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## Strategic consulting and its impact on job satisfaction, an applied study at the Middle Technical University

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Article Info.	Abstract
<p><i>Article history:</i></p> <p>Received 18 May 2024</p> <p>Revised 09 March 2025</p> <p>Accepted 22 May 2025</p> <p>Published 30 January 2026</p>	<p>The current research aims to identify the level of impact of strategic consulting on job satisfaction, as well as to identify the relationship of strategic consulting patterns to the behaviors of employees at the Middle Technical University and to reveal the most predictive patterns for them, as the need for strategic consulting has increased in our modern era, as it seeks to advance the responsibility of giving advice to those who take it. The decision seeks with all its capabilities to achieve job satisfaction, provided that this advice is independent, impartial, and based on the experience of specialists. As strategic consultation is considered one of the main pillars upon which the administrative development process is based and one of the indicators indicating the effectiveness of institutions, the subject of consultation has received much attention from researchers because it plays an important role in identifying the problems facing institutions. The study population consists of all employees at the Central Technical University, who number 4,190 employees. The study sample was taken at a rate estimated at ten percent of the entire study population, so the research sample is 419 employees (leaders, deans, heads of departments, divisional officials, and employees) who work at the Central Technical University. The descriptive analytical method was used in examining the problem in its theoretical aspect on the practical aspect to extract models through a questionnaire prepared for this purpose and citing what previous studies and the products of scholars left us, as well as using the survey questionnaire method used at the Intermediate Technical University about officials and employees at the university to understand the dimensions of the research. And arriving at results related to questions and hypotheses</p>

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### 1. Introduction

Strategic consulting is of great importance in the world, given the future vision it offers for the development of educational institutions to keep pace with increasing technological development. It has become a prominent feature of what should be achieved in the coming periods. Today, developed countries are striving to take well-considered steps with a strategic vision, while at the same time remaining flexible enough to accommodate changes that may occur at many levels. However, this planning has not yet taken the desired course.

The researcher hopes that this research will provide a sound scientific approach and identify the extent to which strategic consulting is applied to achieve job satisfaction for academic leaders at the senior, middle and executive management levels by leveraging their positive behaviour, skills and scientific expertise and various specializations to raise the level of educational institutions in order to keep pace with rapid scientific developments.

It is a voluntary and temporary relationship between a qualified person, the consultant who provides the service, and a client who needs that service. The consultant's service is aimed at solving an existing problem that troubles the client, as well as a problem that is expected to occur.

In essence, counselling is the result of a multi-stage, multi-dimensional interaction between the client and the counsellor. It is characterised by voluntariness and non-compulsory nature in all its stages and aspects, as its success and usefulness always depend on its acceptance and the acceptance of the request for counselling depend on the counsellor's presentation of the counselling and their ability to convince the client of its reasonableness and the possibility of treatment. The counsellor's willingness to continue their counselling work depends on the client's willingness to cooperate with them and provide them with the necessary information and support, as well as on the availability of an appropriate environment for objective study and the provision of recommendations.

The consultant's acceptance of the recommendations depends on the reasonableness of those recommendations, their applicability, and the extent to which they contribute to overcoming existing problems. This, in turn, depends on the means and methods used by the consultant to study the situation, analyse it, and formulate the recommendations.

In order to assess the strategic consultations of institutions and the extent of their success and implementation of the development plan objectives, the evaluation must be periodic and continuous through the establishment of indicators and standards that are adhered to during the

evaluation process. The criteria and indicators used to monitor and evaluate strategic performance are derived from the details of the strategic objectives at their various levels (strategic, tactical, and operational).

### 1.1. *The research problem*

Strategic consulting has gained tremendous importance due to the future insights it provides aimed at developing and advancing educational institutions to keep pace with increasing technological developments. It has become a prominent feature in modern institutions, and its impact cannot be ignored. Seeking the help of consultants to solve the problems facing institutions is a sign of awareness of the importance of reform and the desire for development and does not indicate weakness or failure in the management of institutions. No matter how diverse the fields of strategic consulting are and how varied their methods are, their goal is to develop performance and increase efficiency in all state agencies and institutions, as they are linked to several factors, such as functional factors, organizational factors, and the general work environment, which strive with all their might to improve the performance of employees to achieve their self-fulfillment, represented by job satisfaction. However, the application of strategic consulting faces many challenges, the most important of which is that the consulting profession is relatively new, as well as the reluctance of officials to seek the help of consultants and their reliance on non-specialized references in the field of strategic consulting and other challenges that may hinder the process of providing consulting services to educational institutions that aim to achieve job satisfaction among their employees. The problem of the study can be summarized as follows: to identify the level of impact of strategic consulting on job satisfaction at the Middle Technical University.

