. It is affected by surrounding threats and risks. However, strong organizations incorporate into their strategic plans the possibilities of threats and risks and monitor the best ways to overcome and resist them. The work is also realistic since it does not deal with illusions. It, in fact, deals with different circumstances, regardless of their severity and difficulty. It monitors the basis of the current situation and the available resources and any resources that can be obtained in the future (Duchek, 2020). The goal in a job is to achieve the largest possible financial benefit. It aims to achieve what was planned and expand significantly in record time. It aims to distinguish between organizations operating in the same sector and move towards globalization and out of the local work limits. A job has a human element which is used with the aim of moving other elements. It invests minds and experiences for the purpose of achieving the main and subsidiary targets of organizations and achieving public interests. It aims to satisfy customers and stakeholders by conducting business in the direction he desires. All of these characteristics can directly or indirectly affect the employees' performance (Othman and Nasuridin, 2019).

Every job has a character which can be formed depending on many factors, including the sector of the work, how it is performed, its characteristics, and its value in society. For example, the character of the teaching profession is shaped by the duties of the teacher. The task of the teacher can be considered as lecturing the student, giving education, as well as constantly to learn new information and improve himself. While doing his job, the teacher takes on the character of the job. It is not possible for a person who cannot fulfill the aforementioned duties to become a teacher (Carr, 2007).

The Job Characteristics Theory proposed by Hackman and Oldham (1975) equips the basis for any relation between job meaning and job performance. This theory proposes that any perceived work meaning refers to the extent to which employees view their job as a worthy and rewarding experience. According to this theory, the compatibility of the structural characteristics of the job with the characteristics of the employee will bring success. This success is related to the high level of performance of the employee in the work he loves.

In the model of “Job Characteristics Theory”, it is determined that employees productivity is in harmony with the job. When the employee has characteristics suitable for the job, he works with motivation; however, he works only for certain purposes (salary, etc.) when he is not suitable for the job. This will lead to poor performance as it causes the employee to work unwillingly (Sever and Malbašić, 2019).

#### **2.2.4. Self-Efficacy**

The notion of self-efficacy refers to the self-evaluation presented by individuals. These are the beliefs of individuals regarding the possibility of achievement and mental performance. Self-efficacy is the complete confidence the individual in his abilities in new situations, or situations with many demands as well as unfamiliar demands. These can be the individuals’ beliefs in their personal strengths, with self-focus on other reasons, optimism, interpretation of the sources of optimism, effectiveness, or competence in competence (Lippke, 2020).

Self-efficacy can be the individuals' behaviors that contribute to achieving their personal goals. Individuals' beliefs and judgments about their abilities and status can play a crucial role in controlling their environment. This contributes to increasing the ability to achieve successful performance. Founded on social theory and self-efficacy theory, self-efficacy is of central importance, which means the existing knowledge about the self. It contains subjective expectations regarding individuals' abilities to successfully encounter situations and complete tasks (Li, 2020).

The notion of perceived self-efficacy is a notion of modern psychology. Self-efficacy could, as well, be seen as the individuals' expectations about their performance or behavior in different situations. These expectations are reflected on the individuals' choices of activities included in their performance. It is the amount of effort exerted when facing difficulties in achieving the behavior. It is believed that self-efficacy has a good relationship with individuals' desire and willingness to make and submit efforts. These efforts interact with difficulties and the challenges they will face (Alimohammadi et al., 2020).

The self-efficacy theory highlights the presence of two types of expectations that have a significant impact on individuals' performance. These include expectations related to self-efficacy and expectations related to outcomes. The former are usually relate to the individuals' awareness of their ability to perform specific tasks. These expectations can enable the individuals to determine whether they are able to perform a certain action or behavior in the hope of a performing a particular task. They also help them to determine the amount of effort required to perform these behaviors. They also help them to determine the extent to which their behavior can overcome the obstacles in these tasks (Alimohammadi et al., 2020).

The second type is the expectations of results. This is related to the belief that results can come from engaging in a specific behavior. The relationship between expectations of results and determining the appropriate behavior to perform a particular task is clearly shown. However, the expectations of self-efficacy are clearly related to predicting an individual's future actions. The expectations of results take three forms, where positive expectations act as motives and negative expectations act as obstacles (Dheviests and Riyanto, 2020).

The first form is the physical and negative effects that accompany the behavior. It includes pleasant sensory experiences, pain and physical discomfort. The second form is the negative and positive social effects. The positive effects include social interaction with others, such as expressions of attention, approval, social appreciation, material compensation and granting power. The negative effects include disinterest, disapproval, social rejection, criticism, deprivation of benefits and imposition of penalties (Chae and Jisung, 2020).

The third form is the positive and negative reactions to self-evaluation of an individual's behavior. Expecting social appreciation, compliments, honor and personal satisfaction leads to superior performance. However, expecting disappointment, loss of support and self-criticism leads to poor performance. Persons having a strong self-efficacy sense focus their attention on analyzing the problem and endeavoring to find appropriate solutions. The individuals who draw their attention inward and inundate themselves in doubt about their self-efficacy turn to concern when they face the demands of a difficult environment. This type of negative thinking bolsters epistemology by diverting attention from how to meet requirements to raising concerns about personal helplessness and potential for failure (Baumeister et al. 2003).

Reference should be made to mutual relationships between training and self-evaluation (self-efficacy), which affect each other. The availability of self-efficacy in the employee helps him to capture the ideas presented in training workshops, absorb them and then act accordingly. At the same time, successful training helps the employee to build a high self-evaluation of himself (Kusumaningrum, et al., 2020).

#### **2.2.5. Work Meaning**

Work can have a variety of meanings for everybody. People may discover personal meaning, significant, or purpose in their employment. Employment may be perceived as a source of larger meaning in life, assisting people in making sense of their daily lives. It is noticed by people that their efforts at business have a positive influence on people and society. Moreover, people see their work as being important, something in which to be personally invested, or a source of living in their lives (Svicher et al., 2022).

The more he realizes the significant of his effort, the more he is moved. The author defines it as all monetary and non-monetary salaries (as benefits in kind), rewards, grants, vacations, and other advantages received by the worker. The situation where a job is perceived as being meaningful emerges with the existence of resources such as the individual himself, other people, work environment and spiritual existence (Rosso et al., 2010). First of all, individuals often prefer to opt for jobs that have meaning for them. The fact that the individual work actually has performed with his values could allow for the realization of these values and is a factor in work perception to be significative. The individual concept includes job motivation, which is expressed as “the degree of internal positive emotions experienced for the effective performance of the job” on the basis of work emergence meaning (Hackman and Oldham, 1976: 259). Positive relationships between individuals in the work environment can cause the job to be perceived as being meaningful. Individuals infer positive meanings about their work as a result of psychological factors such as support, interest and appreciation from the groups of which they are members (Whyte, 1956). Organizational goals that reflect the values and goals of organizations contribute to the meaningful perception of work (Thompson and Bunderson, 2003). Spirituality-focused employees tend to associate their work with a lofty purpose and meaning (Lips-Wiersma, 2002). When individuals derive a high moral satisfaction in their work, they see their work in a very high position and this can create the perception that the work is significative.

The meaning of work has been considered as an essentially mental factor which leads to enhanced job satisfaction, superior performance of job, as well as reduced turnover of staff (Allan et al., 2019). According to researchers, work meaning is a vital precursor to a productive work environment (Baykal, 2018), and employees tend to respond positively when they successfully perform meaningful tasks, as proposed by the Job Characteristics Theory. This positive influence is naturally motivating, resulting in a Job Characteristics Theory, and its meta-analyses suggest that work meaning is a vital construct that creates a positive feedback loop leading to high-quality performance, job satisfaction, and more advantageous job results (Allan et al., 2019).

### **3. EMPIRICAL APPLICATION**

In this chapter, an empirical analysis is performed to discover the training impact programs on hospital worker action by means of the example of Iraqi hospitals. Firstly, the goal of the research is given. Secondly, literature review, study hypothesis and research model are presented. In the methodology section, collection of data, sampling and methods of analysis are presented. Finally, the outcomes and interpretations are shown.

#### **3.1. Aim of the Research**

In this thesis study, the health sector in Iraq was taken into consideration and the effect of antecedents such as education, job satisfaction, job characteristics, self-efficacy and work meaning on performance was investigated with the chosen sample. In addition, the aim of this research has been to obtain results on how the performance in the health sector in Iraq can be improved through the hospital employees sampled.

The importance of the current study lies in studying the results of training, job satisfaction, job characteristics, self-efficacy and work meaning to assist management in making strategic decisions, with one of its most important objectives being economic growth and functional efficiency in hospitals. By examining the antecedents that affect employee performance, it is revealed how employees can be more productive. Thus, in organizations, all kinds of antecedents that affect employee performance will be taken under control and will have a favorable effect on output. This will affect the success of organizations.

