



Job satisfaction and its impact on the performance of employees in the Ministry of Finance in the Red Sea State

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Abstract

The study aimed to identify the effect of job satisfaction on the performance of employees in the Ministry of Finance in the Red Sea State, Sudan. The study relied on the descriptive analytical approach. The study was applied to a random sample of employees in the Ministry of Finance in the Red Sea State, Sudan, and the sample size was (158) male and female employees. The results of the study showed that the level of job satisfaction and the performance level of employees in the Ministry of Finance is medium. There was no statistically significant difference in the responses of the study sample members regarding job satisfaction and the performance of ministry employees due to personal variables. The results also showed an impact of the dimensions of job satisfaction (salaries and incentives, job stability, and working conditions) on the performance of employees in the Red Sea State's Ministry of Finance. The study reached several recommendations, the most important of which was working to raise the level of job satisfaction in the Ministry of Finance in the Red Sea State.

Keywords: job satisfaction; employee performance; the Ministry of Finance; Red Sea State.

1. Introduction

Job satisfaction is one of the topics of interest to academicians, researchers, and administrators, by examining the various aspects of the means and sources of satisfaction with human resources in the organization. Job satisfaction motivates the individual to make the utmost effort to complete the work assigned to him equivalent to what job provides the satisfaction of his needs and motives and the exploitation of his energies. The continuity and development of any organization are linked to the efficiency of the human element, its ability to work, and its desire for it as the influential and effective element in the use of available resources. The organization's lack of interest in developing positive motives towards work leads to the emergence of some negative phenomena among the employees of that organization, and perhaps the most important of these phenomena is the phenomenon of job dissatisfaction. Although there are, many trends related to work, job satisfaction is one of the most important phenomena that affect the performance of employees in organizations. (Salah, 2012).

2. The Problem Statement

Job satisfaction is one of the important issues and behavioral phenomena in organizations, and it is one of the phenomena of organizational behavior that deals with the individual's feelings about the influences of the work he is doing as well as the environment surrounding the work. In addition, job satisfaction has a role in the development and performance of the organization and the individual alike. The performance of employees in any organization evolves, positively or negatively, with factors affecting it directly or indirectly. This study comes to reveal (the impact of job satisfaction on the performance of employees in the Ministry of Finance in the Red Sea State, Sudan).

3. Objectives of the study

1. Identifying the level of job satisfaction and the level of performance of employees in the Ministry of Finance in the Red Sea State, Sudan from the point of view of its employees.
2. Identifying the impact of job satisfaction on the performance of employees in the Ministry of Finance in the Red Sea state, Sudan, and contributing to administrative development and developing the performance of employees in the Ministry of Finance in the Red Sea state by submitting recommendations and proposals to decision-makers and employees in the Ministry of Finance in the Red Sea state.
3. Recognizing the methods of measuring job satisfaction in revealing the level of employees' feeling of job satisfaction.

4. The significance of the study

1. **Scientific importance:** the study sheds light on the statement of modern concepts of job satisfaction, factors affecting job satisfaction, methods of measuring job satisfaction, and employee performance indicators.
2. **Practical importance:** shedding light on the most important resource in any organization, which is the human resource, whether in terms of performance at work or satisfaction with it. It is also possible to benefit from the results of the study in drawing plans and policies that help increase job satisfaction, develop the performance of employees, and reflects positively in the Ministry of Finance in the Red Sea State.

5. Study questions:

- 1) **The first question:** What is the level of job satisfaction and the performance of employees in the Ministry of Finance in the Red Sea State from the point of view of its employees?
- 2) **The second question:** Is there a statistically significant effect at the significance level ($\alpha \geq 0.05$) of job satisfaction by removing it (salaries, incentives, job stability, and working conditions) on the performance of employees in the Ministry of Finance in the Red Sea State?
- 3) **The third question:** Are there statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards job satisfaction in the Ministry of Finance in the Red Sea State due to personal variables?
- 4) **The fourth question:** Are there statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards the performance of employees in the Ministry of Finance in the Red Sea State that are due to personal variables?

6. Methodology:

The study used the descriptive analytical method, which depends on studying the phenomenon and expressing it quantitatively and qualitatively. The study population consisted of all employees of the Ministry of Finance in the Red Sea State during the year (2021-2022). The size was (1095) male and female employees, and a simple random sample was taken from the study population. Its size is (170) male and female employees. The questionnaire was distributed to the study sample to achieve the objectives of the study and answer its questions.

7. Data sources:

1. **Primary sources:** questionnaire, observation, personal interviews.
2. **Secondary sources:** books, references, scientific journals, and statistical data published by the official authorities.

