



## Diagnosing The Level of Job Performance for a Sample of the Directorates of the Iraqi Ministry of Interior : An Exploratory Study

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## ABSTRACT

The research aims to diagnose the level of job performance in the directorates of the Iraqi Ministry of Interior ,The current research adopted the descriptive analytical method ,Starting from a problem and questions that emerged from a main question (were the leaders of the surveyed directorates able to improve job performance, Its data were collected from (101) respondents who represent the research sample in an intentional, quota, way, after being completely enumerated Represented by managers (department managers, division managers), the questionnaire was adopted as a tool for collecting research data, which included (40) paragraphs by which the variables investigated in (the Directorate of Relations and media , the Directorate of Planning and Follow-up, the Directorate of Systems and Informatics, the Directorate of Identities and Leaves), were measured, Personal interviews and field observations were used, and the research adopted a program (SMART PLS V.3.3, Spss V.26) with the adoption of descriptive statistics methods (normal distribution test, confirmatory and exploratory factor analysis, structural modeling, arithmetic mean, percentages, standard deviation, and relative importance, The coefficient of relative variance, the Pearson correlation coefficient, the coefficient of simple and multiple regression), The research concluded with the most prominent result represented in the direction of the leaders of the surveyed directorates towards contextual performance, which indicates that their employees carry out tasks that go beyond their official roles and their quest to volunteer in additional activities and help others, as well as the leaders' interest in the job performance of their employees, so I proceeded to improve it, as well as directly improving the performance of the task.

**Key words:** *directorates of the Ministry of Interior, job performance.*

## INTRODUCTION

Performance represents a special place within organizations as the final outcome of all activities. Therefore, managers in organizations must improve job performance that reflects the organization's ability to efficiently exploit its resources and achieve its goals at the lowest costs and appropriate quality, and based on the aforementioned importance, The main justification for choosing the title of the research is to identify the extent to which the leaderships of the directorates of the Ministry of Interior were able to solve a major problem in a specific problem in a specific field, and a pioneer in the upgrading , the requests for obtaining the requests for its mission that fall upon them, The field of research was represented by a number of directorates of the Iraqi Ministry of Interior (the Directorate of Relations and media, the Directorate of Planning and Follow-up, the Directorate of Systems and Informatics, the Directorate of Identities and Leaves) because it is an important vital joint that affects all members of society, In order to reach a basic goal, which is to know whether there is an empowered administration in the Ministry of Interior capable of dealing with changes and managing changes to improve job performance. The researcher has faced some challenges, especially in the practical

aspect that requires obtaining information and conducting an interview with some managers because they are preoccupied with their business practices in addition to To enhance their awareness of the variables of this research to reach the answer and interaction by providing the researcher with the necessary information.

## THE FIRST TOPIC: RESEARCH METHODOLOGY

### 1. The problem of searching:

The researcher's theoretical problem was generated through achieving integration between concepts and intellectual propositions, as previous studies showed a discrepancy in the degree of organizations' interest in improving job performance, By the following main question

Were the leaders of the surveyed directorates able to improve job performance? Several sub-questions are derived from the main question, as follows:

**A.** What is the concept of (job performance) ?

**B.** What is the level of job performance dimensions in the surveyed directorates?

**2. The importance of research:**

**A.**

The importance of research emerges from the importance of the applied field, as well as the research community and sample, as the directorates of the Ministry of Interior are considered important service organizations that aim to serve citizens and their security .

**B.**

Attempting to create a contemporary vision by presenting a topic that many organizations aspire to delve into in detail with frameworks of knowledge that specialize in (human resource management, administrative behavior) and collect them in one research.

**C.** Directing the attention of the directorates' leadership in the Ministry of Interior to discuss the organizational dimensions of job performance, and make them more appropriate to reality in a turbulent regulatory environment.

**D.** To identify the possibility and capabilities of the surveyed directorates in the Ministry of Interior in the field of improving job performance.

**3. Research goals:**

This research came to complement the cognitive efforts, as well as to continue the concerns of the developed administrative thought:

**A.** Shedding light on job performance in its cognitive and conceptual aspects for the purpose of benefiting the surveyed directorates of the Ministry of Interior and developing their work.