#### **3.2. Research Hypothesis and Research Model**

Several previous studies provide evidence indicating strong positive relationships between training, satisfaction of work, job characteristics, work meaning, self-efficacy, and worker acts. This section reviews some of these previous studies.

### **3.2.1. Effect of Training on Employee Performance**

One of factors affecting employee performance is training. It is important for the employee to develop himself after entering the job and to have adequate training to work in the relevant job. Particularly in sectors where there is constant innovation, work on personal development is beneficial (Özmen and Batmaz, 2006).

In addition to having sufficient knowledge and equipment in the work they do, employees should develop themselves in a way that will continue their knowledge. For example, information technologies are constantly evolving today. This is significant for employees to acquire abilities in using the Internet. Those working in sectors such as marketing and advertising should be aware of new developments, Internet programs and developments in the sector.

Uyar (2010) aimed to measure the impact of employee performance on the organization in his research on the relationship between training, development and performance in organizations. This study was carried out with the participation of employees of four large companies operating in the telecommunications sector in Turkey. 118 participants were included in the study and questions were asked to them via survey method. Based on the information obtained as a result of the research, it was observed that the participants gave importance to the training activities organized by the organizations, that they acquired new knowledge and skills and improved their performance in these trainings.

Gethingi (2014) investigated the effect that training has on performance of workers. According to the report, training is a method of equipping employees with essential information and abilities. Training programs, according to the research, can be implemented inside as well as outside the institution. In accordance with the survey, constant changes of work environments necessitate continuous skills improvement for workers in order to enhance their performance. The research of Gethingi (2014) was utilized by the UN Office in Somalia. The study, which comprised 144 employees, used a questionnaire Training, according to the research outcomes, can boost worker participation in operations. According to the findings, training can lead to management being committed to aiding other employees.

Subaşı and Erdoğan (2023) investigated the influence of development and training on performance in organizations. In this study conducted by literature review method, research findings on the subject were compiled. On the base of this research, it has been found that in-house development and training activities increase individual performance and, together with managerial support, positively reflect on organizational performance.

The first hypothesis of this research depends on a past study on the correlation between training and performance of employees:

H1: There is a significant impact of training on employee performance.

### **3.2.2. Impact of Job Satisfaction on Employee Performance**

An employee's satisfaction in his job increases his commitment to the job and ensures high performance as every employee generally tends to desire to work in a job that he loves, receives a good salary, is promoted, and is respected. A large part of human life is spent at work. For this reason, the work he does for every person has various meanings. Job satisfaction will affect the performance of the person positively (Locke, 1976).

Spector (1997) conducted research on job satisfaction and those factors that affect workers in organizations. The present study supports the knowledge that job satisfaction positively affects individual productivity. Employees work productively when they love what they do at work, have respect for their work, receive a good salary, develop good relationships with managers, and are appreciated at work. Therefore, providing job satisfaction has a favorable impact on the performance of employee.

Khan, Nawaz, Aleem, and Hamed, (2012) was carried out to determine the factors affecting the job satisfaction levels of employees in autonomous healthcare institutions and their effects on performance. The sample of the study consists of 200 doctors, 250 questionnaires were distributed to the sample group consisting of nurses, administrative and accounting staff working in autonomous health institutions in Punjab and 200 questionnaires were returned. The data obtained were



analyzed and it was concluded that salary, promotion, job security and safety, working conditions, job autonomy, relations with colleagues, relations with colleagues, supervisor and quality of work affect job satisfaction and performance.

Ramli (2018) indicated that work can positively affect employee performance. The research showed that job satisfaction can have a significant and positive influence on employee performance in the healthcare industry. High job satisfaction may enhance worker motivation and energy levels, leading to a direct impact on job performance. In this study, the survey of people in the health sector showed that employees who enjoyed doing their jobs, who loved to help people, and who would work in environments with good working conditions are satisfied with their work.

Şimşir and Seyran (2020) investigated the importance of job satisfaction in their article prepared using the compilation method. According to the sources examined in the study, it was observed that job satisfaction increases performance and provides efficiency in work. Job satisfaction has been seen as an element that improves organizations in terms of organizational and individual development.

Based on the previous works on the correlations between the performance of employee and the job satisfaction, below is the second hypothesis of this study:

H2: There is a significant effect of job satisfaction in achieving employee performance.

### **3.2.3. Impact of Job Characteristics on Employee Performance**

Hackman and Lawler (1971) stated in their research that when employees are satisfied with their jobs, they perform better depending on the nature of work they do in an organization. As a result of long observations, it has been observed that especially factory employees exhibit similar performances due to their difficult work. They also observed that performance constantly improved in jobs with promotion opportunities and less time constraints.

Streit and Brannon (1994) examined the consequences of change made through job design on performance in their field study with 248 healthcare professionals. It was observed that skills and knowledge pertaining to the business are importantly and

positively relevant to the perception of performance of job, and that job knowledge and skills have a more important and positive determinant effect than the wage system.

Millette and Gagné (2008) examined the impacts of job characteristics on the perception of performance of job. The findings indicate that there is a strong and favorable link between the perception of job performance and the variety of skills and autonomy from job characteristics dimensions, and the total motivation score of job characteristics.

Kaya and Dinç Elmalı (2021) was conducted to determine the impact of job characteristics on individual job performance, especially for healthcare workers. Based on the idea that it is important to reveal which job characteristics are effective on which type of performance of healthcare personnel working under difficult conditions. According to the results it was discovered that work identity and friendship, which are sub-dimensions of job characteristics, have positive impacts on all sub-dimensions of individual job performance. Additionally, autonomy was observed to have a negative impact on harmful work conduct, task performance was positively affected by feedback, and skill diversity had a beneficial impact on task and content performance.

Based on the previous works on the correlation between the job characteristics and workers performance, the third hypothesis of this research is presented:

H3: There is a significant effect of the job characteristics in achieving employees' performance.

#### **3.2.4. Impact of Self-Efficacy on Employee Performance**

There is a highly substantial relationship between self-efficacy and performance of employee. Self-efficacy refers to the self-evaluation. An employee with self-efficacy can accomplish many tasks on his own strengths. Because this employee is self-confident, he will also be aware of the requirements of the job.

In his study, Aşık (2016) investigated the impact of self-efficacy and work integration on the performance of employee. The research was conducted with the

employees of hotels operating in Balıkesir city center using the survey technique. 134 employees participated in the current study. It has been discovered as a result of the research that self-efficacy increased performance of job.

Bernales-Turpo et al.'s paper (2022) is based on the importance of determining that the factors affecting the job performance of healthcare professionals working in healthcare facilities, especially in the context of the COVID-19 pandemic, It was conducted to analyze the mediating role of work engagement in the relationship between job burnout, professional self-efficacy, life satisfaction and job performance in Peruvian healthcare workers.

In their study, Yalçın and Hırlak (2022) examined the direct as well as the indirect relationships between perception of self-efficacy, employee performance and job satisfaction. The survey method was used in the research conducted with 198 academics. As a result of the research, it was concluded that the self-efficacy perception has a vital relationship with job satisfaction, and in the meanwhile, self-efficacy indirectly affects performance.

Based on the previous works on the correlations between self-efficacy and performance of employees, the fourth hypothesis of this research is as follows:

H4: There is a significant impact of self-efficacy in achieving the performance of employees.

### **3.2.5. Effect of Work Meaning on Employee Performance**

Every employee gives meaning to his work. Giving meaning to the job enables the employee to adopt that job. Therefore, when work has meaning for every employee, commitment to work develops. If a teacher, doctor, construction worker, waiter or a person working in any sector finds their job meaningful, it will enable them to adopt that job (Akal, 2005).

An important relationship exists between the work meaning and performance. Studies have shown that when employees find their job meaningful, they show more commitment to that job. The common opinion of researchers working on the work meaning; It is in the direction that today's employees will put effort into their

business as they discover the meaning of their work. To put it in another way, when a gardener finds watering meaningful, he or she will water flowers better (Bilgiç, 2008).

In his article, Çöl (2008) examined the correlations between performance and work meaning. 403 academics working in 13 public universities participated in this research. As a result of the study carried out utilizing the survey technique, it was found that academics perform better when they attach meaning to the business they perform.

Rosso et al. (2010) conducted research to measure the individuals' performance working in the sector of health. In this research, the effects of factors such as the meaning of the job, job satisfaction, stress, career development, and identification with the organization were examined. As a result of the research, it was seen that the employees who gave meaning to their work would perform better.

In his article, Kerns (2013) investigated the correlation between the work meaning and workers' performance by compiling 20 previous articles. Results from selected articles, selected completely at random, revealed that employees perform better when they find their work meaning. No sectoral distinction was made in the study; however, it has been observed that employees' perspective on life, their love of their job, and their sense of belonging to work are effective in giving meaning to work.