8. The limits of the study:

1. **Human limitations:** include employees of the Ministry of Finance in the Red Sea State.
2. **Spatial Limitations:** Ministry of Finance - Red Sea State.
3. **Time limits:** 2021-2022

Terminologies:

The research uses some terms, which require providing partial definitions of the terms that the search is accompanied by, as follows:

1. **Job satisfaction:** It is the psychological feeling of contentment, satisfaction, or happiness to satisfy the needs, desires, and expectations of the work itself and the content of the work environment and with trust, loyalty, and belonging to the work. (Nasir, 2004).

2. **Staff performance:** It is a set of related administrative behaviors that express the employee's performance of his task and his responsibilities, as well as communication and interaction with the rest of the organization's members, and commitment to the administrative aspects of work. (Shawgi, 2006).

9. Previous studies:

Some studies related to the subject of the study were dealt with according to the historical sequence of their occurrence, and then the difference between them and this study was shown below:

1. **A study by Abdullah, 2002** aimed to identify the general job satisfaction of faculty members in rural community colleges at the University of Texas. The results of the study showed that faculty members in community colleges are generally satisfied with their work and that the higher the satisfaction with personal relationships and working conditions, job satisfaction increases. (Abdullah, 2002).
2. **Study by Al-Adwan and Al-Fauri, 2003** aimed to identify the job satisfaction of the administrative supervisors at Yarmouk University. The results of the study indicated that the level of job satisfaction of the administrative supervisors was moderate in aspects of satisfaction with the responsible administrative colleagues and the nature of work. When the level of satisfaction was low in aspects of satisfaction with salary and job progress. The study also indicated that there were no statistically significant differences attributed to the position of an administrative or academic head on aspects of job satisfaction related to job salary, nature of work, colleagues, and officials at work, while a significant difference was found. Statistics on promotion and advancement opportunities for academics. (Al-Adwan and Al-Fauri, 2003).
3. **The study of Zneibat, (1999)** aimed to know the impact of the dimensions of the organizational climate (organizational structure, administrative policies, the external environment, and technology) on the performance of workers in the financial and administrative control bodies in Jordan. The study variables and the dimensions of the organizational climate in the performance of the employees in the organs investigated, and the presence of a statistically significant relationship between the dimensions of the organizational climate and the demographic variables (gender, academic qualification, job level, experience) with the exception of the variable of the organizational structure and each of the educational qualification and occupational level. (Zneibat, 1999).
4. **A study by Mina (2006)** aimed to identify the nature of the relationship between workload, work pressure, and job satisfaction on job performance among healthcare practitioners in Australia, indicating that satisfaction with the job support provided was better than satisfied with the nature of work. (Mina, 2006).
5. **Study y by Mohsen (2006)** aimed to analyze the role of the Department of Organizational Relations in determining the level of job satisfaction among industrial workers within the Al-Jamal Company in the Karak District in Jordan. Positive, as well as positive perceptions of job satisfaction as a dependent factor, and that there is a positive statistically significant relationship between the management of organizational relations as an independent variable and job satisfaction as a dependent variable, where the independent variable explains its value (59.3%) of the variance from the dependent variable. (Mohsen, 2006).
6. **The study of Noha (2007)** aimed to know the impact of the level of use of technology, communication, and information tools on organizational performance in Jordanian industrial public shareholding companies. Internet and teamwork. (Noha, 2007).
7. **Study (Al-Omari, 2008):** The study aimed to examine the relationship between employee performance evaluation and motivation and to measure the impact of employee evaluation on their motivation. Came high. (Al-Omari, 2008).
8. **Study (Tariq, 2005):** The study aimed to study the relationship and impact between job satisfaction factors and the preservation of intellectual capital at Babylon Technical Institute,

and to present the basic concepts of organizational and subjective factors of job satisfaction. Intellectual capital and most of the respondents are satisfied with the social image achieved by their current job. (Tariq, 2005).

It is clear to the researcher from the previous presentation of the previous studies, that they dealt with the issue of job satisfaction from multiple aspects, as there are studies that dealt with the issue of knowing the impact of the dimensions of the organizational climate (organizational structure, administrative policies, the external environment, and technology), on the performance of workers in the financial and administrative control bodies. Some studies also analyzed the role of organizational relations management in determining the level of job satisfaction, as well as knowing the impact of the level of use of technology, communication, and information tools on organizational performance.

This study is an extension of previous studies that dealt with job satisfaction and its impact on the performance of workers in the Ministry of Finance in the Red Sea State, Sudan.