**B.** Identifying the level and perceptions of employees in the directorates in the field of research of the Iraqi Ministry of Interior of job performance and whether there is a response to improve it.

**C.** Opening the way for researchers to move towards future research on the role of job performance in the success of organizations' work.

**4. Means and methods of collecting data and information used in the research:**

Table No. (1) shows the dimensions of the two job performance variable, and its paragraphs reach (20) paragraphs.

The researcher used Likert's five-factor scale to classify the answer, which ranges between (1-5).

**5. Community and sample research:**

The researcher chose the intentional quota sample as a method of data collection, and his choice fell on the application in some of the directorates of the Ministry of Interior to achieve

accuracy in the results, so that the research community (middle leaders) were determined on the basis of competence and position, so the research community was (136) directors of departments and people. Then the researcher directed to those leaders represented by all those who occupy job positions in (leaders of the Directorate of Relations and Information, the Directorate of Planning and Follow-up, the Directorate of Systems and Informatics, and the Directorate of Identities and Leaves) and finally called the size of the community to choose a sample that represents its entire vocabulary in order to conduct descriptive and inferential statistical

analysis and to ensure the accuracy of the results. Analysis, the research sample was distributed (78) views from division managers, and from the category of department managers (18) views.

The researcher adopted the Thompson equation to calculate the sample size. The sample needed for the survey was (101) views. The researcher distributed the questionnaires to them, and was able to retrieve (101) questionnaires. Upon differentiation, it was found that (5) questionnaires are not valid for statistical analysis, so that the questionnaires are valid for analysis (96). ), and as shown in the results of Table (2):

$$n = \frac{N * P(1 - P)}{\{(N - 1 * \frac{D^2}{Z^2}) + P(1 - p)\}}$$

$$n = \frac{136 * 0.50(1 - 0.50)}{\{(136 - 1 * \frac{0.05^2}{1.96^2}) + 0.50(1 - 0.50)\}}$$

$$n = 101$$

**Table (1) The research community and its sample**

Research sample/community	Good Analyzer/ Distributor	Return to distributor	The proportion of the sample to the population	the society
96	96	101	101	136
70.59%	95.05%	100%	74.27%	100%

**6. Previous studies:**

<b>CRAWFORD, 2010)(</b>		researcher
Job Participation: Emotions and Effects on Job Performance		<b>Study Title</b>
The sample included 180 employees in a hospital in Florida, USA		<b>study population and sample</b>
Knowing the impact of emotional attachment and employee engagement on job performance		<b>Purpose of the study</b>
Descriptive analytical method, questionnaire		<b>Study method and tool</b>
Employees are more engaged in their jobs when they have higher levels of perceived organizational support and basic self-evaluations		<b>The most prominent results</b>

)Kandil, 2016(	researcher
Job role ambiguity and conflict and their impact on job performance / applied research in the Ministry of National Economy in the Gaza Strip	<b>Study Title</b>
The sample size was 311, and the community size was 1638 employees	<b>study population and sample</b>
Statement of the degree of ambiguity of the role and the conflict of the job role and the degree of its impact on job performance	<b>Purpose of the study</b>
Descriptive analytical method	<b>Study method and tool</b>
There is clarity in the job role of the employees of the Palestinian Ministry of National Economy to a medium degree, through the clarity of the information provided to the employee and the clarity of the behavior of the employees	<b>The most prominent results</b>
)Al-Hussaini, 2017(	
	researcher
The role of trust and organizational commitment in job performance	<b>Study Title</b>
The study sample consisted of 233 employees in the General Company for Woolen Industries in Baghdad	<b>study population and sample</b>
Testing the effect of organizational trust on the performance of employees through organizational commitment as an intermediate variable in the General Company for Woolen Industries in Baghdad	<b>Purpose of the study</b>

descriptive analytical method	<b>Study method and tool</b>
Having a high level of trust may create a good level of performance for the company	<b>The most prominent results</b>

**THE SECOND TOPIC: THE PRACTICAL SIDE**

**1. The concept of job performance**

defined (Murphy, 1998: 185) job performance as the individual's cognitive ability to carry out his work or the efforts that his job is related to, as he defined it (Armstrong, 2001: 468) as the completion and implementation of works undertaken or assigned to implement them, as indicated by (Viswesvaran & Ones, 2002: 185) refers to job performance as the outcome that individuals achieve when they perform any work within their organizations, as (Al-Sharif, 2004: 82) refers to job performance as carrying out the tasks and responsibilities of the job according to the performance rate supposed to be provided by the individual, and job performance indicates To the efforts of individuals that are represented by capabilities and awareness of roles or tasks, which refers to the degree of completion of the

tasks that constitute the employee's job (Sultan, 2004: 219).