### 1.2. *The importance of research*

The importance of the study stems from the significant role that strategic consulting plays in educational institutions, especially the Middle Technical University, which aims to rationalize the decision-making process so that it is based on accurate, qualitative and quantitative information that is of high quality and appropriate for guiding the university's objectives.

The importance of this study also lies in the fact that it will highlight the important role that consulting plays in the process of making appropriate decisions based on correct and accurate information. Therefore, the importance of strategic consulting lies in selecting the most accurate and important information when making decisions that contribute to the effective achievement of objectives. The study also derives its importance from identifying the factors that influence the demand for strategic consulting in an organized manner and subjecting them to field study. This makes it possible to draw up a general policy that encourages educational institutions to seek consultation where necessary and beneficial. In conclusion, the importance of the study can be summarized as follows:

- Emphasizing the importance of strategic consulting given its significant impact on job satisfaction among employees in educational institutions.
- The limited research that has addressed this field in relation to educational institutions, especially at the Middle Technical University.
- The need for institutions and organisations, regardless of their activities and events, for such a study due to its close connection with the consulting services provided by strategic consulting, which aim to create a distinctive competitive environment.
- The link between strategic consulting and the objectives of the university as a higher education institution that aims to achieve advanced scientific centres to compete with other universities in global rankings in terms of research, reputable journals and rare specialisations.
- The need for such a study to open up future prospects for related scientific studies.

### 1.3. *Research questions*

Main question: What is the impact of strategic consulting on job satisfaction at the Middle Technical University?

Sub-questions for the research:

- What are the indicators of strategic consulting?
- What are the indicators of job satisfaction?
- What is the relationship between the indicators of strategic consulting and the indicators of job satisfaction at the Middle Technical University?

### 1.4. *Research objectives*

The current research aims to identify the level of application of strategic consulting and its impact on achieving and maximising job satisfaction among academic leaders at the Middle Technical University, as well as to identify the relationship between strategic consulting styles and the behaviour of these leaders and to reveal the most predictable patterns, as the need for strategic consulting has increased in our modern era, seeking to promote the responsibility of advising decision-makers in organisations that strive with all their might to achieve job satisfaction for academic leaders at the Middle Technical University. This advice must be independent, impartial, based on the expertise of specialists, and achievable.

### 1.5. *Research hypotheses*

- Original hypothesis (H0): There is a statistically significant effect of strategic consulting on job satisfaction.
- First sub-hypothesis (H1): There is a statistically significant mutual correlation between the independent variable (strategic consulting) and the dependent variable (achieving stability).
- Second sub-hypothesis (H2): There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (job security).
- Third sub-hypothesis (H3): There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (creativity and innovation).
- Fourth sub-hypothesis (H4): There is a statistically significant effect between the independent variable (future vision) and the dependent variable (job satisfaction).

- Fifth sub-hypothesis (H5): There is a statistically significant effect between the independent variable (work success) and the dependent variable (job satisfaction).
- Sub-hypothesis 6 (H6): There is a statistically significant effect between the independent variable (providing advice) and the dependent variable (job satisfaction).

Fig. 1. Graphical representation of independent and dependent variables

The graph can be used to illustrate the relationship between (strategic consulting) and (job satisfaction) for the independent and dependent variables. Strategic consulting refers to the use of strategic advice and guidance to achieve organizational goals. Job satisfaction refers to the extent to which employees are satisfied with their work and working conditions in the organization.

The relationship between these two variables can be represented using a graph. On the horizontal axis (independent variable), the different levels of strategic consulting available in the organisation are represented, such as administrative support and strategic guidance. On the vertical axis (dependent variable), the level of job satisfaction among employees is represented.

#### 1.6. Research methodology

The focus was on using the descriptive analytical approach in researching the theoretical aspect of the methodology and the practical aspect of extracting models through a questionnaire prepared for this purpose and citing previous studies and the findings of scholars. The survey method used at the Middle Technical University was also employed with officials and employees within the university to understand the dimensions of the research and arrive at results related to the original and secondary questions and hypotheses.

