



## THE HUMAN RESOURCES PRACTICES AND ITS INFLUENCE ON THE STAFFS JOB SATISFACTION IN THE UNIVERSITY OF DAMASCUS-SYRIA

Salah Alden Mosli kurdi



PhD candidate, Faculty of Management, Limkokwing University of Creative Technology, Malaysia, (E-mail: [Salah.m.k@hotmail.com](mailto:Salah.m.k@hotmail.com))



### Information of Article

*Article history:*

Received: 1 Sep 2020

Revised: 7 Sep 2020

Accepted: 14 Oct 2020

Available online: 31 Oct 2020

*Keywords:*

Employee training, Employee recruitment, Employee assessment Staffs' job satisfaction, Damascus-Syria

### ABSTRACT

The current research was developed to determine the impact of human resources practices and its influence on the staffs job satisfaction in the university of Damascus Syria. The methodology used was the quantitative approach. The questionnaire survey was used as an instrument for collecting primary data from the research sample. The random sampling method has been applied in the study.

The finding revealed that employee training, employee recruitment, and employee assessment have a significant and positive impact on the employee training, employee recruitment, and employee assessment, where the values = ( $\beta = 0.090, 0.0469, \text{ and } 0.392$ ) respectively, ( $t = 5.229, 7.761, \text{ and } 2.677$ ) respectively, and ( $p = 0.004, 0.000, \text{ and } 0.000$ ) respectively.

### 1. Introduction

It is known that most of our lives are more linked to our work and places of work, work environment. For this reason, the Management concept of Human Resources and job satisfaction has taken very important for those modern organizations that compete for seeking the balance between management and environment of the collaborators within the Corporations; therefore, this research aims to establish the relationship that exists. Human Resources practices focusing on Training, Recruitment, and Assessment and their influence on the staffs' job satisfaction in the university of Damascus -Syria.

Employee training is a program aimed at developing specialized skills, information, mastery, and value creation to do a particular job in a vastly improved way. The training program is periodic and delivered at regular intervals, rarely is it continuous. The training develops the required range of skills and helpers developed for an employee and, to no small extent, the development of the association. Training is essential to keep employees up-to-date with the latest patterns and advancements expected at this time. Employee training is equally critical to newcomers, just like former employees. It enables new employees to learn about their positions and update their job-related skills and information. Training can be costly for the organization in both time and cash. The following are not many of the advantages of employee training: greater effectiveness, broader value creation openings, better cross-office management, and more significant employee dedication (Gunnigle, Lavelle, & Monaghan, 2019).

Employee training is generally delivered by an expert or specialist in a specific field or part. It is required for every busy employee working and various phases of work. It is vital to improving the nature of the work of employees at different levels in an association. Employee training is also required when an employee moves to start with a task and then to the next work area of various kinds. The employee can be given bits of knowledge about the new job, the new condition, and its organizational measures (Gunnigle et al., 2019).

It can be said that at present, job satisfaction constitutes an essential element for the achievement of social and organizational objectives. For this reason, it is necessary to study it consistently and ensure that generated knowledge is applied holistically and humanistically; such so that the person who is that hardworking person is not obviated and produces (Buckley, Wheeler, Baur, & Halbesleben, 2019). As far as The University of Damascus -Syria is concerned, in the teaching area, an unpleasant work environment is perceived and at the same time. Mohamad, Idrus, and Ibrahim (2019) note that employees in The University of Damascus - Syria do not perceive an environment that can be motivated by some indicators; they are perceived dissatisfied with the work they exercise day by day. Likewise, the teaching area collaborators present a low willingness to collaborate with some particular issues, among other things. The context in which businesses operate today, in the 21st century It is mixed; that is, on the one hand, we have an excellent long economic outlook term, but at the same time, business management, in my humble opinion: languishes. Therefore I need to enumerate the challenges which will face the coming organizations at present:

- 1) Employee Training provided in which they work, employees perceive that management is not providing enough training with all their plans and related from every point of view.
- 2) Employee recruitment, which is essential, is one of the significant challenges for the institution

- 3) Employee assessment, which implies that the collaborator of more than that he is asked, and if he is dissatisfied, that challenge becomes utopian.

