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The Impact of Job Performance on the Individual's Well-being: An Analytical Case at the University of Dhi Qar

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Abstract

The main objective of the research is to analyze the role of job performance as an independent variable during the individual's well-being as a variable. The researcher chose the government colleges at the University of Dhi Qar, which included (Faculty of Medicine, College of Administration and Economics, College of Education for Sciences (Humanity), College of Education for Science (Pure), College of Arts, College of Physical Education and Sports Sciences, College of Engineering, College of Science, College of Science Computers and Mathematics, College of Agriculture, College of Law, College of Islamic Sciences, College of Mass Communication, College of Archeology, College of Nursing, Presidency of Dhi Qar University) a spatial sample to conduct the research in a sample size of (107) of college deans, assistant deans and heads of departments in these colleges. The study answered several questions that formed the research problem, perhaps the most prominent of which is the main question that stipulated the job performance of working individuals, and is there a role for the mediating variable represented in the individual's well-being in strengthening this relationship? The importance of the current research emerges from the importance of its variables and from studies that emphasized the importance of verifying the relationship between those variables, in addition to the importance that these departments take into consideration with regard to the studied variables, in their quest to achieve outstanding levels of performance or desires similar to scientifically sound universities. In order to achieve the objectives of the study, which included revealing the nature of the relationship and influences between the variables of the study, the researcher adopted two sets of hypotheses, namely, the hypotheses of correlation, and the hypotheses of direct influence, and the hypotheses of indirect influence. The descriptive analytical approach to reach the objectives of the study and find answers to its questions and to test the hypotheses of the study, the researcher used many statistical methods, including the correlation coefficient (Pearson), structural equation modeling, and path analysis through statistical programs (AMOS V.26), (SPSS V 26). The study reached a number of conclusions, the most important of which is the important role that job performance plays through the role of individual well-being. The study came out with a set of recommendations that were built according to the theoretical and practical frameworks of the study.

Keywords: Job Performance - Well-Being.

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Introduction

Job performance is the ultimate criterion in human resource management, evaluation, and analysis, and is a capital for various organizational processes, such as personnel selection, compensation and rewards, or training. Time and effort, as organizations must focus on building the positive performance of individuals, by providing individuals with a set of tools and skills to face new facts and challenges to maintain and improve the performance of individuals. Dealing with rapid changes in technologies, stakeholder requirements and work requirements depends on reducing the gap within the behavior of individuals as a key factor In achieving the organization's smart goals, it balances the employee's performance and the work environment that contains material and immaterial factors related to employees that have a positive and important impact on improving the individual's performance, and thus achieving the individual's well-being. Objective: An individual's well-being is affected by work experiences, and thus has an impact on the performance of tasks and work other behaviors during work are a dynamic structure that changes over time and varies within individuals. In recent years, radical changes have occurred in the context in which work is performed between the requirements of work and family, as these changes have affected the work environment, as individuals spend a large part of their lives at work Therefore, changes in the work environment have a profound impact on their health and well-being, and thus on job and performance, as work-life balance, individual growth and development, and health and safety must be important, as the participation of individuals can be the key to achieving sustainable individual well-being and organizational performance. Distinguished, well-being is an indicator for assessing life, emotional health, physical health, and healthy behaviors. It also recognizes individual well-being as an important component of the work framework, and identifies an active worker as having the power and awareness to interpret and design well-being for work, life satisfaction, and emotional reactions to family life events.

The Study Methodology

Research Problem

Organizations today compete with the resources they own. There are tangible and intangible resources. Human resources represent the most important resource among the organizations' resources, especially the university's resources, as they are the most decisive resources in achieving their results, and therefore the success of organizations requires attention to the human resource and fulfilling its requirements, needs and desires, as job performance is what was The performance of the university and the achievement of its goals is a condition for its survival and growth. The study of many variables that represent a challenge to the organization towards the levels of performance it wishes to achieve is something that cannot be overlooked. One of the most important requirements for attention to human resources is based on knowledge, skills and capabilities in performing current and future tasks, as most suffer from Individuals from the delay in moving to higher career paths due to the many routine procedures in addition to the lack of financial allocations and the delay in the general budget as well as the delay in the administrative procedures taken, which increases the individuals' fears and the failure to achieve good performance due to the feeling of lack of interest in it and delaying job performance that it deserves as well as concerns Relating to retirement and gross neglect which retired individuals suffer from, and consequently many individuals suffer from a lack of interest in performing their work and sometimes feeling isolated from work for not achieving the goals of individuals, the most important of which is the new career. Building a human resource with a satisfactory level of well-being as a result of enjoying a clear degree of job satisfaction, individual commitment, and work-life balance.