Building on prior research examining the relationship between the work meaning and employee performance, the following is the fifth research's hypothesis:

H5: There is an important effect of the meaning of work on employee performance.

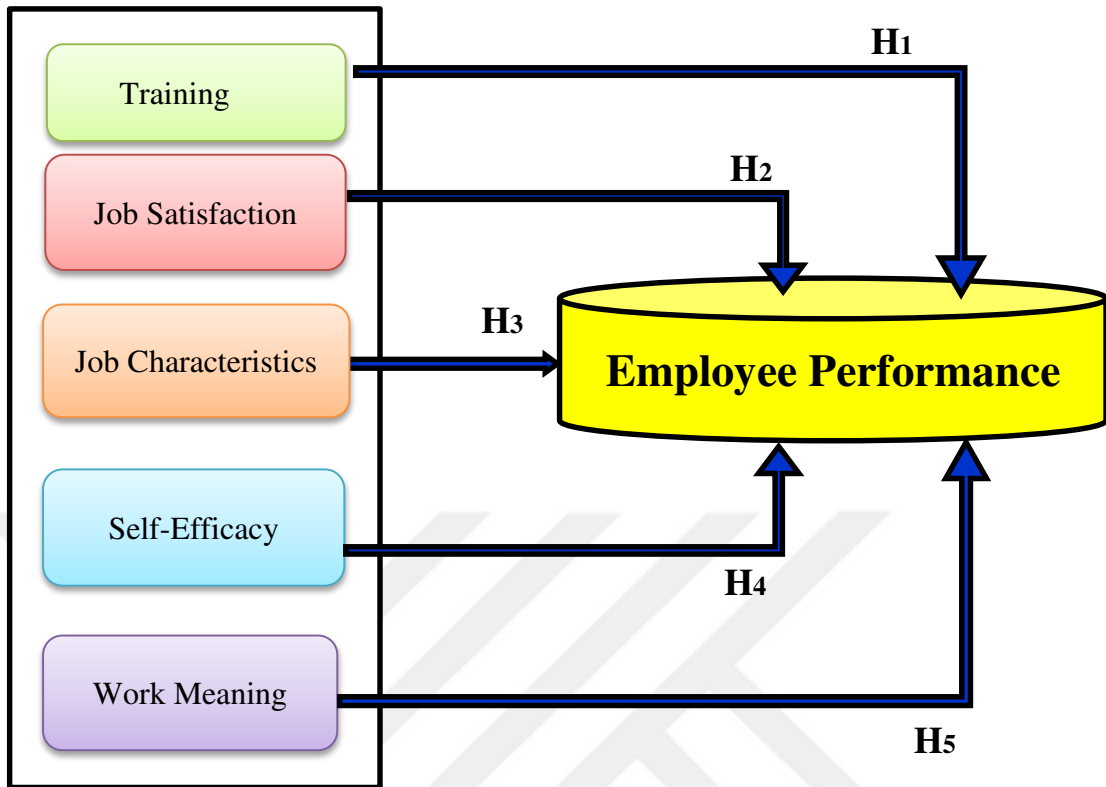
### **3.2.6. Research Model**

While various studies have explored the topic, the primary focus of this thesis is to examine the relationship between employee performance and training in addition to other relevant variables. The study was founded on the main hypotheses, which state that training and other variables influence employee performance.

The model that represents the relationships between the study dimensions is shown in Figure 3.1, showing that training, job satisfaction, job characteristics, work meaning inventory, and self-efficacy are expected to have effects on employees' performance of the sample hospitals.

The model presented in this thesis was developed based on the relevant literature, which indicates that training and the other variables mentioned above may have a significant impact on employee performance. The figure illustrates the expected effects of training and other variables on employee performance within the sample hospitals. The model in Figure 3.1 shows that the training dimension and the employees' performance have one scale for each. The other variables have one scale for each one as well. Specifically, job satisfaction, job characteristics, work meaning inventory and self-efficacy may have effects on employees' performance in the sample hospitals.

**Figure 3.1:** Conceptual model



### 3.3. Methodology

This section presents the methodology of the research. First, the data collection method of the research is explained, followed by an introduction of the sampling method. Then, the analysis methods are presented.

#### 3.3.1. Method of Data Collection

The research data gathered served as input for investigating the various dimensions of the study. The data also included statistical information about the respondents. A questionnaire was used as the primary method for data collection, given its ability to facilitate the collection of large samples. The questionnaire was designed based on the relevant literature, with references provided in Table 3.1. A sample of the questionnaire is also included in Appendix A. The questionnaire was formatted using the five-point Likert scale through which each dimension item would offer five possible response options. These options were weighted as 1. Strongly Disagree, 2. Disagree, 3. Normal, 4. Agree, and 5. Strongly Agree.

The number of items, the references and the codes of the study dimensions are listed in Table 3.1. The study dimensions have training, which in itself has 14 items and is coded as TR. The employees' performance, which has 10 items, is coded as EP. The job satisfaction has 8 items and is coded as JS. The job characteristics has 17 items and is coded as JC. The work meaning has 10 items and is coded as WM. Finally, self-efficacy, which has 8 items, is coded as SE.

**Table 3.1:** Scales used in this research

| Dimensions             | Code | Number of Items | Sources                     |
|------------------------|------|-----------------|-----------------------------|
| Employees' Performance | EP   | 10              | Chao et al., 2015           |
| Training               | TR   | 14              | Grohmann and Kauffeld, 2013 |
| Work meaning           | WM   | 10              | Steger et al., 2012         |
| Self-Efficacy          | SE   | 8               | Chen et al., 2001           |
| Job Satisfaction       | JS   | 8               | Chao et al., 2015           |
| Job Characteristics    | JC   | 17              | Chao et al., 2015           |

### 3.3.2. Sampling Method

The entirety of what a study represents is called the "population which includes the people or groups to which the researcher will generalize his work as a result of the research. However, not every study can be conducted on the population as situations may arise where it will not be possible to reach the number of participants in the population. For this reason, a group that can represent the universe is selected and the research proceeds through this group. This selected group is called the "sample."

The sample of this research consists of 280 workers in the Iraqi health sector within three hospitals in Babylon province, located in south-central Iraq. Sample elements are determined by the way of convenience sampling method.

### 3.3.3. Analysis Methods

This research aimed to examine the effects of training, work meaning, self-efficacy, job satisfaction, job characteristics, on employee performance. To achieve this purpose, frequency and reliability analyses were conducted, followed by a

correlation analysis to determine the relationships between the variables. The study then proceeded to test the hypotheses outlined in Section 4.2 through regression analysis. Descriptive statistics of the scales used in the empirical research were also provided. The data analysis for this research was conducted using the SPSS 20.0 software.

### 3.4. Results

The empirical outcomes of the research are illustrated in this section. First, the reliability test results are shown, followed by a summary of the demographic information. Then, the descriptive statistics are given followed by an explanation of the results of the correlation and regression analyses.

#### 3.4.1. Frequency Analysis Results

The frequency analysis results are presented in two parts, with the first part consisting of demographic information, which is reported in the tables below. Table 3.2 lists information about the gender of the respondents, indicating that males represent 45% of the sample, while females represent 55%. The distribution of participants shows that the number of female participants is slightly higher than the number of male participants by a margin of 10%. This suggests a relatively balanced distribution of males and females in the sample, which is a positive aspect of the study.

**Table 3.2:** Gender information

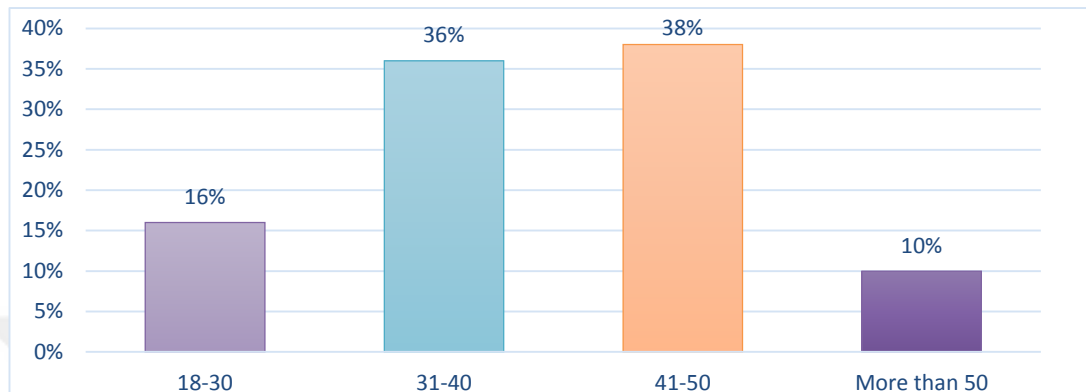
| Gender | Frequency | %   |
|--------|-----------|-----|
| Male   | 126       | 45  |
| Female | 154       | 55  |
| Total  | 280       | 100 |