The management of Human Resources, carries in our country, many problems, of which the most significant for the undersigned, turns out to be the little to almost no ability of managers to make a good management in that area. Job satisfaction is today, more than a job problem, a Public health problem, since Alfadhli, Jamaat, Al-Joki, and Al-Hweij (2018) consider a perception of dissatisfaction. Thus, the research is carried out to identify what is the relationship between Human Resources management and job satisfaction in The University of Damascus-Syria from the above said dimensions.

## 2. Literature Review

Human Resource Management (HRM) is the strategic approach for the effective management of workers' organizations to help the business gain a competitive advantage, commonly known as the Department of Human Resources. It is designed to optimize employee performance in the service of strategic employer targets. HR is primarily concerned with managing people within organizations, focusing on policies and systems. HR departments are responsible for supervising employee- design benefits, employee recruiting, training and development, performance evaluation, and rewarding (for example, pay management and social security systems) (Steel, Schmidt, Bosco, & Uggerslev, 2019). HR also concerns itself with organizational change and industrial relations, balancing organizational practices with the needs arising from collective bargaining and state laws.

Human resource's overall goal is to ensure that the organization can achieve success through people. HR professionals manage an organization's human capital and focus on implementing policies and processes (Pang & Ruch, 2019). They can specialize in recruiting, training, employee relationships, or benefits. Recruitment specialists find and hire the best talent. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluation, and reward programs. Employee relations deal with employee concerns when policies are broken, such as in cases of harassment or discrimination (Pang & Ruch, 2019). Someone in benefits develops compensation facilities, vacation family plans, discounts, and other benefits that employees can get (Kendrick, Bartram, Cavanagh, & Burgess, 2019). Across the field are generalist or human resources business partners. These human resources professionals could work in all areas or be representatives of workers-labor relations with unionized employees.

HR is a product of the human relations movement of the early 20th century when researchers began documenting ways of creating business value through strategic workforce management. It was initially dominated by transactional jobs, such as wages and benefits administration. Due to globalization, company consolidation, technological advances, and further research, HR from 2015 focuses on strategic initiatives such as mergers and acquisitions, talent management, succession planning, industrial and employment relationships, and diversity and inclusion. In today's global work environment, most companies focus on reducing employee turnover and retaining their workforce's talents and knowledge. New hires entail a high cost and increase the risk of a newcomer not being able to replace the person who has worked in a position before. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing business (Dappa, Bhatti, & Aljarah, 2019).

Human resources can be defined as "a potential resource that organizations can use to achieve and achieve success in a competitive environment." In this sense, HRM is all of the functions and works that ensure the effective management of human resources in any organizational environment to benefit the organization, the individual, and the environment (Chan Simon, 2019). According to Yuen, Loh, Zhou, and Wong (2018), human resources management is the management of all activities carried out to gain, develop, motivate, and retain a high-performance workforce. Human resources for businesses are necessary because they are seen as intellectual capital and a strategic value. HRM has two main objectives in terms of enterprises: (1) Increasing efficiency and efficiency, (2) Improving the work-life quality of employees (Yin & Wang, 2018). The effectiveness and efficiency of all business activities, from production to marketing, depending on the staff's quantity and quality (Wu, Wu, Li, & Dan, 2018). Human resources activities are activities that concern all managers in a business (Tong, 2018). Therefore, HRM is in close relationship and interaction with all other organization (Sopoh et al., 2018). In-house employee movements, intra-organizational variables such as investment, growth, contraction plans, product diversification, and budget allocated for HR activities affect the decisions made on the number and quality of staff to be recruited or removed from the organization (Shibani, Veena, & Ashish, 2018). Nigatu and Wang (2018) found statistically significant and robust relationships between human resource management practices and job satisfaction and organizational commitment. Performance appraisal is among the essential functions of human resources management. Performance evaluation is meant to determine the effectiveness and success level of the person in any subject (Manga, Fouda, Mbida, & Mvogo, 2018). The purpose of performance appraisal is to reveal the value of the product obtained by the employee performing the task according to the organization (Liller et al., 2018).