10. Theoretical framework

First: The concept of job satisfaction:

Job satisfaction is one of the most important phenomena that has attracted the attention of many behavioral scientists and administrators, and it is one of the most ambiguous topics in management science because it is a psychological and behavioral phenomenon that lies in the conscience of the individual who has multiple needs and desires that change from time to time that is difficult to understand. In the total satisfaction that an individual derives from his job, from the workgroup with which he works and from those under his supervision, as well as from the organization and environment in which he works.

The researchers and authors are differed in providing a definition of job satisfaction. It was defined as the psychological feeling of contentment, satisfaction, or happiness to satisfy the needs, desires, and expectations of the work itself and the content of the work environment and with trust, loyalty, and belonging to the work. They are born with feelings of satisfaction with him. (Al-Alawna, 2003).

The importance of job satisfaction and its components:

The importance of job satisfaction stems from its connection with work issues in general and job design and performance issues in particular. One of the goals of job design is to create opportunities for individuals to achieve high levels of performance and high levels of job satisfaction. For job satisfaction to be related to performance, we need to know what is meant by job performance, which is the quality and quantity of tasks performed by individuals or groups in the workplace. Performance, as it is always said, is the red line for individuals in the workplace. It is one of the pillars of productivity that contribute to achieving the goals of the organization. In fact, organizations are increasingly using the value-added criterion in many organizations to evaluate the usefulness or importance of any job or any concern. Function and its role in adding value to the organization's production of goods and services. (Al-Kinani, 2005).

In this context comes the importance of job satisfaction, which is defined as the degree to which an individual feels positive or negative about the different aspects of the job he is doing. Most managers and writers agree that job performance and job satisfaction are key outcomes that must be achieved by individuals in organizations and the workplace. In the absence of either, the organization fails to achieve the high standards of the contemporary workplace. As seen in many cases, some workers achieve high levels of job satisfaction, while others fail to achieve the same levels of satisfaction. Therefore, measures of managers' ability to build value-added jobs are their ability to discover what work means to others, and then create work environments that help achieve high levels of job performance and job satisfaction. (Abu Jouda, 2010).

Important job elements that can affect a person's job satisfaction include:

- 1 .Satisfaction with salary and material incentives.
- 2 .Satisfaction with the tasks included in the job.
- 3 .Satisfaction with the relationship with superiors.

- 4 .Satisfaction with the relationship with colleagues.
- 5 .Satisfaction with the workplace.
6. Satisfaction with opportunities for advancement and promotion. (Abdulwahab, 2003).

Relationship of job satisfaction with job design:

Before we address the relationship between satisfactions with job design, we need to briefly identify the entrances to job design. The topic of job design has occupied scholars for more than a century, and this interest coincided with the emergence of management science itself. Interest in job design was the main topic of the scientific Taylorism school, and the pioneers of other traditional schools were interested, starting with (Henry Fayol) and passing on (Max Weber). Walton Mayo and his associates are concerned with job design issues, but less directly than Taylor's concern.

Behavioral and attitudinal schools have taken care of this subject in a way that links it to issues of job satisfaction and its relationship to performance to a high degree. Because of this interest, four main approaches to dealing with the subject of job design and its repercussions on the subject of job satisfaction were crystallized. We will discuss these approaches briefly, as they relate to job satisfaction. (Odeh, 2006).

Automated Job Design:

This entry focuses on the work of factory workers on the production line; it is up to the inspector to perform a single movement in a routine and repetitive manner. The scholars believe that this intervention is conducive to civil equality from job satisfaction and advocacy for work and that the jobs assigned in this way become empty.

Motivational Job Design:

When the limitations of automated access appeared, researchers began looking for ways to diversify and make jobs more challenging. C has reached. Richard Hackman and others, and attempt to motivate workers to perform their jobs to five basic job-related dimensions, and these dimensions include: (1) skill diversity (2) task identity (3) task importance (4) job independence, and (5) feedback

Hackman shows that employees who have jobs that include responsibility they can understand are more realistic and motivated to perform those jobs than others. As for people whose jobs include a high degree of autonomy, it encourages the employee to be more responsible, and the feedback provides them with a useful understanding of their roles and jobs. The more the job includes a number of these dimensions, the more motivated the employee is and the more satisfied he is with his job. Researchers believe that this approach is associated with a high degree of job satisfaction, motivation, and high levels of performance.

Biological Job Design:

This approach represents an organized attempt to make work safe and free from physical and psychological harm, and this approach has been widely used in heavy industries, such as iron and steel industries, mines, and the construction industry, in order to make the job more secure and to help women to do work that requires work. Physically, men usually did it. This approach to office workers can help reduce back and eye pain experienced by employees who spend a lot of time sitting in chairs, and staring at computer screens.