The Importance of Studying

1. Statement of the importance of individuals' well-being in achieving the desired job performance and the necessity of showing job satisfaction and commitment of individuals and how to achieve a balance between life and work.
2. How to achieve the desired job performance of individuals in achieving the well-being of individuals.
3. Providing Arab and local libraries with the theoretical content of the study variables, especially job performance. There is a dearth of studying this variable in the local and Iraqi environments, including them in particular.

Objectives of the Study

1. Knowing the most important challenges facing working individuals in achieving their well-being and job requirements and what programs the university adopts in developing working individuals to achieve outstanding performance.

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2. Statement of the relationship between job performance and the well-being of individuals.
3. Clarify the impact of individuals' well-being and fulfillment of their functional requirements, thus improving job performance.

Study Hypotheses

The study consists of a set of main and subsidiary hypotheses, which are:

Hypothetical Study Scheme

Figure (1) The hypothetical study scheme, which includes the relationship between the study variables represented in individual well-being and job performance.

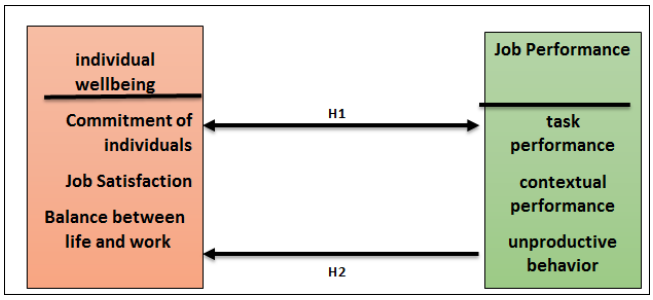


Figure 1: Hypothetical Study Scheme

Study Hypotheses

The first main hypothesis: There is a significant correlation relationship between the variable (job performance) and the variable the individual's well-being, from which the sub-hypotheses are branched:

1. There is a correlation between the task dimension and the individual's well-being.
2. There is a correlation between the contextual performance dimension and the individual's well-being.
3. There is a correlation between the lens of unproductive behavior and the individual's well-being.

The Second Main Hypothesis: There is a significant effect of the job performance variable on the individual's well-being variable and the sub-hypotheses emanating from it, which are:

1. There is a significant effect of the task performance dimension on the individual's well-being variable.
2. There is a significant effect of the contextual performance dimension on the individual's well-being variable.
3. There is a significant effect of the non-productive behavior dimension in the well-being variable.

The Limits of the Study

Spatial limits: A number of faculties of Dhi Qar University were chosen to represent the location of the study, due to the need of these faculties for this type of study.

The Temporal Limits of the Study: The temporal limits of the study extended from (1/9/2021) to 1/9/2022. The period included the preparation of the theoretical side as well as the practical side of data collection and analysis, leading to conclusions and recommendations.

The Human Limits of the Study: represented by the intentional sample of the deans and assistants of the scientific and administrative department and heads of scientific departments and administrative departments, who numbered (107).

Study Standards: In this Study: the researcher relied on a number of standards used previously in the administrative literature, which are characterized by stability and high credibility, which are shown in Table (1).

Table 1: Study Scales

Metric Source	number of paragraphs	the variable	Dimensions
(Villagrasa et al, 2019)	(5)	1- Task performance	Job performance
	(8)	2- Contextual performance	
	(5)	3- Unproductive behavior	
(Baptiste, 2008)	(5)	1- Commitment of individuals	Well-being
	(8)	2- Job Satisfaction	
	(5)	3- Balance between life and work	

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The Theoretical Framework

Job performance: Effective managers need to determine what is expected and required of individuals and the work team in the organization and how individuals can continue to focus on effective and required performance, as this is done through careful attention to three criteria: Objectives: Clear goals contribute In improving performance in multiple contexts and cultures, as the goals serve as a stock exchange for determining what is required and expected of individuals in their performance, as well as mobilizing efforts and enhancing levels of perseverance in achieving the desired goals with a higher degree of performance (Cascio, 2010). While (Kahya, 2009) sees that performance is a behavior with an evaluative component that can be evaluated as positive (specific desirable results of the behavior of individuals) or negative (specific undesirable results of the behavior of individuals). The job is also defined as a set of interrelated activities and duties, as the job duties must be clear and distinct from the duties of other jobs, and they must include similar and interconnected natural units of work. (Ying Wu & Rulee, 2011).