While evaluating the effect of wages on job satisfaction from these factors, it is necessary to look at the person's level of welfare. For employees who have reached a sufficient welfare level, the effect of wage on job satisfaction disappears (M. Li, Perez-Diaz, Mao, & Petrides, 2018). Wexley and colleagues drew attention to expectations and the level of fulfillment of expectations in the formation of job satisfaction. According to them, it is shaped depending on the degree of overlap between the work environment that the person expects job satisfaction or dissatisfaction (Zhu, Sarkis, & Lai, 2013). Factors affecting job satisfaction in the business environment; wages, management style, work, job security, colleagues,

and incentives. In the formation of the person's expectations regarding the business environment, personal characteristics, needs, past work experiences, and current characteristics of society play a role. Therefore, although the conditions are the same for everyone, the job satisfaction of the employees differs. While the job satisfaction of the person with low expectations is high, the job satisfaction of the person with high expectations may be low (Hollenbeck, Noe, & Gerhart, 2018).

Researches on the results of high or low job satisfaction in organizations have been made, and various findings have been obtained. According to Zhu et al., (2013), outputs of job satisfaction have divided into three parts. Individual, organizational and social Individual outcomes are results such as individual performance and intention to quit; organizational outputs are results such as labor turnover and absenteeism. Social outcomes are results, such as national income and social stability. A lot of research has been done on the effects of job satisfaction. According to these researches, productivity, employee performance, organizational citizenship behavior, organizational commitment, customer satisfaction, absenteeism, workforce turnover rate, work accidents, recruitment training costs, and deviant behaviors were found to be low in businesses with high job satisfaction (Hart, 2018; Hwang, 2018; Ko, Jeong, & Yu, 2018).

Technology makes it possible for HR professionals to train new staff members more efficiently. This gives employees the ability to access onboarding training programs and from anywhere. This eliminates the need for trainers to meet new face-to-face hires when filling out the necessary documents to get started. Training in virtual classes makes it possible for HR professionals to quickly train large numbers of employees and evaluate their progress through computerized test programs. Some employers choose to incorporate an instructor with virtual training so that new hires receive training, which is deemed vital for the role. Employees can take control of their learning and development by engaging in training at a time and place of their choice, helping manage their work-life balance. Managers can monitor training through the internet as well, which can help reduce redundancy in training and training costs. Skype, virtual chat rooms, and interactive training centers are all the resources that allow a technological approach to training.

This study presents the following hypotheses:

- H1 There is a positive and significant relationship between employee training and staff job satisfaction at the University of Damascus in Syria.
- H2 There is a positive and significant relationship between employee recruitment and staff job satisfaction at the University of Damascus in Syria.
- H3 There is a positive and significant relationship between employee assessment and staff job satisfaction at the University of Damascus in Syria.

### 3. Research Methodology

For the current research, the methodology used is going to be the quantitative approach. In the quantitative approach, the questionnaire survey will be used as an instrument for collecting primary data from the research sample. The random sampling method will be applied in the study. In this part of the study, there is research conducted with the data obtained through the questionnaire form prepared for the study's purpose from the employees employed in the University of Damascus. For the current research, the questionnaire is used as the tool for the study to collect the data. The questionnaire is adopted from previous studies. The questionnaire will include five sections; each section contains items and statements regarding every study variable. The Respondents will be required to fill up the questionnaire with a Likert scale point.

The research's main population is the university of Damascus, Syria employees working in the teaching staff, technicians, and administrative personnel. The total number of the University of Damascus, Syria employees in the main population, is 8,302 employees. However, data will be collected from 367 employees at the University of Damascus, Syria. If the sample size is 322 in the 5% confidence interval, it can represent even a substantial (500.000 and above) main population (Hoque & Awang, 2016). In this case, it can be said that the number of data collected is large enough to represent the main population. The study sample was also decided based on the Krejcie and Morgan (1970) Table. For the current research, the questionnaire will be used as a tool for collecting the data from the research sample. The random sampling method will be applied in distributing the questionnaires to the sample.

### 4. Results

The reliability test is used to ensure that all the items of the questionnaire are consistent. The following table 1 displays the results of the reliability test, followed by some explanations. According to the above table 1, the reliability test revealed the following conclusions: There is a great internal consistency among the variable employee training items with a Cronbach alpha value equal to 0.732. There is a great internal consistency among the variable employee recruitment items with a Cronbach alpha value equal to 0.814. There is a great internal consistency among the variable employee assessment things with a Cronbach alpha value equal to 0.847. There is a great internal consistency among the variable staff job satisfaction items with a Cronbach alpha value equal to 0.911.