Perceptual/motor job design:

Experimental psychology has contributed by providing another approach to job design, the conceptual job design approach. Just as the organic approach tried to ensure that the physical demands of work do not exceed the physical capabilities of the workers, the conceptual approach also focused on the mental and intellectual demands of the job not exceeding the intellectual and mental capabilities of the workers. For example, the owners of this portal see that jobs that require processing huge amounts of information and data are characterized by poor design. Critics of this portal argue that its problem, as with the automated portal, is that functions can become so simple that they become boring. Therefore,

in the minds of many researchers, this approach is associated with low levels of job satisfaction and work motivation. (Hanafi, 2005).

The automatic entrance, the conceptual entrance, the organic entrance, and the motivational entrance:

The previous entries can be considered on the basis that the variations between them are differences in degree and not in kind. Therefore, it can be dealt with as points in a straight line. At one end are the jobs designed with the motivational approach that focuses on the value of organizing job satisfaction and motivation, and at the other end are the jobs designed with the automated and visual approach that focuses on promoting organizational goals by defining the scope of the job in order to use the equipment effectively. The relationship between job design and job satisfaction is complex. Motivational scientists have argued that using the motivational method of job enrichment and job enlargement leads to high levels of job satisfaction. The study of (Charles Hollin) concluded that job satisfaction or dissatisfaction with specialized jobs, such as those of faculty members in universities, depends largely on the individual's attitudes. Employees who view work as important and mean to them and desire financial success may become dissatisfied with highly specialized jobs. Hackman, who reached similar conclusions, focused on what he called "developmental needs." His studies have indicated that people with high growth needs are more satisfied with broad and challenging jobs than individuals with low growth needs

On the other hand, a group of researchers that relied on a review of (28) studies on job satisfaction came to the conclusion that the relationship between job satisfaction and the characteristics of the job itself is stronger among those employees who enjoy high growth needs than employees who have low growth needs. On the other hand, (Gerald Salancic and Jeffrey Pfeffer) stated that social dimensions are more important for job satisfaction. Social influences affect not only the way people evaluate their jobs but also the way they describe those jobs. Another group of researchers has indicated that the personal characteristics of employees have a significant impact on job satisfaction. (Al-Meligy, 2011).

Factors affecting job satisfaction:

Many factors affect job satisfaction, whether directly or indirectly. From these factors, participation in decision-making, administrative empowerment, recognition of workers' effort, maintaining the creative employee and justice as an incentive for employees, and support for senior management. The most important of these factors are salaries and incentives, which are the largest part of the compensation received by the workers in the organization, which is in return for the quantity and quality of production or performance that the individual provides to the organization during his work with it. Job stability is also one of the important factors affecting job satisfaction, as job stability is a state of safety and reassurance that the employee feels is necessary to ensure that he performs the tasks assigned to him efficiently and effectively.

Work conditions are one of the main factors affecting job satisfaction, and he identified work conditions with everything surrounding an individual that affects his behavior, performance, and the individuals with whom he works. The factors affecting job satisfaction through institutional commitment, work on its development by following an objective and fair policy in selection and appointment, providing opportunities for promotion, and setting fair policies for salaries, wages, and rewards. The factors affecting job satisfaction are distributive organizational justice, which is concerned with the outputs obtained by workers, and interactive justice, which is concerned with the behavior of the organization's management in its dealings with its employees. (Mansour, 2007).

Methods of Measuring Job Satisfaction:

There are many methods used to measure job satisfaction, which assists the organization to reveal the level of workers' feeling of job satisfaction towards their organization. The most common method of measuring job satisfaction is the analysis of the phenomena of job satisfaction. This phenomenon is the rate of work turnover and absence, and this method is characterized by the accuracy of the information and the ease of its classification. Through special forms that determine the extent of their job satisfaction. The best way to measure job satisfaction is the personal interview method, which is conducted by discussing with the direct manager his subordinates face to face some issues related to

the work, and through the answers, the employees can reach their level of job satisfaction. (Mustafa, 2008).

Second: The concept of employee performance:

Human resource plays a vital role in all levels of performance in organizations, as the contemporary view of analyzing the performance of organizations, whatever their nature is based on the simple idea that this performance is driven and shaped by the behavior of the human resource in the organization. Thus, human resource plays a major role in activating production processes and is the way to Support and increase the effectiveness and efficiency of the organization, and the essence of paying attention to the performance of employees is to ensure that their actual performance matches the performance targeted by their organizations, and the performance of employees is the main focus that all organizations care about, as it constitutes the most important goals that they seek to achieve.