Job performance is a record of task completion or a measure of how expected objectives, such as productivity, revenue growth, profit growth, market share, budget control, quality improvement, effective time and cost reduction, and customer satisfaction and reduction, can be effectively achieved. And (Yeh, 2012) believes that job performance is a type of results after the end of work, which represents the levels of completion of the job of compliance with regulations, expectations or requirements for an official role and thus represents productivity that expresses the quantity, quality and contribution of the job.

Define (Villagrasa et al, 2019) three dimensions of job performance:

Task performance is the effectiveness with which incumbents perform activities that contribute to the technical basis of the organization either directly by implementing part of its technological process, or indirectly by providing it with required materials or services. Examples of task performance dimensions of a product knowledge sales function may include, Closing a sale, managing organization and time, and applying ventilation procedures are good examples of mission dimensions ((Borman & Motowidlo, 2013). (Kappagoda, 2018) sees it as the behavior directly related to the completion of the job as it contributes to the task-related behaviors to the technical core of the organization and usually the behavior in the field of task performance is recognized as a formal condition of the job of individuals.

Contextual Performance

Contextual performance refers to behavior that contributes to the goals of the organization by contributing to its social and psychological environment and includes tasks beyond job duties, initiative, cooperation with others, or enthusiasm as the effective performance of the organization is enhanced (Villagrasa et al, 2019). Whereas (Kahya, 2007) sees contextual performance as individual efforts that are not directly related to a job but are important because they constitute the organizational, social and psychological context that acts as a critical catalyst for task activities and operations when employees help other employees to complete a task or cooperate with their supervisors, Or suggesting ways to improve organizational processes, they are involved in contextual performance. (Jankingthong & Rurkkhum, 2012) believes that contextual performance has two aspects: facilitation between individuals and dedication to work. Personal facilitation includes cooperative, considerate, and helpful actions that help the performance of co-workers. Dedication to work includes self-disciplined actions and motivations such as work. Earnest, initiative, and follow the rules in support of organizational goals.

Unproductive Behavior

It is counterproductive work behavior, which is defined as voluntary behavior that harms the welfare of the organization, as it includes behavior outside the task, complaints, and intentionally incorrect performance of tasks. While he defines unproductive work behavior (Villagrasa et al, 2019) as actions that effectively harm the organization, including stealing, behaving aggressively toward co-workers, being late or absent, drug use, theft at work, and unreasonable socialization Justified, gossiping, absenteeism, and tardiness are examples of destructive behaviors for organizations. Whereas (Robbins & Judge, 2019) indicated that unproductive behavior is voluntary behavior that violates important social and organizational rules, standards and values, as it includes actions directed against other organizational members such as violence, gossip, or theft from co-workers, in addition to actions directed towards the organization itself. Such as destroying the property of the organization, or working slowly, or sharing confidential information of the organization as the behavior of unproductive work is costly to organizations.

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Job Performance Theories

There are several basic theories that are positively related to job performance, which are:

1. The theory of human capital: The theory of human capital indicates that individuals who have been appointed for a long period are the best performers, because they have acquired more knowledge related to the job over the course of their professional lives. It is formal and systematic knowledge that can be codified, codified and transferred to others in general documents or instructions. Secondly, procedural (implicit) knowledge, or tacit knowledge, which is knowledge that is based on personal experience, intuition, rules of thumb and judgment, and cannot be easily codified and transferred to others in written form. Knowledge refers to experience related to facts, rules and principles, while procedural knowledge refers to the application of declarative knowledge in practice and both forms of knowledge are very important for effective job performance as individuals need to know what they must do and how to do it in order to excel in their jobs. Human money leads to a prediction that a higher tenure of work is more likely to be associated with greater job performance, and it is believed that (Ng & Feldman, 2013).
2. Attraction, selection and depletion theory: The theory of polarization, selection, and depletion proposes that alignment between the individual and the organization increases with organizational tenure. Organization the ASA theory indicates that there are mutual selection processes working in the development of the individual's relations with the organization.