Table 1 Reliability Test

No.	Variables	No. of Items	Cronbach Alpha
1	Employee Training	6	0.732

2	Employee Recruitment	6	0.814
3	Employee Assessment	6	0.847
4	Staff Job Satisfaction	8	0.911

The response rate is the test that reflects the valid and reliable feedbacks from the respondents. This test is used to ensure that all the collected data are usable in the research. The following table 2 displays the results of the response rate.

Table 2: Response Rate

Details	
Questionnaire Distributed	367
Returned	333
Unusable Questionnaire	23
Returned and Usable	310
Not Returned	34
Response Rate	90.8%
Usable Response Rate	85.3%

For this research, the questionnaire is distributed to 367 people and 333 people responded, the response rate has been 90.8%. In the case of address invalidity in hand to hand survey distribution and cases where it was impossible to answer due to unknown respondents in the survey. 23 surveys were excluded from the delivery number because they were not usable. To sum it up, this research's usable response rate was 85.3%, which is considered a valid rate. The following table 3 displays the results of the respondents' profile, followed by some explanation.

Table 3: Profile of Respondents (N = 310)

Gender	n	%	Education Level	n	%
Male	204	65.9	Graduate study	95	30.7
Female	106	34.1	Post graduate study	215	69.3
Age					
17-25 yrs.	39	12.8	31-35 yrs.	58	19.0
26-30 yrs.	114	37.0	36-40 yrs.	43	14.1
			> 40 yrs.	56	17.2

The respondents' profile included three main categories: gender, age, and education level. Under the gender category, males comprised 65.9% (n = 204), while the females comprised 34.1% (n = 106) of respondents. The age category consisted of five classifications: 17–25, 26–30, 31–35, 36–40, and above 40. Participants who were 17–25 years of age comprised 12.8% (n = 39) of the total number of respondents, while those 26–30 years of age comprised 37.0% (n = 114), 31–35 years of age comprised 19.0% (n = 58), 36–40 years of age comprised 14.1% (n = 43), and those above 40 years old comprised 17.2% (n = 56). Finally, the last category in the respondent profile was the education level, represented by the participants' qualifications. This information included two types of qualification: graduate and postgraduate study levels. The graduates comprised 30.7% (n = 95) of respondents, while participants with a postgraduate study level comprised 69.3% (n = 215). The following table 4 displays the results of the descriptive statistics followed by some explanations.

Table 4: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ET	310	1.00	5.00	3.4586	1.56871
ER	310	1.00	5.00	4.2914	1.78718
EA	310	1.00	5.00	3.7143	.48795
SJS	310	1.00	5.00	3.2586	.92708

ET; Employee Training, ER; Employee Recruitment, EA; Employee Assessment, and SJS; Staff Job Satisfaction

The minimum value for the independent variables (employee training, employee recruitment, and employee assessment) was 1.00, and the maximum value was 5.00. In the same regard, the mean score for employee training, employee recruitment, and employee assessment were 3.4586, 4.2914, and 3.7143, respectively, which means that according to the data retrieved that the respondents agree with the statements in the questionnaire regarding the variables employee training, employee recruitment, and employee assessment. Furthermore, the standard deviation for the subscale independent variables (employee training, employee recruitment, and employee assessment) was 1.56871, 1.78718, and 0.48795, respectively. On the other hand, the mean score for staff job satisfaction was 3.2586, which means that according to the data retrieved that the respondents agree with the statements in the questionnaire regarding the variable staff job satisfaction. Furthermore, the standard deviation for the subscale dependent variable (staff job satisfaction) was 0.92708. The following table 5 displays the results of the correlation analysis, followed by some explanations. According to table 5, the retrieved data showed the following, which will be explained below. The table showed the following: There is a positive and significant relationship between employee training and the staff job satisfaction with (r = 0.742) and (p-value = 0.000). There is a significant positive relationship between employee recruitment and staff job satisfaction with (r = 0.820) and (p-value = 0.002). There is a positive and significant relationship between employee assessment and staff job satisfaction (r = 0.780) and (p-value = 0.003).