Figure 3.2 presents, with the survey form of questionnaire, the respondents' age distribution categorizing participants into four distinct age groups. This categorization was applied to ensure that the data were statistically significant. The 31-40 and 41-50 groups have almost the same number of participants at 36% and



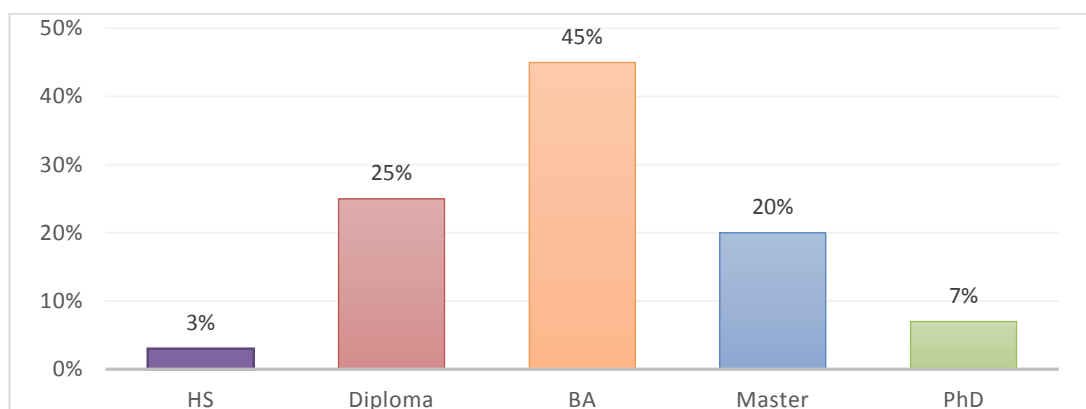
38%, respectively. The 18-30 category represents 16%, while the over 50 age category represents 10% of the sample. The age information indicates that the sample hospitals have a majority of employees who are middle aged.

**Figure 3.2:** Age information of the respondents



The educational background of the respondents is shown in Figure 3.3. The distribution of participants across various education levels appears to be somewhat imbalanced. The majority of the participants holds a university degree (BA), with the highest number of respondents falling into this category at 45%. The participants with graduate degrees (MA and PhD) are around 27% of the participants. Those with diploma degrees are represented at a 25% rate. In general, the levels of education that the participants have are good.

**Figure 3.3:** Distribution of participants according to their educational background



The designation at work of the respondents is shown in Figure 3.4. The distribution of the participants according to their designation indicates that the majority of them are employees. The number of employee participants (257) is far higher than

the number of manager participants (23). This is advantageous as the study primarily revolves around the performance of the employees.

**Figure 3.4:** Distribution of participants according to their designation

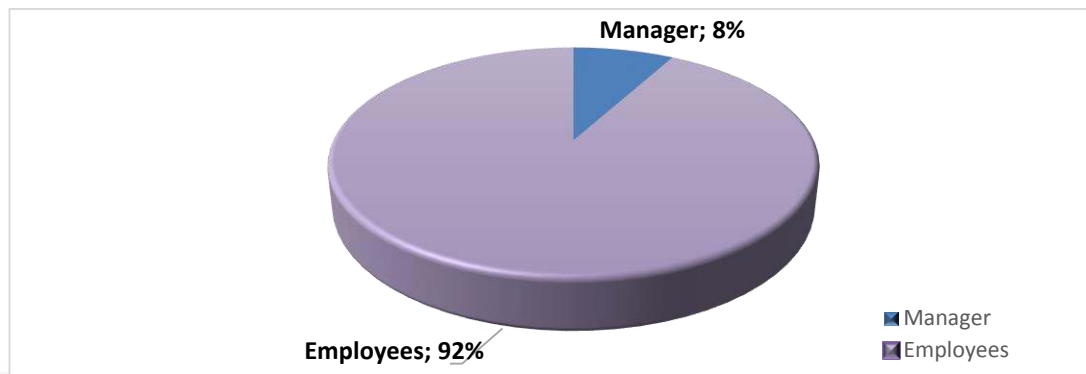


Figure 3.5 illustrates the data regarding the job positions of the participants showing that the majority of participants are nurses, at 72% of the total sample. Doctors represent 5%, technicians 8% and administration members 15%. The information in the figure indicates that the sample has a variety of work positions, which is good in terms of evaluating the training programs as a variety of work positions can provide different outcomes of training.

**Figure 3.5:** Distribution of participants according to their work position

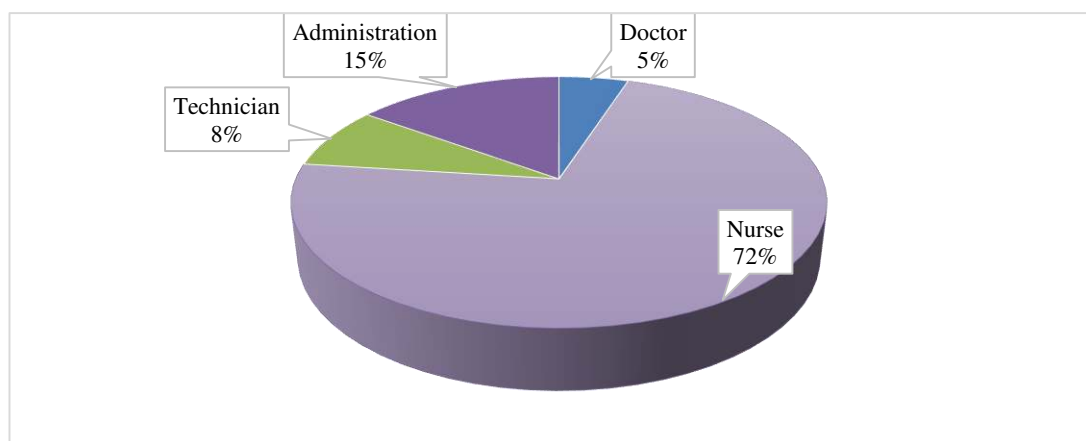
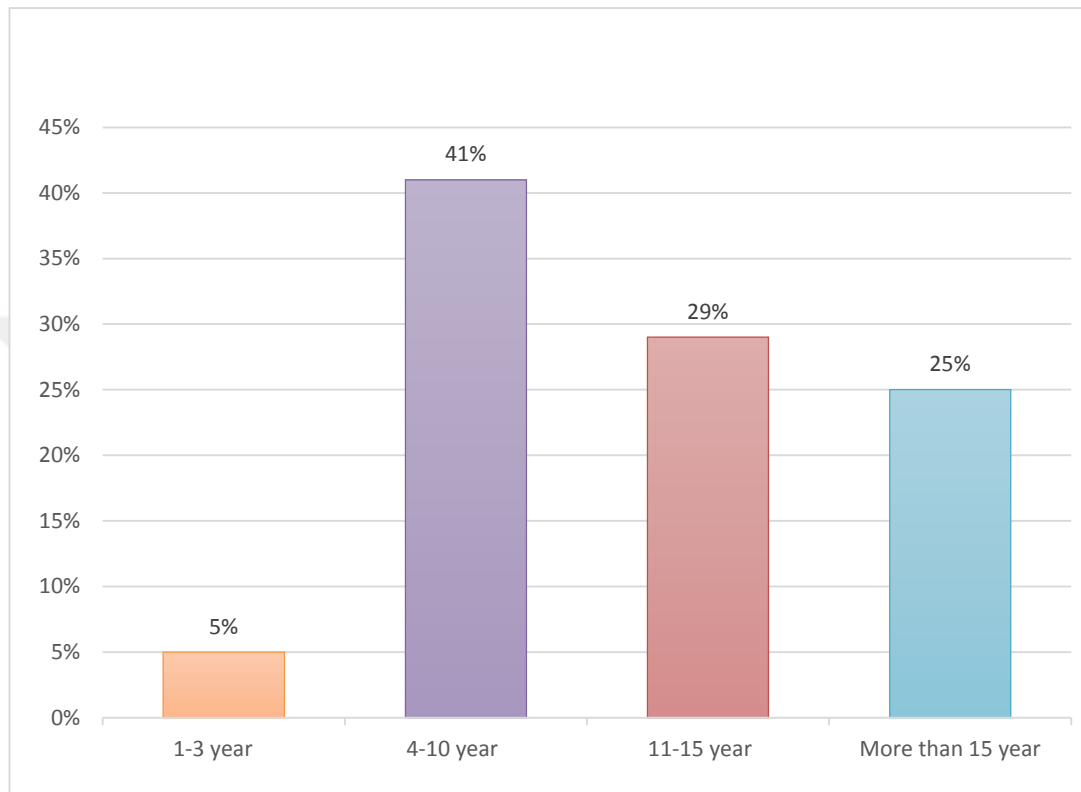


Figure 3.6 presents the data related to the work experience of the participants. The questionnaire included four distinct categories to classify the total work experience in a statistically significant manner: 1-3 years, 4-10 years, 11-15 years, and Over 15 years. The table shows that the 4-10 years category represents the highest number of participants at 41%. The number of participants with 1-3 year of

experience is lower at 5%. In addition, the Over 15 years of experience category is represented by 25% of the participants. These results confirm that the sample is good in terms of work experience.