Individuals are generally attracted to organizations that reflect their own interests, just as organizations tend to selectively assign only those individuals who fit them (Ng & Feldman, 2010).

3. Job embedding theory: represents the suitability of individual-organizational perceptions, connections with colleagues and work activities, potential sacrifices associated with internal mobility affecting personnel turnover, and suitability of an individual's expected fit with the organization. Direct job requirements (such as functional knowledge, skills and abilities) (Holtom et al. 2006).

Well-being is a term commonly used to describe healthy and successful individual functioning, positive social relationships, social ecology, and provides safety, human rights, civil rights, social justice, participation in civil society, and an overall assessment of attitudes and feelings regarding an individual's life in a given period of time ranging from negative evaluation to evaluation (Shek & Liang, 2018). (Torrington et al, 2017) Well-being is more than just avoiding physical illness, it represents a broad biological, psychosocial framework that includes physical, mental and social health. For the individual so that his physical and mental capabilities are positively reflected and he is ready to work and enjoys the physical and mental capacity, and is ready to contribute in the workplace. Well-being is defined by the World Health Organization as a state of integrated physical, mental and social functioning, and not merely the absence of disease or infirmity.

(Baptiste, 2008) identified three dimensions of individual well-being:

1. Commitment Individual (Gul, 2015) The commitment of the individual is the psychological immersion of the individual in his organization through a sense of belonging and ownership of organizational goals and a willingness to accept challenges. And the commitment of the individual is very important because high levels of commitment lead to many organizational outcomes, as it reflects the extent of the individual's attachment to the organization and his commitment to its goals (Beloor et al, 2017). Commitment to the individual is fundamental to the optimal performance of individuals, because it reflects the extent to which individuals are connected to their organization and its policies and support them, as the commitment of the individual depends on the quality and efficiency of the organization as well as loyalty from customers (Mahfouza, 2019).
2. Work-life balance: Providing a good work-life balance leads to activities that satisfy individuals and make them contribute to performance at a good level. 28). (Rani et al, 2011) believes that work-life balance has important consequences for people's attitude toward their organization as well as on people's lives. Work-life boundaries may be of particular importance in managing highly skilled knowledge workers, such as technical professionals, who their commitment and loyalty poses a challenge to employers.
3. Job satisfaction is a critical indicator of the effectiveness of an organization's success. Higher job satisfaction leads to increased job performance, increased effectiveness, and organizational benefits, as well as a worker's feeling or emotional response to their current job. Job satisfaction is the extent to which an individual is satisfied with the intrinsic and extrinsic features of the job (Lai et al, 2010). According to

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(Radwan et al, 2022) that job satisfaction is a multifaceted concept that compares the reality of the work environment with the desires and expectations of individuals, as it represents the degree of pleasure or positivity that affects the individual towards his job. Job satisfaction by increasing the turnover rate of individuals, absenteeism, and the intention to leave the profession.

The basic elements of a person's well-being (Hefferon & Boniwell, 2011) identified five essential elements of well-being:

1. Career well-being: Where you spend most of your time during the day. (Kidd, 2008) believes that career well-being is a continuous state rather than a discrete outcome, and it also emphasizes the centrality of feelings.
2. Social welfare: It is a normative concept used by various individuals to think about the ends of the public good that public policy should seek to follow to improve the status quo of society and many public policy issues, and sees (Marti & Scherer, 2016) that social welfare is achieved when the roles of all An individual who maintains and develops personal and social relationships. Self-acceptance represents a positive evaluation of oneself, positive relationships with others, a sense of self-determination, independence, and mastery of the environment, with the ability to manage the individual's life and his surroundings, with meaning and purpose in the individual's life, and a sense of continuous development as a person.
3. Financial well-being: Financial well-being represents the extent to which individuals are able to manage their financial situation well. (Taft et al, 2013) considers that financial well-being is the level of financial income and assets, as it represents a function of the material and spiritual aspects of an individual's financial status. It is a multi-part concept. Well-being is provided through individual satisfaction in six areas: business, finance, home, and entertainment. Health, and the environment.
4. Physical well-being: represents physiological indicators of health or illness in the workplace and is usually explored through subjective feelings of health, including positive indicators such as feeling energized and negative indicators such as fatigue and strs. For his part (Randall et al, 2021) sees physical well-being as the ability to perform activities and social roles unimpeded by physical limitations and experiences of physical pain, and also includes medical condition and weight in proportion to BMI.
5. Societal welfare: It represents the role of the individual and his participation within the society in which he lives. (Buzinde et al, 2013) indicated that societal well-being is linked to the economic, social, cultural and political components involved in maintaining society and meeting the different needs of its residents. The various components that constitute, enhance and impede well-being, and the well-being of society as a whole requires that these various parts function well and that there be a balance between them.