Table 5: Correlations

		ET	ER	EA	SJS
ET	Pearson Correlation	1			
	Sig. (2-tailed)				
ER	Pearson Correlation	.852*	1		
	Sig. (2-tailed)	.015			
EA	Pearson Correlation	.741*	.577*	1	
	Sig. (2-tailed)	.007	.005		
SJS	Pearson Correlation	.742**	.820**	.780**	1
	Sig. (2-tailed)	.000	.002	.003	

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

The following table 6 displays the results of the regression analysis, followed by some explanations. Table 6 shows the Adjusted R Square of the model is 63.4%; this result confirms that the tested model explains the staff job satisfaction in Damascus-Syria's university with 63.4%. The result means that employee training, employee recruitment, and employee assessment contribute to staff job satisfaction at the University of Damascus-Syria with 63.4%. Table 4.6 displays that; employee training, employee recruitment, and employee assessment have a significant and positive impact on the employee training, employee recruitment, and employee assessment, where the values = ( $\beta = 0.090, 0.0469, \text{ and } 0.392$ ) respectively, ( $t = 5.229, 7.761, \text{ and } 2.677$ ) respectively, and ( $p = 0.004, 0.000, \text{ and } 0.000$ ) respectively.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.983	3.861		-.254	.816
	ET	.288	1.259	.090	5.229	.004
	ER	.249	.000	.469	7.761	.000
	EA	.663	.980	.392	2.677	.000
	Adjusted R <sup>2</sup>			<b>63.4%</b>		

a. Dependent Variable: SJS

## 5. Discussion

According to the previous studies, Beneficent (2018) examined that emotional intelligence is associated with employees' demographic characteristics. Emotional intelligence has no significant relationship with job performance, job satisfaction, and organizational citizenship behavior. Ajayi (2018) advocated the necessity of applying human resource management techniques in hotel businesses, a service sector, to emphasize the importance of the human element and obtain the employees' expected efficiency. Alahmad, Carter, Pierce, and Robert (2018) determined the effect of culture types in organizations on job satisfaction. Hoboubi, Choobineh, Ghanavati, Keshavarzi, and Hosseini (2017) examined the job satisfaction levels of public and private sector employees and the factors affecting job satisfaction. Zeffane and Bani Melhem (2017) found a positive relationship between job satisfaction and organizational identification. It was observed that there was a negative relationship between job satisfaction and intention to leave and between organizational identification and intention to leave. Suharno, Katijan, and Rachmad (2017) found that career planning positively affects job satisfaction, and the effect of career planning and professional development sub-dimensions is significant. Suharno et al. (2017) examined the relationship between employees' job satisfaction and performance. For this, it has been tried to determine whether employees' job satisfaction has an impact on their performances and what level if any. Nielsen and Madsen (2017) examined the effect of corporate climate on quitting job satisfaction and job satisfaction, which is one of the dimensions of the glass ceiling syndrome in female employees in the hospitality sector and affects mental stagnation. L. Li et al. (2017) evaluated the job satisfaction levels and intention to leave the hotel business employees. They measured job satisfaction and the choice to leave the 362 border unit employees working in Antalya's hotel operations.

Working people spend most of their life at work. It is essential for the person to be happy with his job to be happy in his life and be psychologically healthy (Jang et al., 2017). Job satisfaction is a concept with a lot of research. It is determined that about ten thousand articles have been published on the subject from past to present. The reason for such great interest in job satisfaction is that it is thought to contribute to human resources' efficiency.

## 6. Conclusion

Human resources practices constitute a sub-system of management information systems. Human resources practices perform a unique function and task. Managing human resources, the most valuable asset of institutions requires various data and information. While the number of works carried out under classical personnel management is deficient, the number of human resources activities with the strategic human resources information system was over 10. This is a situation that benefits both the organization and the employees. Human resources practices have become a significant opportunity to increase organizational performance and efficiency. These systems, which were initially used to support operational processes related to personnel management and control operations, are now used for primary purposes, such as contributing to competitiveness with more advanced applications and improving the decision-making process.

With human resources practices, it aims to support the organization in selecting employees, determining employees' duties, evaluating their performance, analyzing remuneration of workers, and analyzing other investments and payments, raising and developing, solving health and social security problems. These systems, which are used to increase efficiency in human resources management, are the systems used in organizations to collect, store, and use, examine and distribute information for human resources. It aims to support the human resources department's employees through human resources practices, perform routine work with the system, save time for the employees, concentrate more on strategic jobs, and have a more qualified and quality organization.