**Figure 3.6:** Distribution of participants according to their experience



### 3.4.2. Results of the Reliability Analyses

To assess the reliability of the scales of the study, Cronbach's alpha test was utilized, which produces a value between 0 and 1. A score of 0.60 or lower indicates low reliability and renders the scale unacceptable. Conversely, a Cronbach's alpha value falling between 0.60 and 0.80 indicates a moderate level of reliability that is considered acceptable (Nunnally and Bernstein, 1994). For values 0.80 and over, the reliability of the scale is high. From Table 4.3, it is clear that the value of Cronbach's alpha for the training variable (0.872) shows high reliability. It is worth noting that the job satisfaction variable has a Cronbach's alpha value that falls slightly below 0.60, which is considered a critical reliability threshold. The other three variables, however, have acceptable Cronbach's alpha coefficients.

**Table 3.3:** Cronbach's alpha values for the scales

| Variable | Items   | Cronbach's Alpha Coefficient |
|----------|---------|------------------------------|
| TR       | Q1-Q14  | 0.872                        |
| WM       | Q15-Q24 | 0.668                        |
| SE       | Q25-Q32 | 0.661                        |
| JS       | Q33-Q40 | 0.586                        |
| JC       | Q41-Q57 | 0.773                        |
| EP       | Q58-Q67 | 0.729                        |

### 3.4.3. Descriptive Statistics of Scales

Descriptive statistics are given to describe the variables of training (TR), work meaning (WM), self-efficacy (SE), job satisfaction (JS), job characteristics (JC), and employee performance (EP). Table 3.4 below illustrates the mean, standard deviation, skewness, and kurtosis of the variables. It has been observed that the mean and standard deviation values are close to each other for all variables.

The mean value of each variable was approximately 4, indicating that the majority of hospital employees reported improvements as a result of the training and had agreed on the work meaning. They have self-efficacy and are satisfied with their jobs. Moreover, there are certain characteristics of the job, such as full of variety, usage of the skills, complexity and no room for mistake.

According to Westfall and Henning (2013) the skewness and kurtosis values are within permissible ranges showing that there is satisfaction with the normality assumption. Values of skewness and kurtosis falling between  $-2$  and  $+2$  are considered acceptable as evidence of a normal univariate distribution.

**Table 3.4:** Descriptive statistics

|                    | TR    | JS    | JC    | WM    | SE    | EP    |
|--------------------|-------|-------|-------|-------|-------|-------|
| Mean               | 4.15  | 3.98  | 3.97  | 3.86  | 3.96  | 4.09  |
| Standard Deviation | 0.48  | 0.42  | 0.39  | 0.47  | 0.46  | 0.42  |
| Skewness           | -0.14 | -0.29 | -0.19 | -0.11 | -0.53 | -0.63 |
| Kurtosis           | -0.56 | 0.08  | 0.02  | -0.32 | 0.32  | 1.76  |

#### 3.4.4. Findings from the Correlation Analysis

The correlation analysis was conducted in order to determine whether the independent variables are correlated with each other. In such a case, a multicollinearity problem occurs which indicates that the assumption of the regression analysis is not satisfied (De Vaus, 2002). The dependent variable is added to the correlation analysis in order to measure the strength of the relationship between each independent variable.

The correlation coefficients between the variables are presented in Table 3.5 and range between  $-1$  and  $1$  in the correlation analysis. When the correlation coefficient is close to  $0$ , it indicates that the two variables are not strongly correlated. The significance of the correlation coefficient is determined through the  $t$ -statistic, which is influenced by the number of observations. In the sample of this study, the number of observations is sufficiently large, resulting in all the correlations in Table 3.5 being statistically significant. However, the magnitude of the coefficients is crucial for interpreting the results.

The correlation analysis is seen in Table 3.5.

**Table 3.5:** Results of correlation analysis

|                     | <b>Work<br/>Meaning</b> | <b>Self-<br/>Efficacy</b> | <b>Job<br/>Satisfaction</b> | <b>Job<br/>Characteristics</b> | <b>Employee<br/>Performance</b> |
|---------------------|-------------------------|---------------------------|-----------------------------|--------------------------------|---------------------------------|
| Training            | 0.618**                 | 0.464**                   | 0.398**                     | 0.203**                        | 0.258**                         |
| Work Meaning        |                         | 0.408**                   | 0.256**                     | 0.205**                        | 0.179**                         |
| Self-Efficacy       |                         |                           | 0.541**                     | 0.162**                        | 0.130*                          |
| Job Satisfaction    |                         |                           |                             | 0.190**                        | 0.156**                         |
| Job Characteristics |                         |                           |                             |                                | 0.308**                         |

\*\*Correlation is significant at the 0.01 level (2-tailed).

\*Correlation is significant at the 0.05 level (2-tailed).

In light of the correlation findings, a concept most related to employee performance is self-efficacy. Considering the answers given by the workers, it can be seen that the performance of the employees with high self-efficacy may also be higher. Then, the most important factor affecting performance is seen as job satisfaction.

It is clear from the table below that the training dimension reaches its correlation coefficient with the employees' performance (at 0.258), which indicates a significant and positive correlation when it is significant (at 0.01). As for the dimension of the work meaning, it actually has a coefficient of correlation with the performance of workers (at 0.179), which indicates a significant and direct correlation when indicating (at 0.01), while the dimension of self-efficacy reaches its correlation coefficient with the employees' performance (at 0.130). This indicates a significant and direct correlation when significant (at 0.05), while the dimension of job satisfaction reaches its correlation coefficient with employees' performance (at 0.156), which indicates a significant and direct correlation at 0.01. Finally, for the dimension of job characteristics, the coefficient of its correlation with the employees' performance is 0.308, which indicates a significant and direct correlation when the significant is 0.01.

#### **3.4.5. Multiple Regression Analysis Results**

The effects of education, work meaning, self-efficacy, job satisfaction and job characteristics factors, which are thought to affect employee performance, and which

have been promoted on the base of the main problem of the research, are shown in Table 3.6 in the analysis of regression.

A linear regression model is a statistical model which predicts a continuous outcome variable (in this case, employee performance) from one or more independent variables (in this case, training, work for meaning, self-efficacy, job satisfaction, and job characteristics).

The model is a simplified version of a linear regression model. In a more complex model, there would likely be other independent variables included, and the coefficients would be different. However, the basic principle of the model would remain the same: employee performance being predicted by a combination of independent variables.

**Table 3.6:** Multiple regression analysis results

|                                                                                                                        | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.   | VIF   | Hypothesis Result |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------|---------------------------|--------|--------|-------|-------------------|
|                                                                                                                        | B                           | Std. Error | Beta                      |        |        |       |                   |
| Constant                                                                                                               | 2.180                       | 0.326      |                           | 60.691 | <0.001 | 1.856 |                   |
| TR                                                                                                                     | 0.174                       | 0.067      | 0.200                     | 20.615 | 0.009  | 1.694 | H1 supported      |
| JS                                                                                                                     | 0.282                       | 0.062      | 0.264                     | 40.538 | <0.001 | 1.070 | H2 supported      |
| JC                                                                                                                     | 0.041                       | 0.069      | 0.041                     | 0.602  | 0.548  | 1.070 | H3 rejected       |
| SE                                                                                                                     | -0.027                      | 0.065      | -0.030                    | -0.415 | 0.678  | 1.496 | H4 rejected       |
| WM                                                                                                                     | 0.003                       | 0.066      | 0.003                     | 0.046  | 0.963  | 1.637 | H5 rejected       |
| Dependent Variable: EP; Durbin Watson = 1.892; R= 0.369; R square=0.139; Adjusted R Square= 0.12 ; F=80.624; p=<0.001; |                             |            |                           |        |        |       |                   |

Table 3.6 indicate that Durbin Watson reached 1.892, the closer to (2) is the better, and for this data the value is (1.892) which is so close to (2) and assumption of independent errors had been met (Field, 2009: 236). Variance inflation factor (VIF) scores were calculated to determine the existence of the multicollinearity problem. The VIF scores are less than the critical value of 10. Some authors suggest a more conservative level of 2.5 for the VIF scores and the scores in this model are lower than that critical level, thereby showing that there is no multicollinearity problem.

The correlation coefficient is positive with (0.369), and the coefficient of determination ( $R^2$ ) has reached 0.139, meaning that the above multiple regression explained 13.9% of the variation in performance of workers, while 86% is due to other factors that were not included in the researcher's study form. The regression model was significant at ( $p < 0.001$ ) because the value of F Test statistics was (8.624), it's indicating that training and job characteristics affect the performance of workers.