#### 1.7. Research community

The research community consists of 4,190 employees working at the Central Technical University, including deans, department heads, and section heads. The Technical University is one of the government universities in Iraq, which was renovated in 2014. One of its oldest institutes is the Baghdad Technical Medical Institute, which was founded in 1966. The College of Engineering Technology was established in 1993. The university includes applied colleges and institutes in the provinces of Baghdad, Anbar, Wasit and Diyala. The university seeks to provide a stimulating technical and educational research environment that contributes to the preparation of highly qualified graduates highly qualified graduates, achieve effective local and international scientific twinning, and strengthen partnerships with sectors of society and international institutions in related fields.

#### 1.8. Research sample

Studying a phenomenon or problem requires information and data to enable the researcher to make an appropriate judgement about it. Clearly defining the research community, which refers to all the elements or items studied by the researcher, is necessary because it helps to determine the optimal scientific method for studying this community through a comprehensive survey or sampling method, which is one of the basic pillars of scientific research in general and social research in particular, as it allows access to the required information in many cases the required information with significant savings in human and economic resources, without straying from the reality that is to be understood [1].

Therefore, the research sample was taken at a rate of 10% of the entire research community, which consists of 4,190 employees. Thus, the research sample consists of 419 employees (deans, department heads, and division managers) working at the Middle Technical University.

#### 1.9. Research tools

Questionnaires are the most commonly used and widespread means of obtaining data from people. A questionnaire is defined as a tool with dimensions and elements used to obtain information or opinions from respondents. The researcher used the questionnaire to measure the impact of strategic consulting on job satisfaction. It is preferable for the questionnaire items to be short, easy and simple [2].

The researcher relied on the descriptive analytical approach in collecting data and information and used two main sources:

- Primary sources: preliminary data collected through the questionnaire as a study tool based on a random sample to which the questionnaire will be distributed.
- Secondary sources: available references from books, articles, Arabic and foreign periodicals, and previous related research.

## 2.Theoretical Aspect

### 2.1. Strategic consulting

Consulting exists in all areas of life and is not limited to companies, administrative work, families, etc. It has a social impact, and this impact takes individuals beyond work, meaning that wherever they are, there is the potential for social influence [3]. Counselling has been defined as: the process of influencing clients to achieve individual, group or organizational goals. It is therefore the process of influencing the activities of an individual or group for the purpose of achieving a specific goal in specific circumstances [4].

Consulting is very important in our lives. Without a consultant, efforts are wasted, time is lost, and time runs out without any progress being made in business. The presence of a consultant is very necessary, as they are responsible for many tasks after gaining the trust of the community, such as how to start work, determining the method to be followed, and providing opinions to employees to encourage them to progress and develop their abilities and skills in order to better accomplish tasks. Among the roles entrusted to the consultant are: Coordinating between the organization's goals and the efforts of employees to ensure that each party understands the other's demands, achieves its goals, and satisfies the needs that meet their demands. There are many tasks that require a true consultant to promote follow-up and achieve the desired goals [5].

Strategy was born as a concept in the military sphere, then expanded and became a common concept in all areas of military, political, economic and social life. There are many giant and leading business organizations, in particular, that are concerned with observing, responding to,

influencing and being influenced by their environment. This is a long-term vision of what the organisation wants to be in the future. In their environment, it helps explain the opportunities and risks that surround them, as well as their strengths and weaknesses, with the aim of making strategic decisions that have a long-term impact, reviewing them and correcting them[6].

Those interested in the subject of strategic consulting have different views on the definition of strategic consulting. The following are some definitions that can be used for strategic consulting:

(Al-Nafar, 2015) Consulting that is capable of developing a clear and appropriate strategic vision based on strategic objectives in line with an appropriate organisational culture in order to develop a human resource cadre characterised by ethics and flexibility that works to bring about continuous development and change that leads us to the top[7].

(Jad Al-Rab, 2012) Consulting that has the foresight and ability to plan for the future and support others in creating the necessary and desired strategic change in the organisation[8].

(Al-Abadi and Shaaban, 2008): It is the ability to anticipate and envision, maintain flexibility, and empower others to bring about strategic change when necessary. It means managing through others, managing the organisation as a whole and managing functional sub-units, and it means dealing with change that increases competitiveness [9]

(Earnold, 2002): The essence of strategic management is that, to the extent that effective strategic consultation exists at the top of the organisation in particular and at all levels in general, strategic management will be successful in achieving its objectives [10].