## References

- Ajayi, S. (2018). Effect of Stress on Employee Performance and Job Satisfaction: A Case Study of Nigerian Banking Industry.
- Alahmad, R., Carter, M., Pierce, C., & Robert, L. (2018). The Impact of Enterprise Social Media Identity on Job Performance and Job Satisfaction.
- Alfadhli, M. I., Jamaat, O., Al-Joki, K., & Al-Hweij, A. (2018). The Development of Accounting Education in Light of the Information Revolution and its Impact on University Graduates: Applied Study on Graduates of Tripoli University Benghazi (2012-2017). *International Journal of Academic Research in Business and Social Sciences*, 8(5), 293-310.
- Beneficent, R. H. t. (2018). *The Impact of Job Satisfaction of the Administrative Staff on Job Loyalty in Jordanian Private Universities*. (Master), Middle East University, Amman, Jordan.
- Buckley, M. R., Wheeler, A. R., Baur, J. E., & Halbesleben, J. R. (2019). *Research in personnel and human resources management*: Emerald Publishing Limited.
- Chan Simon, C. H. (2019). Participative leadership and job satisfaction: The mediating role of work engagement and the moderating role of fun experienced at work. *Leadership & Organization Development Journal*, 40(3), 319-333. doi:10.1108/LODJ-06-2018-0215
- Dappa, K., Bhatti, F., & Aljarah, A. (2019). A study on the effect of transformational leadership on job satisfaction: The role of gender, perceived organizational politics and perceived organizational commitment. *Management Science Letters*, 9(6), 823-834.
- Gunnigle, P., Lavelle, J., & Monaghan, S. (2019). Multinational companies and human resource management in Ireland during recession: A retrospective from a highly globalized economy. *Thunderbird International Business Review*, 61(3), 481-489.
- Hart, P. M. (2018). Effects of organizational change management factors on employee performance and job satisfaction: A case study of world vision kenya.
- Hoboubi, N., Choobineh, A., Ghanavati, F. K., Keshavarzi, S., & Hosseini, A. A. (2017). The impact of job stress and job satisfaction on workforce productivity in an Iranian petrochemical industry. 8(1), 67-71.
- Hollenbeck, J. R., Noe, R. A., & Gerhart, B. A. (2018). *Human resource management: Gaining a competitive advantage*: McGraw-Hill Education.
- Hoque, A. S. M. M., & Awang, Z. (2016). *Exploratory Factor Analysis of Entrepreneurial Marketing: Scale Development and Validation in the SME context of Bangladesh*. Paper presented at the AND TOURISM RESEARCH CONFERENCE 20-22 APRIL 2016.
- Hwang, E. (2018). Effects of the organizational culture type, job satisfaction, and job stress on nurses' happiness: A cross-sectional study of the long-term care hospitals of South Korea. *Jpn J Nurs Sci*. doi:10.1111/jjns.12235
- J., M. M., M., C. S. M., G. D., R., S. C., & M., B. E. (2017). Exploring the effects of workforce level on supply chain job satisfaction and industry commitment. *The International Journal of Logistics Management*, 28(4), 1294-1318. doi:doi:10.1108/IJLM-10-2016-0235
- Jang, Y., Lee, A. A., Zadrozny, M., Bae, S.-H., Kim, M. T., & Marti, N. C. (2017). Determinants of job satisfaction and turnover intent in home health workers: The role of job demands and resources. *Journal of Applied Gerontology*, 36(1), 56-70.
- Kendrick, M. I., Bartram, T., Cavanagh, J., & Burgess, J. (2019). Role of strategic human resource management in crisis management in Australian greenfield hospital sites: a crisis management theory perspective. *Aust Health Rev*, 43(2), 157-164. doi:10.1071/AH17160
- Ko, Y. K., Jeong, S. H., & Yu, S. (2018). Job autonomy, perceptions of organizational policy, and the safety performance of nurses. *Int J Nurs Pract*, 24(6), e12696. doi:10.1111/ijn.12696
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological measurement*, 30(3), 607-610.
- Li, L., Ai, H., Gao, L., Zhou, H., Liu, X., Zhang, Z., . . . Fan, L. (2017). Moderating effects of coping on work stress and job performance for nurses in tertiary hospitals: a cross-sectional survey in China. *BMC Health Serv Res*, 17(1), 401. doi:10.1186/s12913-017-2348-3