Table also shows the coefficients of the independent variables in the model. The coefficients show the weight of each independent variable in predicting employee performance and its significant. For example, the coefficient for training is 0.174, which is significant at (0.009) means that a one-unit increase in training is associated with a 0.174-unit increase in employee performance, and an increase in Job satisfaction by one unit associated with a 0.282 unit increase in employee performance, the later value is significant at (0.001). The constant value in regression model means that if the value of training and job satisfaction were zero, the value of employee performance will be (2.180). Standardized Coefficients means that if training increased by one standard deviation, the employee performance will increase by (0.20), and if job satisfaction increase by one standard deviation the employee performance will increase by (0.246). The following regression equation explain unstandardized coefficients:

$$EP = 2.180 + 0.174 (TR) + 0.282 (JS)$$

The researcher splitted data by gender to determine the effect of gender on the regression model, as can be seen in the table below for male.



**Table 3.7:**Regression analysis for male employees

|                                                                                                                        | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig.   | VIF   | Hypothesis Result |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------|---------------------------|--------|--------|-------|-------------------|
|                                                                                                                        | B                           | Std. Error | Beta                      |        |        |       |                   |
| Constant                                                                                                               | 1.971                       | 0.504      |                           | 3.912  | <0.001 |       |                   |
| TR                                                                                                                     | 0.095                       | 0.104      | 0.102                     | 0.914  | 0.362  | 1.759 | H1 rejected       |
| JS                                                                                                                     | 0.377                       | 0.104      | 0.325                     | 3.621  | <0.001 | 1.144 | H2 supported      |
| JC                                                                                                                     | -0.119                      | 0.114      | -0.116                    | -1.047 | 0.297  | 1.760 | H3 rejected       |
| SE                                                                                                                     | 0.077                       | 0.103      | 0.083                     | 0.750  | 0.455  | 1.747 | H4 rejected       |
| WM                                                                                                                     | 0.106                       | 0.103      | 0.108                     | 1.028  | 0.306  | 1.557 | H5 rejected       |
| Dependent Variable: EP; Durbin Watson = 1.882; R= 0.397; R square=0.157; Adjusted R Square= 0.122 ; F=4.480; p=<0.001; |                             |            |                           |        |        |       |                   |

Table 3.7 indicate that Durbin Watson reached 1.882, which is confirm the assumption of independent errors because it is near (2) value as we mention above. Variance inflation factor (VIF) scores were calculated to determine the existence of the multicollinearity problem. The VIF scores are less than the critical value of 10.

The correlation coefficient is positive with (0.397), and the coefficient of determination ( $R^2$ ) has reached 0.157, meaning that the above multiple regressions explained 15.7% of the variation in performance of workers, while 84.3% is due to additional factors that the researcher did not include in the study form. The regression model is significant at ( $p<0.001$ ) because the value of F test was (4.480) it's indicating that variables affect the performance of workers.

The table also shows the coefficients of the independent variables in the model. The coefficients show the weight of each independent variable in predicting employee performance and its significant. For example, the coefficient for job satisfaction is 0.337, which is significant at ( $p<0.001$ ) means that a one-unit increase in job satisfaction associated with a 0.337 unit increase in employee performance, The constant value in regression model means that if the value of job satisfaction is zero, the value of employee performance will be (1.971). Standardized Coefficients means that if job satisfaction increase by one standard deviation the employee performance

will increase by (0.325). The following regression equation explain unstandardized coefficients:

$$EP = 1.971 + 0.337 (JS)$$

The results of the model summary show that job satisfaction is only one variables in predicting male employee performance. These results suggest that organizations can improve employee performance by increase male job satisfaction.

However, in general mode of regression, training and job satisfaction have a significant effect on employee performance, while in male regression model, job satisfaction is the significant variable means that male employees prefer job satisfaction to improve their performance.

Overall, the results of the model summary provide some insights into the factors that influence employee performance. However, it is important to interpret the results with caution and to consider the limitations of the model.

As for the female perspective, the results were as follows:

**Table 3.8:** Regression analysis for female employees

|                                                                                                                        | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig.   | VIF   | Hypothesis Result |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------|---------------------------|--------|--------|-------|-------------------|
|                                                                                                                        | B                           | Std. Error | Beta                      |        |        |       |                   |
| Constant                                                                                                               | 2.160                       | 0.433      |                           | 4.986  | <0.001 |       |                   |
| TR                                                                                                                     | 0.259                       | 0.091      | 0.313                     | 2.848  | 0.005  | 2.128 | H1 supported      |
| JS                                                                                                                     | 0.263                       | 0.078      | 0.263                     | 3.362  | 0.001  | 1.079 | H2 supported      |
| JC                                                                                                                     | 0.135                       | 0.087      | 0.137                     | 1.549  | 0.124  | 1.378 | H3 rejected       |
| SE                                                                                                                     | -0.104                      | 0.085      | -0.116                    | -1.220 | 0.225  | 1.601 | H4 rejected       |
| WM                                                                                                                     | -0.081                      | 0.088      | -0.096                    | -0.922 | 0.358  | 1.927 | H5 rejected       |
| Dependent Variable: EP; Durbin Watson = 2.024; R= 0.399; R square=0.160; Adjusted R Square= 0.131 ; F=5.618; p=<0.001; |                             |            |                           |        |        |       |                   |

From the female's perspective, Durbin Watson reached 2.024, which is near (2) value, and that support the assumption of independent errors. Variance inflation factor (VIF) scores are less than the critical value of 10.

The correlation coefficient among independent variables and employee performance is positive with (0.399), coefficient of determination ( $R^2$ ) has reached 0.160, meaning that the multiple regression model explained 16% of the variation in employee performance from female point view, while 84% is due to other factors that were not included in the researcher's study form. The regression model is significant ( $F=5.618$ ;  $p<0,001$ ) and it's indicating that variables affect the performance of workers.

The regression model shows from female perspective how each independent variable predicting employee performance and its significance. For example, training effects by 0.259, which is significant ( $p=0.005<0,05$ ) means that a one-unit increase in training associated with a 0.259 unit increase in employee performance, and a one-unit increase in job satisfaction associated with a 0.263 unit increase in employee performance. Constant value mean value of employee performance if training and job satisfaction have zero value. Standardized coefficients means that if training and job satisfaction increased by one standard deviation each, the employee performance will increase by (0.313,0.263) respectively, as the following regression equation explain:

$$EP = 2.160 + 0.259 (TR) + 0.337 (JS)$$

Training and job satisfaction, are crucial independent variables for the prediction of female employee performance. Nevertheless, the model's limitations should be considered as it may not generalize to other populations and has a relatively low accuracy. The results are interpreted with caution with other factors not included in the model also potentially influencing performance. The significant of all independent variables indicates a strong relationship with employee performance, but the model's overall accuracy and large error highlight its limitations.

From the male's perspective, the most important variable in improving employee performance is job satisfaction. From female perspective there were two variables job satisfaction in the first place, and training in the second place due to unstandardized coefficient in regression model.

After that, the researcher tested the effect of the respondents' experience on the research variables, where the research data separated into respondents who had experience of 10 years or less, and those who had over 10 years' experience, the result for those who had experience of 10 years or less is as follows:

**Table 3.9:** Regression model of employees with experience of 10 years or less

|                                                                                                                        | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig.   | VIF   | Hypothesis Result |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------|---------------------------|--------|--------|-------|-------------------|
|                                                                                                                        | B                           | Std. Error | Beta                      |        |        |       |                   |
| Constant                                                                                                               | 1.961                       | 0.425      |                           | 4.619  | <0.001 |       |                   |
| TR                                                                                                                     | 0.188                       | 0.096      | 0.224                     | 1.952  | 0.053  | 2.011 | H1 rejected       |
| JS                                                                                                                     | 0.266                       | 0.086      | 0.268                     | 3.086  | 0.003  | 1.151 | H2 supported      |
| JC                                                                                                                     | 0.132                       | 0.099      | 0.137                     | 1.332  | 0.185  | 1.621 | H3 rejected       |
| SE                                                                                                                     | -0.061                      | 0.098      | -0.069                    | -0.625 | 0.533  | 1.867 | H4 rejected       |
| WM                                                                                                                     | 0.008                       | 0.101      | 0.009                     | 0.078  | 0.938  | 1.860 | H5 rejected       |
| Dependent Variable: EP; Durbin Watson = 2.232; R= 0.441; R square=0.194; Adjusted R Square= 0.162 ; F=5.937; p=<0.001; |                             |            |                           |        |        |       |                   |

In the results of the analyses, Durbin Watson value (2.232) less than 4 indicates that there is no autocorrelation problem among the variables, and VIF values less than 10 indicate that there is no multicollinearity problem among the independent variables.