(Magi, 1998): It is a process that consultants resort to in order to achieve a clear and understandable strategic vision by influencing organizational culture, allocating resources, guiding policies, and achieving harmony within a complex global environment in order to identify opportunities and threats [11].

(Kron, 1993) These are actions that focus heavily on defining long-term direction and strategic vision and inspiring others to move in the right direction[12].

The researcher believes that strategic consulting is the highest decision-maker in the organisation, which has the right to draw up the vision, mission and objectives of the strategic organisation and to develop policies and laws that meet the objectives of the Gaza Municipality and its employees. Researchers have differed in defining a specific definition of the concept of strategic consulting, but they have emphasised that strategic consulting is consulting that works according to the concept of strategic management and sets goals, policies, mission, cultures and strategies that work to prolong the life of the institution.

#### 2.1.1. Dimensions of strategic consulting

The dimensions of strategic consulting have been addressed by a number of authors and researchers, and this study will rely on the following dimensions:

1- Striving to develop human resources: Striving to develop human resources is an expression To harness human energies and develop their multiple potentials and mental and physical talents in order to increase their value and improve their performance, so that they can be used creatively in the optimal utilisation of all economic resources.

It should be noted that many studies and research papers have distinguished between human capital and intellectual capital. These studies have reached a fundamental conclusion that intellectual capital is part of human capital and has cognitive, organisational and behavioural capabilities that distinguish it from Based on the above, the following can be said [13].

- Developing human capital is one of the most important challenges facing strategic leaders in organisations today.
- Human capital development is a starting point for many of the roles that strategic leaders must fulfil in order to achieve their goals.

2- Striving to promote ethical practices: This is the most effective way to make employees comply with the ethical demands of the organisation. Studies have also confirmed the need for organisations to have strategic leaders who are ethical in their practices, especially when formulating the long-term vision of the organisation[14].

3- Seeking to support and strengthen organisational culture: Organisational culture is defined as the complex that defines a person's society and the organisation to which they belong. It is the personality of the organisation that makes it unique in the eyes of its customers and employees, reflecting the values and beliefs of the organisation and showing its current position and future prospects.

4- Defining the strategic direction: Strategic direction is a tool for organising and coordinating the organisation's efforts to achieve communication between all levels of the organisation to form the organisation's vision and mission and link all its plans as an indicator of its resources towards meeting its needs to define the organisation in its environment and justify its legitimacy, as well as Defining the organisation's strategic direction involves developing a long-term vision for the organisation's strategic content. The strategic vision is the organisation's dreams and future aspirations that cannot be achieved under current circumstances, but may be achievable in the long term. The essence of ideology includes (basic beliefs, guiding principles) and the fundamental purpose that is the reason for the organisation's existence and its beating heart. Organisations, in turn, do not create or fabricate basic ideologies, but rather reveal them. They do not read them from the external environment, but understand them when they reflect on themselves. At the same time, organisations should not confuse core ideologies with their statements, but should focus on understanding their true meaning, i.e. grasping the essence of core values and their purposes[15].

The researcher believes that developing human capital, promoting ethical practices, supporting and strengthening organisational culture, and defining strategic direction all contribute to spreading job satisfaction within any organisation and creating an atmosphere of happiness and psychological comfort, as these dimensions are the essence of the successful application of strategic consulting in any organisation. the application of strategic consulting in any organisation.

### 2.1.2. The importance of strategic consulting

- The importance of strategic consulting stems from its position within the organisation, where its position in the organisation enables it to carry out extremely important tasks and make decisions that may have a long-term impact, as it is responsible for many sensitive tasks that may benefit the organisation or cause its downfall. These tasks include [16] .
- Building an institutional strategy that achieves success and progress: Strategic consulting is responsible for building institutional strategies, and it is essential that these strategies are appropriate both within and outside the institution in order to achieve their objectives.
- Building organisational culture: It is also responsible for determining policies and rules related to the way work is conducted within the organisation, and these policies and rules must take into account the prevailing culture in society.
- Implementing and following up on strategic plans: Strategic plans developed by strategic consultants need to be followed up and guided, so their role is not limited to supervision alone.
- Institutional resource management: Strategic consultants must provide advice to institutional resource management efficiently and effectively in order to achieve optimal use of resources.
- Determining sustainability and overall quality within the organisation: Some studies have shown that strategic consulting plays an important and significant role in achieving sustainability and overall quality, as it provides guidance and direction for continuous improvement in products and policies.