**2. The importance of job performance**

Job performance is the final product of all activities in the organization. Performance is a reflection of the capabilities and motives of leaders and chiefs. The importance of performance is reflected in its connection to the organization's life cycle in the stages of emergence, survival, continuity and stability, and the organization's progress towards any stage depends on the level of performance in it (Al-Sharif, 2004: 49), and the importance of job performance is crystallized through a number of points, as follows:

(Hassan, 1999: 217)

- Job performance helps in the process of making decisions related to transfer and promotion, as it is a measure of individuals' ability to perform their current tasks and other tasks in the future .
- Increases the employee's interest in his work because the incentive system is linked to performance.



- Job stability for individuals is linked to performance, as individuals who have a low level of performance are more likely to dispense with their services.

**3. Dimensions of job performance**

- A. Task performance:** All activities that contribute directly to the technological process within the organization or indirectly through maintaining or fulfilling the requirements of the technical process (Febles, 2005: 28).
- B. Contextual performance:** all the behaviors in which technical processes take place that support the social and psychological environment and do not support the technical essence of the organization (Al-Atwi, 2007:151).

**THE THIRD TOPIC: THE PRACTICAL SIDE**

**Description and diagnosis (job performance)**

The researcher used the weighted arithmetic mean, the standard deviation, the coefficient of relative difference, and the relative importance, through the statistical package (SPSS V.26), and due to the fact that the questionnaire is based on the five-year Likert scales, there are five categories to which the calculated averages belong, through the extent of the answer to the gradients  $(5-1=4/5=0.80)$  The researcher added (0.80) to the lowest scalability category (1) to make the categories according to the classification of (AKADIRI, 2011).

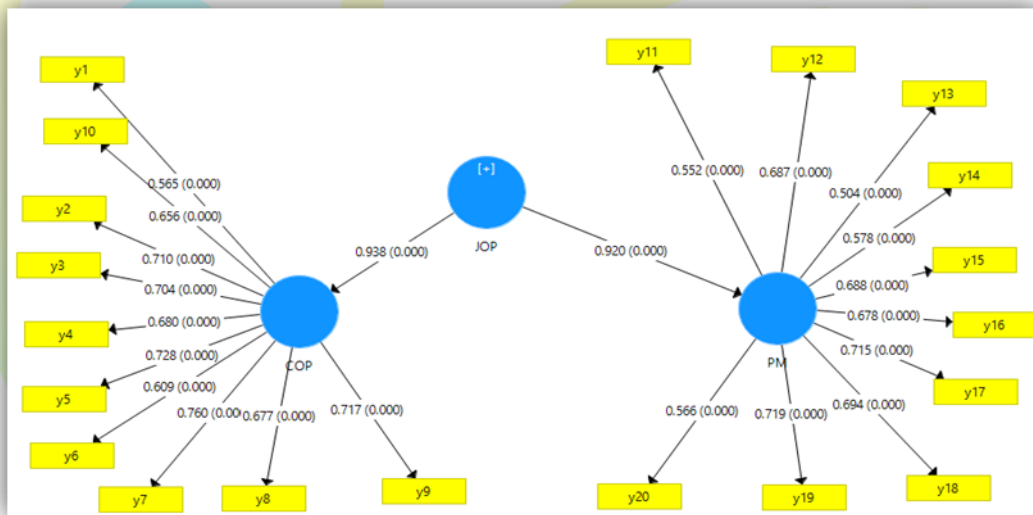
**Table (2) Likert five-point scales**

comment	Category length	Comment on the arithmetic mean	Scale gradient values	Scale degrees
<b>very weak interest</b>	<b>1- 1.80</b>	<b>Very weak</b>	<b>1</b>	I don't quite agree
<b>weak interest</b>	<b>1.81- 2.60</b>	<b>weak</b>	<b>2</b>	I do not agree
<b>average interest</b>	<b>2.61- 3.40</b>	<b>Moderate</b>	<b>3</b>	Not sure
<b>good attention</b>	<b>3.41- 4.20</b>	<b>High</b>	<b>4</b>	Agreed

high interest	4.21- 5.00	very high	5	Totally agree
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**Hypothetical mean = (sum of weights / number of alternatives)  $5 + 4 + 3 + 2 + 1 = 15 / 5 = 3$**