The correlation coefficient is 0.441 as a result of the regression analysis performed with the data of employees with 10 years or less experience. It can be said that there is a moderate positive relationship between the dependent variable and the independent variables. Independent variables explain approximately 16% of the dependent variable, employee performance. While only job satisfaction ( $p=0.003<0.05$ ) variable is significant at 95% confidence level in the model, when the confidence level is reduced to 90%, it is seen that the education variable ( $p=0.053<0.10$ ) has a significant effect on employee performance.

If it is desired to create a regression model at 95% confidence level;

$$EP=1.961+0.266(JS)$$

According to the model, a one-unit increase in employees' job satisfaction will lead to a 0.266-unit increase in their performance. On the other hand, even if the level of job satisfaction is "0", the level of employee performance will be 1.961. In summary, only the second hypothesis is supported for employees with 10 years or less working experience, while all other hypotheses are rejected.

For those who had more than 10 years of experience, the results were as in the following Table.

**Table 3.10:** Regression model of employees with experience of 10 years or more

|                                                                                                                       | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig.   | VIF   | Hypothesis Result |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------|------------|---------------------------|--------|--------|-------|-------------------|
|                                                                                                                       | B                           | Std. Error | Beta                      |        |        |       |                   |
| Constant                                                                                                              | 2.504                       | 0.517      |                           | 4.846  | <0.001 |       |                   |
| TR                                                                                                                    | 0.154                       | 0.094      | 0.170                     | 1.635  | 0.104  | 1.732 | H1 rejected       |
| JS                                                                                                                    | 0.277                       | 0.092      | 0.240                     | 2.996  | 0.003  | 1.028 | H2 supported      |
| JC                                                                                                                    | -0.045                      | 0.098      | -0.043                    | -0.460 | 0.646  | 1.414 | H3 rejected       |
| SE                                                                                                                    | 0.006                       | 0.090      | 0.007                     | 0.070  | 0.944  | 1.501 | H4 rejected       |
| WM                                                                                                                    | -0.003                      | 0.090      | -0.003                    | -0.030 | 0.976  | 1.603 | H5 rejected       |
| Dependent Variable: EP; Durbin Watson = 1.859; R= 0.308; R square=0.095; Adjusted R Square= 0.063 ; F=3.033; p=0.012; |                             |            |                           |        |        |       |                   |

For participants with more than 10 years of experience, the regression analysis results show that there are no multicollinearity and autocorrelation problems among the variables (Durbin Watson<4, VIF<10). While the model is statistically significant, the explanatory power of the model for the dependent variable is lower than the group with less work experience (R square =0.095, Adjusted R Square = 0.063). In this group, it was determined that job satisfaction was the only variable that had a significant effect ( $p=0.003$ ) on the dependent variable, employee performance, at both 95% and 90% confidence levels, and only hypothesis H2 was supported, and the other hypotheses were rejected. When the effect level of job satisfaction on employee performance is analyzed, it is observed that the regression coefficient of the independent variable ( $\beta = 0,277$ ) is larger in the group with more work experience.

## 4. CONCLUSION

The performance of an employee directly affects the product and or service provision of the enterprise. Therefore, the higher the employee performance, the better the organization produces. The employee's willingness, conscientiousness and attentiveness while performing will affect the success of the business. In this case, the relationship between employee performance and business success will become more important.

In this thesis, the relationship between the employee performance, including the doctor, technician, nurse, and administrator, in three hospitals within the Babylon city, which is located in southern Iraq, and various factors was studied. Factors in this research included employee training, job satisfaction, job characteristics, work meaning and self-efficacy. Within the scope of this study, a questionnaire was applied to 280 employees and the answers were evaluated using SPSS. A number of hypotheses were formed within the scope of this study:

H1: There is a significant impact of training on employee performance.

H2: There is a significant effect of job satisfaction in achieving employee performance.

H3: There is a significant effect of job characteristics in achieving employee performance.

H4: There is a significant effect of self-efficacy in achieving employee performance.

H5: There is a significant impact of the work meaning on employee performance.

According to the general results, hypotheses H1 and H2 are supported, while the other hypotheses are rejected. Accordingly, there is a significant positive effect of training and job satisfaction on employee performance for the research sample. It is determined that the effect of job satisfaction on performance is at a higher level than training. The result that training has a significant effect on employee performance supports the studies of Subaşı and Erdoğan (2023), Aktuğ (2016), Yıldırım, Taş and Çiçek (2019).

On the other hand, the result obtained regarding job satisfaction is similar to the studies of Khan, Nawaz, Aleem, and Hamed (2012), Ali and Qun (2019)

These studies are consistent with the study results. Experiences gained by the employees from on-the-job trainings are seen as a supportive factor in terms of their work performance. Again, the level of job satisfaction arising from the gains and satisfaction that employees obtain from their workplaces and working environments has a positive effect on their performance. When in-depth analyses were made in order to customize the results on the basis of gender and experience, it was seen that the results differed. It was found that the effect of training on performance was higher than job satisfaction for female employees, while only job satisfaction had a significant effect on performance for male employees. This difference between genders in the effect of training on employee performance may be due to the differences in needs in training subjects as stated in the study of Flegl et al. (2022). While analyzing the effect of the duration of work experience, the evaluation was made separately for those who have been working for less than 10 years and those who have 10 years or more work experience.

In both sample groups, job satisfaction is the only variable that has an effect on employee performance. However, the effect of job satisfaction on employee performance in the group of employees with less than 10 years of experience is higher than the group of employees with more than 10 years of experience. Many factors, from the working environment to manager behavior, are effective in the job satisfaction of employees in enterprises. Therefore, the most important advice that can be given is that it is important for the enterprises to take into account the factors that can provide job satisfaction and to observe these factors.

In the study conducted by Yalçın and Hırlak (2022), the relationships between self-efficacy perception, job satisfaction and employee performance were examined, and it was concluded that employees with high self-efficacy levels have high job satisfaction levels and high performance. Detection of low level or insignificant relationships between these variables in the sample group, which was dealt with, shows that it differs from the literature.



Studies conducted on similar subjects also include results that job characteristics may have an impact on employee performance (Maru, Biwott and Chenuos, 2013; Al-Hamed, 2016). It is also known that the meaning of the job (Chadi, Jeworrek and Mertins, 2017) for the employee and self-efficacy (Tabatabaei, Jashani, Mataji, and Afsar, 2013) are important indicators of employee performance. These studies are not consistent with the study results. The researcher generally inferred that the performance of employees in study population depends largely on the employees' awareness of the amount of personal benefits that they can obtain as a result of improving performance, more than on the organizational benefits, by other words employees will enhance their behaviors that improve their performance when they realize that improving performance will bring them a personal benefit more than the benefit of the organization, which indicates a weakness in organizational loyalty. Related to this that employee interested in training to the extent that training brings them personal benefit by enhancing their knowledge, skills, abilities to make more personal benefits not organizational benefits.

In future studies, the study can be repeated with samples selected from different cultures and cultural differences can be revealed. The study can be repeated in different occupational groups and the similarities and differences in the results can be discussed. Different structural equation models can be established with the variables considered and tested for larger samples. Other antecedents of employee performance can be investigated.

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## APPENDICES

### APPENDIX 1: STUDY QUESTIONNAIRE

|                                           |                                                                                                                                                                     |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PART 1: General Information</b>        |                                                                                                                                                                     |
| Gender                                    | <input type="checkbox"/> Male <span style="float: right;"><input type="checkbox"/> Female</span>                                                                    |
| Age                                       | <input type="checkbox"/> 21 – 30 <input type="checkbox"/> 31 – 40 <input type="checkbox"/> 41 – 50 <input type="checkbox"/> More than 51                            |
| Highest academic level                    | <input type="checkbox"/> High school<br><input type="checkbox"/> Diploma<br><input type="checkbox"/> BA (4 years collage)<br><input type="checkbox"/> Master Degree |
| Designation in the organization           | <input type="checkbox"/> Manager <span style="float: right;"><input type="checkbox"/> Employee</span>                                                               |
| Specify your position                     | <input type="checkbox"/> Doctor <input type="checkbox"/> Nurse <input type="checkbox"/> Technician <input type="checkbox"/> Administration                          |
| Working Experience with this organization | <input type="checkbox"/> 1-3 year <input type="checkbox"/> 4-10 year <input type="checkbox"/> 11-15 year <input type="checkbox"/> More than 15 year                 |