Statistical Description

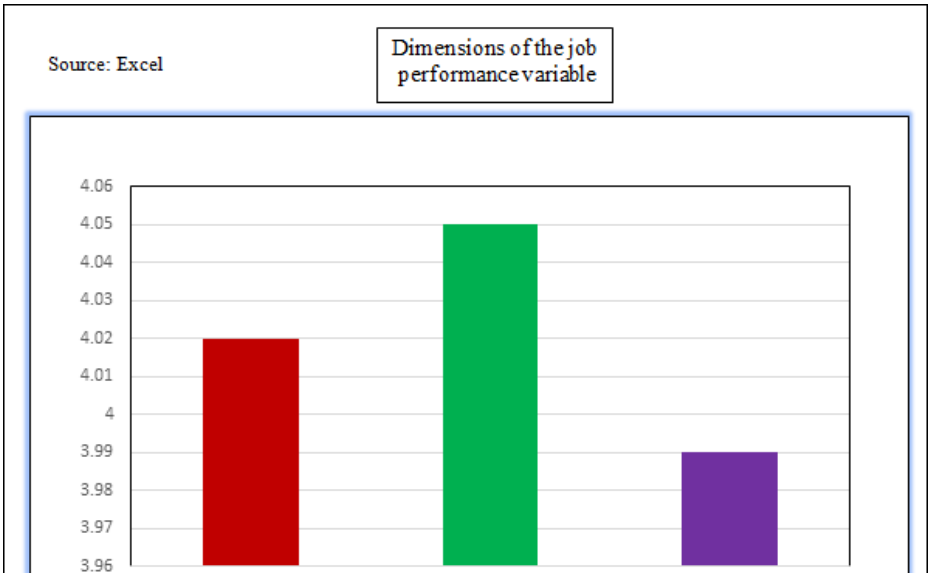
This topic includes the presentation of the results of analyzing the answers of the sample members of the study, describing it, and then diagnosing it based on some descriptive statistics represented by (arithmetic mean, standard deviation, coefficient of variation, relative importance, order of importance) at the level of the current study variables and their sub-dimensions and measurement items. Depending on the use of some programs (SPSS V.26, Microsoft Excel), this topic includes two main axes: the first axis: job performance, and the second axis: the variable includes the well-being of the individual.

Table 2: Arithmetic Means, Standard Deviations, Coefficient of Variation, Relative Importance, Level of Answer and their Arrangement for the Job Performance Variable

Order of importance	Answer level	Relative importance	Variation coefficient	Standard deviation	Arithmetic average	Paragraphs	T
2	**High**	**80.4%**	**21%**	**.825**	**4.02**	**Task performance**	1
1	**High**	**81%**	**20%**	**.800**	**4.05**	**Contextual performance**	2
3	**High**	**79.8%**	**21%**	**.830**	**3.99**	**Unproductive behavior**	3
		80.4%	**19%**	**.756**	**4.02**	**The overall rate of the job performance variable**	

Figure (2) shows the graph of the arithmetic averages of the dimensions of the job performance variable, as follows.

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Source: Excel

Testing the second main hypothesis: There is a significant correlation between the variable of individual well-being and the variable job performance.

Table (3) shows the correlation between the individual's well-being variable and the job performance variable.