The job performance variable was measured in the four directorates of the Ministry of Interior through the two main dimensions (task performance, contextual performance) and through (20) paragraphs and through answers (96) observations. The confirmatory factor analysis shown in Figure (3) led to the adoption of all of them, given For obtaining saturation ratios that exceed (0.40), as well as their morale, and Table (3) shows the results of analyzing and diagnosing the dimensions of job performance, arranged according to their relative coefficient of difference and my agencies:



**Figure (1) Confirmatory factor analysis of job performance data**

**Table (3) Ranking of job performance dimensions according to their relative coefficient of variation and according to the sample agreement about its availability**

Rank priority	coefficient of difference	Relative importance %	Standard deviation %	Arithmetic mean	Variables
<b>the first</b>	<b>11.48</b>	<b>80.2</b>	<b>0.460</b>	<b>4.01</b>	task performance
<b>The second</b>	<b>11.49</b>	<b>80.6</b>	<b>0.463</b>	<b>4.03</b>	contextual performance

The descriptive analysis of the data of (20) paragraphs represented it in total, making the job a performance variable (11.48%), while the second order of contextual performance was with a relative coefficient of difference (11.49%), which makes the job performance variable on a weighted arithmetic mean (4.02) high level. And it is practiced with a relative interest (80.4%) good in the employees' completion of the assigned tasks, and working to achieve the goals that their managers seek to achieve, after the dimension is a standard overall (0.428) (10.65%). Thus, the researcher has answered some of the questions of the study problem, related to the level of availability of the study variable and its dimensions, as well as arranging them according to the priority of the agreement.

Practice, adoption and attention by the leaders of the four directorates of the Ministry of Interior, headquarters, and through the answers of the study sample (96) observations and perceived by them. .

#### **THE FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS**

##### **Conclusions:**

1. The directorate's leaders paid attention to job performance, by directing the performance of the task to improve it, as well as for its employees to complete their required tasks and duties in the fullest manner, especially as they set the right priorities in the work in mind.
2. The leaders of the surveyed directorates showed their orientation to contextual

performance in a way that improves their job performance, in light of the keenness of its employees to follow the rules and instructions of the directorate and its official procedures, and their volunteering to participate in non-mandatory committees that serve the interest of work in it.

3. The interest of the four directorates of the Ministry of Interior has been proven in the job performance of their employees, so they have sought to improve it through overall change management and through confidence in change and areas of change, as well as improving task performance and contextual performance through areas of change directly.

### **Recommendations**

1. The directorates of the study sample should enhance their interest in performing the task, in a way that increases the job performance of their employees and enhances their abilities to complete the tasks assigned to them through:

- A.** Strengthening the capabilities of the directorates' employees to act well in emergency situations through experience, skill and training to withstand various situations and problems.

- B.** Prioritizing work according to its importance and time without wasting time, resources and opportunities.

- C.** Develop guiding regulations for work, which contributes to understanding the tasks and reducing errors.

- D.** Enhancing a sense of responsibility, loyalty, belonging and love of achievement by adopting organizational citizenship behaviors that increase their integration into their current and future work.

2. The surveyed directorates should improve the climate aimed at laying the foundations for contextual performance among the directorates' employees, and work in the sportsmanship of one team through altruism, cooperation and participation, in a way that contributes to improving their job performance through the following mechanisms:

- A.** Establishing the principles of voluntary work and participation in its various activities that serve the employee and the directorate.

- B.** Interact with positive situations that call for adaptation and adaptation to the changes that occur in them.