**PART 2: Please rate your level of agreement with each statement.**

(1) Strongly  
Disagree

(2) Disagree

(3) Neither Agree  
nor disagree

(4) Agree

(5) Strongly  
Agree

| <b>TRAINING PROGRAMS</b>                                                                                          |     |     |     |     |     |
|-------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| <b>Training</b>                                                                                                   |     |     |     |     |     |
| I will keep the training in good memory                                                                           | (1) | (2) | (3) | (4) | (5) |
| I really enjoyed the training                                                                                     | (1) | (2) | (3) | (4) | (5) |
| I enjoyed the training very much.                                                                                 | (1) | (2) | (3) | (4) | (5) |
| The training brings me a lot for my work                                                                          | (1) | (2) | (3) | (4) | (5) |
| The training is very beneficial to my work                                                                        | (1) | (2) | (3) | (4) | (5) |
| Participation in the training is extremely useful for my work                                                     | (1) | (2) | (3) | (4) | (5) |
| I now know a lot more than before about the content of the training                                               | (1) | (2) | (3) | (4) | (5) |
| I learned a lot of new things in the training                                                                     | (1) | (2) | (3) | (4) | (5) |
| In my everyday work, I often use the knowledge I gained in the training                                           | (1) | (2) | (3) | (4) | (5) |
| I successfully manage to apply the training contents in my everyday work.                                         | (1) | (2) | (3) | (4) | (5) |
| Since the training, I have been more content with my work.                                                        | (1) | (2) | (3) | (4) | (5) |
| My job performance has improved through the application of the training contents.                                 | (1) | (2) | (3) | (4) | (5) |
| Overall, it seems to me that the application of the training contents has facilitated the workflow in my company. | (1) | (2) | (3) | (4) | (5) |
| Overall, it seems to me that the organizational climate has improved due to the training                          | (1) | (2) | (3) | (4) | (5) |

| <b>Work as Meaning Inventory (WAMI)</b>                   |     |     |     |     |     |
|-----------------------------------------------------------|-----|-----|-----|-----|-----|
| I have found a meaningful career                          | (1) | (2) | (3) | (4) | (5) |
| I understand how my work contributes to my life's meaning | (1) | (2) | (3) | (4) | (5) |
| I have a good sense of what makes my job meaningful.      | (1) | (2) | (3) | (4) | (5) |
| I have discovered work that has a satisfying purpose      | (1) | (2) | (3) | (4) | (5) |
| I view my work as contributing to my personal growth      | (1) | (2) | (3) | (4) | (5) |
| My work helps me better understand myself.                | (1) | (2) | (3) | (4) | (5) |
| My work helps me make sense of the world around me        | (1) | (2) | (3) | (4) | (5) |
| My work really makes no difference to the world.          | (1) | (2) | (3) | (4) | (5) |
| I know my work makes a positive difference in the world.  | (1) | (2) | (3) | (4) | (5) |
| The work I do serves a greater purpose.                   | (1) | (2) | (3) | (4) | (5) |

| <b>Self-Efficacy</b>                                                                     |     |     |     |     |     |
|------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| I will be able to achieve most of the goals that I have set for myself.                  | (1) | (2) | (3) | (4) | (5) |
| When facing difficult tasks, I am certain that I will accomplish them.                   | (1) | (2) | (3) | (4) | (5) |
| In general, I think that I can obtain outcomes that are important to me.                 | (1) | (2) | (3) | (4) | (5) |
| I believe I can succeed at most any endeavor to which I set my mind                      | (1) | (2) | (3) | (4) | (5) |
| I will be able to successfully overcome many challenges                                  | (1) | (2) | (3) | (4) | (5) |
| I am confident that I can perform effectively on many different tasks                    | (1) | (2) | (3) | (4) | (5) |
| Compared to other people, I can do most tasks very well.                                 | (1) | (2) | (3) | (4) | (5) |
| Even when things are tough, I can perform quite well.                                    | (1) | (2) | (3) | (4) | (5) |
| <b>Job Satisfaction</b>                                                                  |     |     |     |     |     |
| I'm satisfied with my pay and benefits                                                   | (1) | (2) | (3) | (4) | (5) |
| I'm content with the fame that comes with my job title                                   | (1) | (2) | (3) | (4) | (5) |
| I'm glad to take advantage of my expertise in medical duties                             | (1) | (2) | (3) | (4) | (5) |
| I'm glad to serve and provide patients with safety                                       | (1) | (2) | (3) | (4) | (5) |
| I'm satisfied with the achievement I made at work                                        | (1) | (2) | (3) | (4) | (5) |
| I'm satisfied with my work environment                                                   | (1) | (2) | (3) | (4) | (5) |
| I'm content with the welfares and days-off policy offered to medical professionals       | (1) | (2) | (3) | (4) | (5) |
| I'm satisfied with the way of our working system (including scheduling and transferring) | (1) | (2) | (3) | (4) | (5) |

| <b>Job Characteristics</b>                                                                                       |     |     |     |     |     |
|------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| The job requires me to use a number of complex or high-level skills.                                             | (1) | (2) | (3) | (4) | (5) |
| The job is full of variety.                                                                                      | (1) | (2) | (3) | (4) | (5) |
| The job requires different skills in different situations.                                                       | (1) | (2) | (3) | (4) | (5) |
| The job often includes complex tasks.                                                                            | (1) | (2) | (3) | (4) | (5) |
| The job does not deny me the chance to use my personal initiative or judgment in carrying out the work.          | (1) | (2) | (3) | (4) | (5) |
| The job gives me considerable opportunity for independence and freedom in how I do the work                      | (1) | (2) | (3) | (4) | (5) |
| The job lets me use all my skills                                                                                | (1) | (2) | (3) | (4) | (5) |
| The job provides me the chance to completely finish the pieces of work I begin                                   | (1) | (2) | (3) | (4) | (5) |
| I usually observe the entire process and results                                                                 | (1) | (2) | (3) | (4) | (5) |
| The work is complex and repetitive                                                                               | (1) | (2) | (3) | (4) | (5) |
| The department has a good checking system                                                                        | (1) | (2) | (3) | (4) | (5) |
| The job itself provides plenty of clues about whether or not I am performing well                                | (1) | (2) | (3) | (4) | (5) |
| The supervisors and co-workers on this job almost always give me "feedback" about how well I am doing in my work | (1) | (2) | (3) | (4) | (5) |
| The work itself gives me a sense of fulfillment                                                                  | (1) | (2) | (3) | (4) | (5) |
| The job itself is very significant or important in the broader scheme of things                                  | (1) | (2) | (3) | (4) | (5) |
| The job is important to patients' health                                                                         | (1) | (2) | (3) | (4) | (5) |
| There is no room for mistake in the job                                                                          | (1) | (2) | (3) | (4) | (5) |

| <b>Employees' performance</b>                                                                                                                                        |     |     |     |     |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| I'm able to provide patients with sufficient information and to increase productivity                                                                                | (1) | (2) | (3) | (4) | (5) |
| I never dodge the medical work ordered by superiors and I can make the deadline                                                                                      | (1) | (2) | (3) | (4) | (5) |
| I'm capable of taking the bull by its horns whenever there's a difficulty or emergency at work                                                                       | (1) | (2) | (3) | (4) | (5) |
| My work performance always meets the superior's expectation                                                                                                          | (1) | (2) | (3) | (4) | (5) |
| My expertise assists my co-workers in handling an emergency                                                                                                          | (1) | (2) | (3) | (4) | (5) |
| I'll keep learning new knowledge and new techniques and take advantage of communication skills to avoid a malpractice                                                | (1) | (2) | (3) | (4) | (5) |
| I'm good at paying attention to any details at work                                                                                                                  | (1) | (2) | (3) | (4) | (5) |
| I'm qualified in terms of my expertise in providing patients with needed information about patient safety and security, which helps minimize the frequency of errors | (1) | (2) | (3) | (4) | (5) |
| I'm capable of offering qualified information of patient safety and security and serving as a coordinator when there's an unpleasant malpractice                     | (1) | (2) | (3) | (4) | (5) |
| I'm able to provide information needed for patient safety and security to improve patients' satisfaction                                                             | (1) | (2) | (3) | (4) | (5) |



# CURRICULUM VITAE

## PERSONAL INFORMATION

|                          |                             |
|--------------------------|-----------------------------|
| <b>Name and surname:</b> | Dheyaa Enad Naser AL JANABI |
| <b>Place of birth:</b>   |                             |
| <b>Date of birth:</b>    |                             |

## UNDERGRADUATE EDUCATION INFORMATION

|                    |                                          |
|--------------------|------------------------------------------|
| <b>University:</b> | Undergraduate Al Mustansiriya University |
| <b>Degree:</b>     | Management and Economic faculty          |
| <b>Department:</b> | Business Administration department       |

## MASTER EDUCATION INFORMATION

|                    |                                       |
|--------------------|---------------------------------------|
| <b>University:</b> | Çankırı Karatekin Üniversitesi        |
| <b>Institute:</b>  | Graduate School of Social Sciences    |
| <b>Department:</b> | Department of Business Administration |

## FOREIGN LANGUAGES

|                |     |
|----------------|-----|
| <b>English</b> | C-1 |
| <b>Arabic</b>  | C-2 |

## CONTACT INFORMATION

|                 |  |
|-----------------|--|
| <b>Address:</b> |  |
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