The researcher believes that all tasks agree that strategic consulting plays an important role in institutional consulting, given its important role in strategic decision-making, seizing opportunities, confronting threats, and maintaining the continuity and survival of the institution for as long as possible. Strategic consulting refers to the processes through which the current goals and strategies of an institution or organisation are reviewed and evaluated, and guidance and advice are provided for making new strategic decisions or modifying current strategies. Such consulting can have a significant impact on the satisfaction of employees and workers in the institution. Here are some ways in which it can have an impact

Strategic consulting on job satisfaction:

- Participation in decision-making: When employees are involved in the strategic consulting process and their opinions and contributions are listened to, they feel that they are part of the process and that their ideas are valued. This enhances their sense of belonging and motivation, thereby leading to increased job satisfaction.
- Transparency and communication: Strategic consulting provides an opportunity to improve communication between management and employees, which plays an important and significant role in achieving sustainability and overall quality, as it makes them feel more comfortable and confident and that they have the tools and information necessary to succeed. This leads to increased job satisfaction.
- Opportunities for growth and development: Strategic consulting can provide opportunities for employees to develop their skills and learn new things. When they feel that they are getting opportunities to develop and advance in their career path, they feel satisfied and fulfilled in their jobs and are more willing to stay with the organisation.
- Job stability: Job stability refers to an individual's consistency in their profession and not changing from one profession to another, which in turn makes them feel confident about their professional future and believe that the organisation is heading in the right direction, leading to increased job satisfaction.

In general, effective strategic consulting can contribute to improving job satisfaction by improving employee job satisfaction. By listening to employees' opinions, providing opportunities for communication and development, and clarifying goals and strategies, job satisfaction can be enhanced, thereby improving the performance of employees and the organisation as a whole.

### 2.1.3. Strategic consulting tasks

Mufaq presented six tasks for strategic consulting, which are [17] :

- Developing a strategic vision for the organisation: It is essential to develop a strategic vision that aims to achieve a long-term strategic goal, which in turn reflects the personal views of the inspirational leader and the characteristics of leadership, while at the same time being something that is shared and understood by everyone.
- Discovering and maintaining core competencies: Core competencies or distinctive capabilities refer to an organisation's resources and capabilities, which are the source of its competitive advantage over its competitors in the industry. Hello, while strategic management literature indicates that competitive advantage is close to core competency, as it expresses the organisation's distinctiveness compared to its competitors. In the case of differentiation from others, while core competency is formulated and its characteristics appear in the organisation's functions individually.
- Human capital development: Human capital refers to a group of individuals who possess the skills, knowledge and abilities that contribute to increasing the economic value of institutions. It represents a capital resource that needs to be invested in.
- Maintaining an effective organisational culture: Opinions differ on the precise and limited meaning of organisational culture. Others pursue organisational culture by focusing on both its fundamental and behavioural dimensions as a means of achieving harmony between thought and action (behaviour), in accordance with what is known as the cultural fabric.
- Emphasis on ethical practices: Ethical practices are expressed as a set of higher values that the university or its employees strive to adhere to in the course of their work, and are formulated in the style of 'must' or 'we will adhere to' or 'prohibited' or similar terms. It also refers to the customs, traditions and rules of conduct accepted and practised by society with regard to good deeds, which enable institutions, particularly legal or quasi-legal institutions, to achieve their objectives.
- Laying the foundations for a balanced regulatory oversight system: Regulatory oversight is understood to be the measures relied upon by officials. In order to maintain regulatory activities or bring about change in their patterns, regulatory control contributes to achieving adaptation to changes in the environment. Regulatory control consists of two main types: financial control, strategic control, and active strategic control. Private tutor. The balance between these two types of control in the pursuit of the organisation's strategic objective.

The researcher believes that defining the strategic vision of the institution helps to determine its vision and mission, create strategic plans, discover strengths and weaknesses and address or deal with them, as well as focus on human capital and provide everything necessary for the continuous development of their capabilities and work in order to maintain the organisational culture to ensure the continuity of the organisation and the performance of its basic tasks, thereby emphasising ethical practices and preventing corruption. The reputation of the organisation is the reputation of its employees, leaving room for legal accountability and establishing the principle of 'where did you get this from?' All these tasks have the goal of achieving maximum benefit for all parties.