- Li, M., Perez-Diaz, P. A., Mao, Y., & Petrides, K. V. (2018). A Multilevel Model of Teachers' Job Performance: Understanding the Effects of Trait Emotional Intelligence, Job Satisfaction, and Organizational Trust. *Front Psychol*, 9, 2420. doi:10.3389/fpsyg.2018.02420
- Liller, K. D., Chapple-McGruder, T., Castrucci, B., Wingate, M. S., Hilson, R., Mendez, D., . . . Raskind, I. (2018). An Examination of the Perceived Importance and Skills Related to Policies and Policy Making Among State Public Health Injury Prevention Staff. *J Public Health Manag Pract*, 24(1), 75-80. doi:10.1097/PHH.0000000000000672
- Manga, L. J. O., Fouda, A. A. B., Mbida, L., & Mvogo, C. E. (2018). Performance based financing and job satisfaction in a semiurban health district in Cameroon. *J Public Health Afr*, 9(1), 760. doi:10.4081/jphia.2018.760
- Mohamad, A. G. M. M., Idrus, S. Z. S., & Ibrahim, A. A. E. A. (2019). The Impact of Age, Gender, Culture and Language toward the Use of ICT for Teaching and Learning by Lecturers in University of Tripoli, Libya.
- Nielsen, V. L., & Madsen, M. B. (2017). Does Gender Diversity in the Workplace Affect Job Satisfaction and Turnover Intentions? *Gender in Management: An International Journal*, 18(1), 77-115.
- Nigatu, Y. T., & Wang, J. (2018). The combined effects of job demand and control, effort-reward imbalance and work-family conflicts on the risk of major depressive episode: a 4-year longitudinal study. *Occup Environ Med*, 75(1), 6-11. doi:10.1136/oemed-2016-104114
- Pang, D., & Ruch, W. (2019). Fusing character strengths and mindfulness interventions: Benefits for job satisfaction and performance. *J Occup Health Psychol*, 24(1), 150-162. doi:10.1037/ocp0000144
- Shibani, B., Veena, V., & Ashish, P. (2018). The relationship between workplace spirituality, job satisfaction and organizational citizenship behaviors – an empirical study. *Social Responsibility Journal*, 14(2), 410-430. doi:doi:10.1108/SRJ-05-2016-0096
- Sopoh, G. E., Kouckodila Nzingoula, M. F., Sossa Jerome, C., Hessou Ahahanzo-Glele, Y., Damienne Agueh, V., Tinoaga Ouedraogo, L., & Makoutode, M. (2018). [Factors associated with the strength of organizational culture in a Beninese hospital]. *Sante Publique*, 30(1), 105-113. doi:10.3917/spub.181.0105
- Steel, P., Schmidt, J., Bosco, F., & Uggerslev, K. (2019). The effects of personality on job satisfaction and life satisfaction: A meta-analytic investigation accounting for bandwidth-fidelity and commensurability. 72(2), 217-247. doi:10.1177/0018726718771465
- Suharno, P., Katijan, S. P., & Rachmad, G. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337-1358. doi:doi:10.1108/IJLMA-10-2016-0085
- Tong, L. (2018). Relationship between meaningful work and job performance in nurses. *Int J Nurs Pract*, 24(2), e12620. doi:10.1111/ijn.12620
- Wu, G., Wu, Y., Li, H., & Dan, C. (2018). Job Burnout, Work-Family Conflict and Project Performance for Construction Professionals: The Moderating Role of Organizational Support. *Int J Environ Res Public Health*, 15(12). doi:10.3390/ijerph15122869
- Yin, H. H., & Wang, W. J. (2018). [The correlation between job satisfaction and emotional labor surface performance of nurses in emergency department]. *Zhonghua Lao Dong Wei Sheng Zhi Ye Bing Za Zhi*, 36(10), 752-754. doi:10.3760/cma.j.issn.1001-9391.2018.10.008

- Yuen, K. F., Loh, H. S., Zhou, Q., & Wong, Y. D. (2018). Determinants of job satisfaction and performance of seafarers. *Transportation research part A: policy and practice*, 110, 1-12.
- Zeffane, R., & Bani Melhem, S. J. (2017). Trust, job satisfaction, perceived organizational performance and turnover intention: A public-private sector comparison in the United Arab Emirates. *Employee Relations*, 39(7), 1148-1167.
- Zhu, Q., Sarkis, J., & Lai, K.-h. (2013). Institutional-based antecedents and performance outcomes of internal and external green supply chain management practices. *Journal of purchasing and supply management*, 19(2), 106-117.