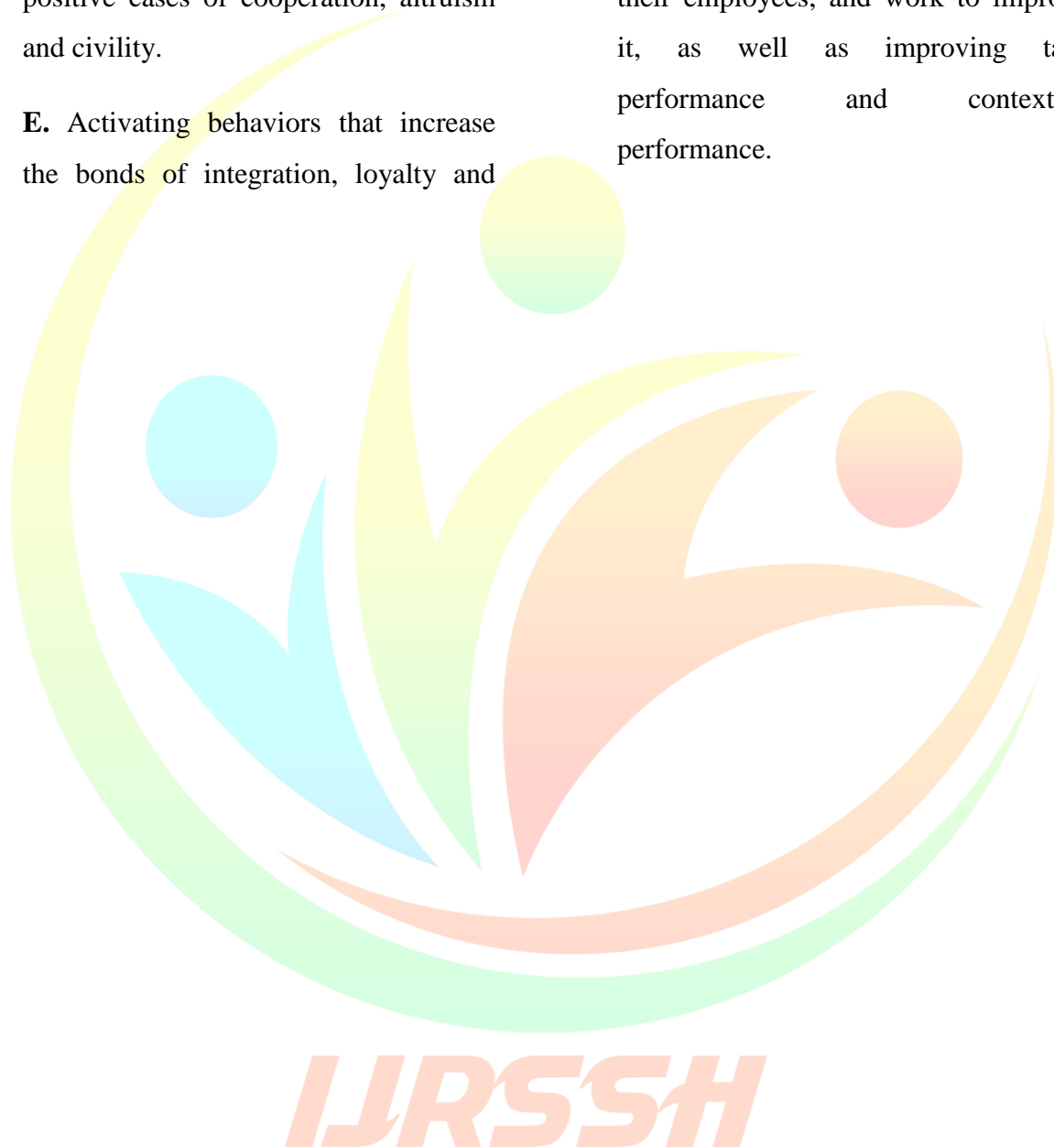
**C.** Participation of qualified employees in meetings related to the new work and follow-up on its developments.

**D.** Raise the morale of employees by creating reward programs that enhance positive cases of cooperation, altruism and civility.

**E.** Activating behaviors that increase the bonds of integration, loyalty and

commitment between the employee and his management.

**3.** The need for the four directorates affiliated to the Ministry of Interior to pay attention to the job performance of their employees, and work to improve it, as well as improving task performance and contextual performance.



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