In addition to the points mentioned above, there are several other ways in which strategic consulting can influence job satisfaction:

- Improving the work environment: Strategic consulting may require changes to the work environment and improvements to internal processes and systems. For example, recruitment, training, assessment, and performance management processes can be improved. When employees feel that the work environment is improving and becoming more effective and suitable, they feel job satisfaction and comfort in their workplace.
- Achieving work-life balance: Strategic consulting contributes to changes in work policies such as work flexibility and time management. When employees have opportunities to balance work demands and their personal lives, they feel job satisfaction and overall happiness.
- Recognition and rewards: Strategic consulting can contribute to improving an organisation's reward and recognition system. When employees feel that their contributions and efforts are recognised and appreciated, whether through financial or non-financial rewards, they feel satisfied and valued and are more motivated to achieve the organisation's goals.
- Mutual trust: There must be mutual trust between citizens and management. They feel job satisfaction and belonging because strategic consulting promotes cooperation and teamwork and enhances trust between them, leading to improved job satisfaction.

Ultimately, we must understand that job satisfaction is the result of multiple factors and is linked to many aspects of the work environment. Strategic consulting must be implemented in an integrated and organised manner to ensure maximum benefits and a positive impact on the job satisfaction of employees and workers in the organisation.

## 2.2. Job satisfaction

Job satisfaction is one of the most important topics that has attracted the attention of researchers in the field of management due to its significant impact on the productivity of employees in organisations and its role in motivating them to achieve the organisation's goals and mission. The human element is the real wealth and the main focus of production in business organisations. People are our most valuable asset. No matter how advanced and complex modern equipment, machines and devices may be, they will remain useless and may not work if there is no human element to manage and operate them. Therefore, the real investment is in the human element, which is the key to controlling other resources. Researchers have provided various definitions of job satisfaction, and perhaps the most prominent of these is that provided by Shermer Horn, who defined job satisfaction as: the degree to which an individual feels positive or negative about various aspects of the job they do [18].

Others define it as: a positive attitude towards the job that an individual performs, represented by a state of pleasant interaction with it, satisfying their basic needs and is recognised by the degree to which the individual achieves the standard used for this purpose [19].

From the above, it is clear that job satisfaction is an internal feeling that satisfies the individual by fulfilling their needs and aspirations in their field of work, and this feeling is linked to internal and external factors. The lower an individual's level of satisfaction with their salary and relationships with those around them, the lower their job satisfaction, which leads to negative problems that affect their social performance. The following equation expresses satisfaction:

Job satisfaction = satisfaction with wages + satisfaction with job content + satisfaction with promotion opportunities + satisfaction with supervision + satisfaction with the work group + satisfaction with working hours + satisfaction with working conditions [20].

The term job satisfaction refers to an individual's feelings towards their job. A person who is satisfied with their job has positive feelings, whereas a person who is dissatisfied with their job has negative feelings about their work. The two terms are used interchangeably here [21].

They also expressed job satisfaction as an expression of the feelings of happiness that result from an individual's perception of the job assigned to them, which makes these feelings give the job great value. This depends on the individual's desire to work and their environment, and since individuals differ in their desires, there is a difference in their attitudes towards the values that are important to them. Therefore, job satisfaction is an expression of individuals' perceptions of the current situation. The situation in comparison. To the preferred value, which means that satisfaction occurs when the individual realises that the work they are doing fulfils their priority values [22].

Although experts differ in their precise definition of job satisfaction, it can be said that job satisfaction is a measure of the degree to which an individual's needs are met, which is achieved through various factors, including those related to the job they do and the work environment. These factors enable individuals to achieve their ambitions and feel satisfied with their work, and in line with what the individual wants from their work and what they actually achieve or exceed their expectations [20].

It should be noted that the concept of job satisfaction is one of the modern administrative concepts and has attracted the attention of researchers due to its great importance in the life of organisations, as well as its clear impact on their work processes and the effective achievement of their goals. It also has a significant impact on the attitudes and behaviours of individuals and reflects on both the organisation and the individual, and to the extent that it is linked to organisational behaviour, which plays an important role in guiding individuals within the organisation towards the right path. To achieve job satisfaction, senior management must work to achieve job satisfaction and raise the morale of employees. Senior management should consider the human element within the organisation as a vital resource, provide financial compensation such as wages and health insurance, providing opportunities for promotion based on performance, senior management evaluating the results of employees' work in a manner that contributes to the achievement of the organisation's objectives, and improve employee performance, and that it works to improve the work environment and increase the efficiency and effectiveness of individuals and managers, so that employees feel a high level of commitment and pride in the organisation [23].