Employee performance is a set of related administrative behaviors that express the employee's performance of his task and his responsibilities, as well as communication and interaction with the rest of the organization's members, and commitment to the administrative aspects of work. (Jawad, 2009).

Employee performance indicators:

Many writers and researchers agreed on several indicators through which they can reveal the level of employees' performance, (Dwidar, 2001), that one of the indicators of employees' performance is absenteeism and work turnover, and absenteeism is a phenomenon that various organizations suffer from, and it is considered one of the indicators Inadequate for the individual working in the organization, and work turnover is similar to absenteeism as an organizational indicator that can be counted and allows its use in measuring performance and has a significant impact on the effectiveness of performance (Ashour, 1989).

Complaints are one of the performance indicators of employees, as the employee's grievance regarding one aspect of the administration or its procedures is considered a measure of the supervisor or subordinate's effectiveness. As for (Zneibat, 1999). It focused on that production is one of the most important indicators of workers' performance, which represents the volume of production or the return, and it is considered in many organizations the peak of measuring the performance of workers, and gold (Nahi, 2007). That the lack of control and control of machines is also one of the indicators of the performance of workers, as the low performance of the worker and his loss of control and control of machines leads to a high percentage of business rates. (Abbas, 2010).

11. Field research procedures

Community, sample, and study tool:

The nature and objectives of the study seek to know the impact of job satisfaction on the performance of employees in the Ministry of Finance in the Red Sea State, Sudan. According to the study questions, the researcher used the descriptive analytical approach that depends on studying the phenomenon and expressing it quantitatively and qualitatively (Obaidat, 2003). The study population consisted of all employees of the Ministry of Finance in the Red Sea State during the year (2021), and their number was (1095) male and female employees. A simple random sample was taken from the study population, the size of which is (170) male and female employees.

The questionnaire was distributed to the study sample to achieve the objectives of the study and answer its questions after it was built based on sources, references, and previous studies looking at job satisfaction and employee performance. The questionnaire was divided into three axes; the first axis consists of four questions to know the personal variables of the study sample. Namely, gender has two parts (male and female) and age has four categories: (25 years and less, over 25 years old - 35 years old, over 35 years old - 45 years old, and more than 45 years old). The qualification has four categories: (high school and less, intermediate diploma, bachelors, and postgraduate studies). Experience has four categories: (10 years and less, more than 10 years - 15 years, more than 15 years - 20 years, and more than 20 years). The second axis, consists of (18) paragraphs in the form of questions that measure job satisfaction by its deportation, and for each dimension (6) paragraphs, and the third axis consists of (15) paragraphs in the form of questions that measure the performance of employees, and the Likert quinquennial scale was used to answer the paragraphs of the second and

third axis. The qualification has four categories: (high school and less, intermediate diploma, bachelors, and postgraduate studies). Experience has four categories: (10 years and less, more than 10 years - 15 years, more than 15 years - 20 years, and more than 20 years). The second axis, consists of (18) paragraphs in the form of questions that measure job satisfaction by its deportation, and for each dimension (6) paragraphs, and the third axis consists of (15) paragraphs in the form of questions that measure the performance of employees, and the Likert quinquennial scale was used to answer the paragraphs of the second and third axis.

Table 1: Reliability coefficients for the study tool using Cronbach alpha

Stability coefficient	Number of variables	The dimension	Variable
0,80	6	Salaries and incentives	
0.86	6	Job stability	
0,84	6	Overall working conditions	Job Satisfaction
0,83	18	Total	
0,88	15	Employee performance	

Source: Prepared by the researcher based on the field study using the spss program, 2022 AD.

It is evident from the results of Table (1) that the stability coefficient of the dimensions of the job satisfaction tool ranged between (0.80 - 0.86), and for the questionnaire as a whole it reached (0.80). While the employee performance tool reached the stability coefficient of the items (0.88), which is a High and acceptable coefficient for the purposes of conducting the study. After collecting the questionnaire, (166) questionnaires were retrieved, and (3) questionnaires were excluded because they were not suitable for statistical analysis. So that the number of questionnaires valid for analysis became (158) questionnaires, which is the final study sample, which represents more than (14%) of the study population, and Table (2) shows the distribution of the study sample members.

Table 2: Distribution of the study sample.

percentage	The number	Category	Variable
67,09	106	Male	sex
32,91	52	female	
23,42	37	Less than 25	age (year)
25,95	41	More than 25 - 35	
30,38	48	More than 35 - 45	
20,25	32	More than 45	
06,96	11	High school and less	qualification
34,18	54	Intermediate diploma	

43,67	69	BA
15,19	24	Postgraduate
11,39	18	Less than 10
35,44	56	More than 10 - 15
18,99	30	More than 15 – 20
34,18	54	More than 20
100	158	The total

Source: Prepared by the researcher based on the field study using the spss program, 2022 AD.