Table 3: Correlation Coefficients between the Individual's Well-being Variable and the Job Performance Variable

Well-being	**Work-life balance**	**Commitment of individuals**	**Job Satisfaction**		**Dimension Variable**
.891	**.648**	**.840**	**.883**	**Pearson correlation**	Job performance
000.	000.	000.	000.	**Sig. (2-tailed)**	
107	**107**	**107**	**107**	**N**	
.837	**.795**	**.723**	**.832**		Take performance
000.	000.	000.	000.	**Sig. (2-tailed)**	
.839	**.773**	**.754**	**.828**		Contextual performance
000.	000.	000.	000.	**Sig. (2-tailed)**	
.792	**.759**	**.677**	**.787**		Unproductive behavior
000.	000.	000.	000.	**Sig. (2-tailed)**	
****. Correlation is significant at the 0.01 level (2-tailed).**					

Source: SPSS V 26

The results of the correlation test, according to Table (36), showed that there is a very strong positive significant correlation between the job performance variable and the dependent variable of the individual's well-being. Confidence of (0.99) and therefore the main hypothesis that states that there is a correlation between the individual's well-being variable and the dependent variable job performance is accepted.

As for testing the sub-hypotheses that emanate from the main hypothesis, they are as follows:

1. There is a correlation between the task performance and the individual's well-being:-

The results of the correlation test, according to Table (36), showed a very strong positive correlation between the task dimension and the dependent variable, the individual's well-being. Confidence of (0.99), and therefore the sub-hypothesis is accepted, which states that there is a correlation between the dimension of performing the task and the individual's well-being variable.

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2. There is a correlation between the contextual performance dimension and the individual's well-being:-

The results of the correlation test, according to Table (36), showed a strong positive correlation between the contextual performance dimension and the individual well-being variable. The value of the correlation coefficient between them reached (0.840) and this value indicates the strength of the direct relationship between them at a significant level (0.01) and with a confidence level of (0.01). 0.99) and therefore the sub-hypothesis which states that there is a correlation between the contextual performance dimension and the individual's well-being variable is accepted.

3. There is a correlation between the dimension of non-productive behavior and the individual's well-being:-

The results of the correlation test, according to Table (36), showed a strong, positive correlation between the dimension of unproductive behavior and the individual's well-being variable. 0.99) The sub-hypothesis which states that there is a correlation between non-productive behavior and the individual's well-being variable is thus accepted.

Table 4: Shows the Results of the Direct Impact Model of the Individual's Welfare Variable on Job Performance

PATH	Estimate	S. E	C.R	P. value
JOP <--- WEE	.882	.044	20.181	0.000

It is noted from Table (45) the significant relationship of the direct effect of the individual's well-being variable on job performance, as the value of the regression coefficient reached (.882) with a critical percentage of (20.181), which is considered a significant value according to the value of (p-value) whose value was (0.000)), which is a value less than the significance level of (0.05), and thus the acceptance of the fifth main hypothesis is achieved.

Conclusions and Recommendations

Conclusions

1. There is a significant correlation between the individual's well-being and job performance. The more individuals feel secure and their needs are met by the organization, the greater their loyalty to the organization and the higher their job performance.
2. There is a significant impact of the individual's well-being in achieving job performance, and this indicates that the organization that cares about its members will increase the functional performance of its members because they feel satisfied and loyal to the organization and that the organization is able to meet their needs.
3. Faculties suffer from a lack of training programs outside their borders, as well as special budgets to finance training outside the university's borders.
4. The level of guidance provided by the supervisors is insufficient to clarify the requirements of the job in terms of characteristics, content and qualifications.
5. The results of the study showed a large and effective level of job performance, and this is what we found inside the university, despite the short period of time since the university was established.

Recommendations

In order to complement the requirements of the study, and in light of the foregoing theoretical framework of the subject and the conclusions shown by the statistical analyzes on the other hand, we review the following set of recommendations made to the colleges at the University of Dhi Qar in general, and to the colleges of the study sample in particular, which are the following:

1. The Human Resources Department at Dhi Qar University should assist the working individuals to hold sessions between each individual and his boss through the process of self-evaluation in determining their skills, abilities, needs and career aspirations.
2. Working on holding training courses and seminars that enhance and develop the skills of working individuals as well as contribute to enhancing their job performance.
3. The need to pay more attention to achieving the individual's well-being, especially with regard to work flexibility and flexible work schedules, especially since there are sometimes delays in reaching work due to cuts outside their control due to the conditions in the governorate.
4. Work to attract the right individuals who have the skills, abilities and capabilities desired by the university and work to develop them in order for the university to be more efficient.
5. The necessity of granting incentive rewards to individuals who have outstanding job performance, especially as this will represent an incentive for them to work more in business performance.

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