It is clear from Table (2) the distribution of the study sample according to personal variables, where the highest percentage of the gender variable was from the male category and the percentage was (67.09%), and the highest percentage of the age variable was from the age group (more than 35-45 years). Their percentage was (30.38%), and the highest percentage of the qualification variable was from the qualification category (Bachelor) and their percentage was (43.67%), and the highest percentage was for the experience variable from the category (more than 10-15 years) and their percentage was (35.44%). After collecting the questionnaire, it was statistically analyzed, for answering the study questions, and the analysis was based on the statistical package for social sciences (SPSS). With the following statistical methods: arithmetic means, standard deviations, multiple regression analysis, and Way ANOVA analysis.

Presentation and discussion of the results:

The answer to the first question: “What is the level of job satisfaction and the performance of employees in the Ministry of Finance in the Red Sea State from the point of view of its employees?”, as shown in Table (3):

Table 3: The level of job satisfaction and performance of employees in the Ministry of Finance in the Red Sea State from the viewpoint of its employees:

The level	Arrangement	Standard deviation	SMA	Variables
Average	–	0,84	3,53	
				Job Satisfaction
Average	3	0,98	3,43	Salaries and incentives
High	1	0,83	3,68	Job stability

Average	2	00,90	3,48	Overall working conditions
Average	–	1,19	3,51	Employee performance

Source: Prepared by the researcher based on the field study using the spss program, 2022AD.

Table (3) shows that the level of job satisfaction in the Ministry of Finance in the Red Sea State from the point of view of its employees was average, with a mean of (3.53), and after job stability, it ranked first at a high level, with a mean of (3.68). While the dimension of salaries and incentives came in the last rank with an arithmetic average of (3.43), and it is clear from the table that the performance level of workers in the Ministry of Finance in the Red Sea State from the point of view of its employees was average, with an average of (3.51). The results of this study are in agreement with the results of the study (Abdullah, 2002 AD), which showed that the faculty members in community colleges are generally satisfied with their work, and the results of this study are in agreement with the results of the study (Al-Adwan and Al-Fauri, 2003 AD), which showed that the level of job satisfaction For administrative supervisors, it was average, and the results of this study agreed with the results of the study (Mohsen, 2006), which showed that respondents' perceptions of job satisfaction were positive.

The answer to the second question: “Is there a statistically significant effect at the significance level ($\alpha \geq 0.05$) of job satisfaction in its dimensions on the performance of workers in the Ministry of Finance in the Red Sea State, and to answer the question, regression analysis was used and table (4) shows the results of the analysis:

Table 4: Multiple regression analysis to test the impact of job satisfaction and its dimensions on the performance of workers in the Ministry of Finance in the Red Sea State.

level of significance t	The calculated – t - value	Beta	Standard error	B	The coefficient of determination is R2	Independent dimensions
.000	9.332	-	.121	1.126	.863	Regression constant
.000	9.925	.3790	.460	.460		Salaries and incentives
.000	6.897	.3070	.442	.442		Salaries and incentives
.000	5.964	.3110	.411	.411		Overall working conditions

Source: Prepared by the researcher based on the field study using the spss program, 2022 AD.

It is clear from the statistical results presented in Table (4), and from the follow-up of the (t) test values, that there is an effect of the dimensions of job satisfaction (salaries and incentives, job stability, working conditions), on the performance of workers in the Ministry of Finance in the Red Sea State, in terms of (Beta) coefficients for these Dimensions as they appear in the table and in terms of the calculated (t) values higher than their tabular value at the level of significance ($\alpha \geq 0.05$), where the calculated (t) values of (5.964 6.897 9.925), respectively, which are significant values at the level of significance ($\alpha \geq 0.05$). Collectively, they explained an amount of (86.3%) of the total variance in the performance of workers, and a stepwise multiple regression analysis was conducted to determine the importance of each independent variable separately. Table (5) shows that:

Table 5: The gradual multiple regression analysis to predict the performance of workers Through the dimensions of job satisfaction

level of significance	The calculated – t	B	The coefficient of determination is R2	The order of entering the exploited elements into the
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t	- value			prediction equation
.000	9.332	1.126	-	Regression constant
.000	5.964	.411	0.784	Overall working conditions
.000	9.925	.460	0.055	Salaries and incentives
.000	6.897	.442	0.024	Salaries and incentives

Source: Prepared by the researcher based on the field study using the spss program, 2022AD.

It is clear from Table (5), which shows the order of entry of the variables exploited in the regression equation, the dimension of work conditions entered first and explained alone an amount of (78.4%) of the total variance in the performance of workers, and a constant income after (salaries and incentives). Where it was explained by (Working conditions, salaries, and incentives), together, accounted for (83.9%) of the total variance in the level of workers' performance, meaning that the variable (salaries and incentives), was explained alone (5.5%), and finally entered the dimension (job stability), and explained with the previous two dimensions what Its amount is (86.3%), while it alone explains the amount of (2.4%), of the variance in the dependent variable (the performance of workers), This means that there is a statistically significant effect of job satisfaction with its dimensions (salaries and incentives, job stability, working conditions), on the performance of workers in the Ministry of Finance in the Red Sea State. There is a positive statistically significant relationship between the management of organizational relations and job satisfaction, and the results of this study somewhat agreed with the results of the study (Zneibat, 1999), which showed the existence of a statistically significant relationship between the dimensions of the organizational climate in the performance of employees. The results of this study also somewhat agreed with the results of the study (Nahi, 2007), which showed the existence of a positive correlation between the level of use of technology tools and organizational performance, because the use of technology tools has a relationship in job satisfaction, and the results of this study also agreed with the results of the study (Al-Omari, 2008), which showed that the performance of employees achieves positive results in motivating them and spreading the spirit of enthusiasm and competition among them.

The answer to the third question: "Is there any statistically significant difference at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards job satisfaction in the Ministry of Finance in the Red Sea State, due to personal variables? The following sub-questions are branched from this question:

1. Are there statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards job satisfaction in the Ministry of Finance in the Red Sea State, attributable to the variable (gender), and to answer this question, (t) selection was used for independent samples. (Independent Test), as in Table (6).

Table 6: Significance of differences in the responses of the study sample towards job satisfaction in the Ministry of Finance in the Red Sea State.

Indication	Value (t)	Degrees of freedom	Standard deviation	SMA	The number	sex
.270	1.104	156	.83	3.57	106	Males
			.88	3.45	52	Females

Source: Prepared by the researcher based on the field study using the spss program, 2022 AD.

Table (6) shows that the value of (t), equal to (1,104), at the significance level (0,270), which means that there are no statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards job satisfaction. in the Ministry of Finance in the Red Sea State, attributed to the gender variable.

2. Are there statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards job satisfaction in the Ministry of Finance in the Red Sea State, due to the variables (age, qualification, experience), and to answer this question the analysis of variance was used one way ANOVA, as in Table (7).

Table 7: Significance of differences in the responses of the study sample toward job satisfaction in the Ministry of Finance in the Red Sea State, according to the variables (age, qualification, experience).

mean of squares	Degrees of freedom	Sum of squares	Source of contrast	Standard deviation	The number	SMA	age (year)
1,237	3	3,711	Between groups	0,864	37	3,35	less than 25
0,708	155	198,347	The error	0,765	41	3,58	More than 25-35
-	157	202,058	Total	0,746	48	3,63	More than 35-50
-	-	-	-	1,102	32	3,55	More than 50
-	-	-	-	-	-	-	-
mean of squares	Degrees of freedom	Sum of squares	Source of contrast	Standard deviation	The number	SMA	qualification
4,676	3	14,027	Between groups	0,905	11	2,94	High school
0,672	155	188,030	The error	0,905	54	3,52	Intermediate diploma
-	157	202,058	Total	0,748	69	3,63	BA

-	-	-	-	0,757	24	3,70	Postgraduate
mean of squares	Degrees of freedom	Sum of squares	Source of contrast	Standard deviation	The number	SMA	Experience (year)
8,518	3	25,553	Between groups	0,812	18	3,16	less than 5
0,630	155	176,505	The error	0,721	56	3,32	More than 5-10
	157	202,058	Total	0,695	30	3,83	More than 10-15
-	-	-	-	0,929	54	3,83	More than 15

Source: Prepared by the researcher based on the field study using the spss program, 2022 AD.

Table (7) shows that there are no statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members toward job satisfaction in the Ministry of Finance in the Red Sea State, due to the variable (age), where the value of (P) = (1,746).), at the significance level (0,158), and it was also found that there were no statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members regarding job satisfaction in the Ministry of Finance in the Red Sea State, due to the variable (qualification), where the value of (P) = (2,221), at the significance level (0.086), and the results showed that there were no statistically significant differences at the significance level ($\alpha \geq 0.05$), in the responses of the study sample members towards job satisfaction in the Ministry of Finance in the Red Sea State, due to the variable (Experience), where the value of (P) = (1,911), at the significance level (0.069).

The answer to the fourth question: “Are there any statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards the performance of workers in the Ministry of Finance in the Red Sea State, due to personal variables? The following sub-questions are derived from this question:

1. Are there statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards the performance of workers in the Ministry of Finance in the Red Sea State, due to the variable (gender), and to answer this question, the t-test was used for the samples Independent Test, as in Table (8).

Table 8: Significance of differences in the responses of the study sample towards job satisfaction in the Ministry of Finance in the Red Sea State.

Indication	Value (t)	Degrees of freedom	Standard deviation	SMA	The number	sex
0.015	2.447	282	.520	3.90	106	Males
			.660	3.76	52	Females

Source: Prepared by the researcher based on the field study using the spss program, 2022 AD.

Table (8) shows that the t-value is equal to (2.447) at the significance level (0.015), and this means that there are no statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards the performance of workers in The Ministry of Finance in the Red Sea State, due to the gender variable.

2. Are there statistically significant differences at the level of significance ($\alpha \geq 0.05$) in the responses of the study sample members towards the performance of workers in the Ministry of Finance in the Red Sea State, due to the variables (age, qualification, experience), and to answer this question the analysis of variance was used one way ANOVA, as in Table (9).

Table 9: Significance of differences in the responses of the study sample towards the performance of workers in the Ministry of Finance in the Red Sea State, according to the variables (age, qualification, experience).

Mean of squares	Degrees of freedom	Sum of squares	Source of contrast	Standard deviation	The number	SMA	age (year)
1,237	3	3.623	Between groups	0,864	37	3,35	less than 25
0,708	155	187.454	The error	0,765	41	3,58	More than 25-35
	157	213.058	Total	0,765	48	3,63	More than 35-50
-	-	-	-	1,102	32	3,55	More than 50
mean of squares	Degrees of freedom	Sum of squares	Source of contrast	Standard deviation	The number	SMA	qualification
4,676	3	24.235	Between groups	.70909	11	3,4571	High school
0,672	155	188,395	The error	.61715	54	3,5925	Intermediate diploma
	157	142,630	Total	.45130	69	4,0789	BA
-	-	-	-	0.757	24	3,70	Postgraduate
mean of squares	Degrees of freedom	Sum of squares	Source of contrast	Standard deviation	The number	SMA	Experienc (year)
8,518	3	6,722	Between groups	.617300	18	3,7097	less than 5
0,630	155	135,908	The error	.670420	56	3,7361	More than 5-10

	157	142,630	Total	.418580	30	4,0344	More than 10-15
-	-	-	-	.738610	54	3,9655	More than 15

Source: Prepared by the researcher based on the field study using the spss program, 2022 AD.

Table (9) shows that there are no statistically significant differences at the level of significance ($\alpha \geq 0.05$) in the responses of the study sample members towards the performance of workers in the Ministry of Finance in the Red Sea State, due to the variable (age), where the value of (P) = (1,734), at the significance level (0,139).

It was also found that there were no statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards the performance of workers in the Ministry of Finance in the Red Sea State due to the variable (qualification), where the value of (P) = (0.668) at the significance level. (0.054), and the results showed that there were no statistically significant differences at the significance level ($\alpha \geq 0.05$) in the responses of the study sample members towards the performance of workers in the Ministry of Finance in the Red Sea State due to the variable (experience), where the value of (P) = (0.401 at the significance level (0.817).

12. Findings and Recommendations:

First, the results:

- 1 .The level of job satisfaction in the Ministry of Finance in the Red Sea State from the point of view of its employees was medium.
- 2 .The performance level of employees in the Ministry of Finance in the Red Sea State from the point of view of its employees was at an average level.
- 3 .There is an impact of the dimensions of job satisfaction (salaries and incentives, job stability, working conditions) on the performance of workers in the Ministry of Finance in the Red Sea State.
- 4 .There are no statistically significant differences in the responses of the study sample members toward job satisfaction in the Ministry of Finance in the Red Sea State due to personal variables.
5. There are no statistically significant differences in the responses of the study sample members towards the performance of workers in the Ministry of Finance in the Red Sea State due to personal variables.

Second: Recommendations:

- 1 .That the Ministry of Finance in the Red Sea State raises the level of job satisfaction among workers.
- 2 .Ministry of Finance in the Red Sea State should increase salaries and wages to match the workers' living requirements.
- 3 .Increasing the amount of the end-of-service gratuity provided by the Ministry of Finance in the Red Sea State so that the workers feel job stability.
- 4 .Determining a rest time for employees during working hours, which leads to an increase in job satisfaction and accuracy at work.
5. Conducting courses in the Ministry of Finance in the Red Sea State for workers to enable workers to accurately know the duties assigned to each of them.

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