Researchers have offered multiple definitions of job satisfaction. Some say that job satisfaction is the degree to which an individual's needs are met as a result of work, and that this satisfaction is generally achieved through wages, working conditions, and the nature of the job. Sharif, the nature of the work itself, and the recognition of others.

From the above, we can say that job satisfaction is an expression of the fulfilment of an individual's material and moral needs through work. It is a measure of the degree of satisfaction derived from this work and therefore refers to the psychological state felt by the individual. Their work, and the effect of this psychological feeling of satisfaction on a person's performance, loyalty and belonging to the organisation in which they work. Numerous studies have shown that there is a controversial relationship between job satisfaction and its level. Organisational development and progress.

#### 2.2.1. Dimensions of employee job satisfaction

- **Stability:** This means providing a good level of efficiency necessary for the smooth running of the business and stability and security for the organisation and its employees, ensuring the smooth running of the organisation and protecting it from various fluctuations or shocks.
- **Job security:** When economic crises hit the job market around you and employers resort to cutting costs by laying off some employees, you can rest assured that your company will not let you go because your presence is important to them.
- **Value and impact:** What you offer your organisation makes you feel that your presence is valid and useful in this community and that you have a role to play. This is reflected in your self-confidence and belief in yourself, leading to overall satisfaction with your life.
- **Creativity and innovation:** Feeling comfortable and happy in your work paves the way for creativity and gives you ample space for innovation.
- **Achieving ambitions:** Every time you reach and achieve a goal in your work, you aspire to something else. The positive feelings you always carry with you drive and motivate you to achieve more and make continuous progress.
- **Mental and physical health:** This is one of the most important benefits and rewards you will reap as a result of feeling satisfied with your work and job, making you satisfied with your life.

Job satisfaction reflects the happiness and stability of employees at work, which in turn improves performance and increases the company's productivity, which is what you are ultimately looking for. In addition to the effective role of job satisfaction in In reducing the turnover rate within the organisation, there is little or no turnover among employees who feel comfortable in the workplace. The organisation benefits from this. Because it helps them save a lot of expenses and costs, including: labour and new employee costs, as well as recruitment and appointment activities, and then organising training programmes. Except for not wasting time searching for these new employees. In addition, the company's high turnover rate may discourage talented individuals from working for the company.

There are several factors that contribute to job satisfaction.

- Establishing a good relationship with employees
- Providing suitable working conditions
- Providing security for employees
- Boosting employee self-confidence
- Strengthening relationships with the work team
- Monitoring performance and providing opportunities for career development
- Supporting and encouraging employees with incentives

**Development, training and career growth:** Development and training play an important role in influencing the effectiveness and efficiency of organisations, and have become one of the basic activities entrusted to human resource management. after employers realised that training and development is one of the reasons for the success or failure of organisations[24].

The process of selecting the most efficient workers is no longer sufficient, because many new developments have begun to emerge in the field of applied technology.

Or services or goods, or those dealing with institutions or the general public, which calls for a review of the methods used by management in its work, such as increasing the ability of the organisation to adapt to these changes, i.e. reconsidering the training and education of employees and providing them with the necessary knowledge and skills to enable them to perform their work properly. [25] thereby creating a sense of stability and consistency in their lives and increasing their desire to do their jobs and serve the organisation. This also has a significant impact on employee morale. When individuals feel that the organisation is serious about helping them and is committed to their development, their loyalty and dedication to their work and organisation increases, which is reflected in their relationship with the institution, and he accepts to work with enthusiasm and sincerity without feeling tired or bored.

**Satisfaction with relationships with colleagues:** Workers are satisfied with their relationships with colleagues when work is distributed fairly and evenly among workers to carry out the tasks assigned to them, and to ensure harmony and cohesion in these relationships. The site manager must have a high degree of experience and ability to achieve effective harmony, vertically or horizontally, by spreading awareness and transparency among workers. Psychology researcher and writer Elaine Houston says: The workplace is one of the few environments where people are forced to form relationships with others, and by their very nature, they are work environments made up of a mix of diverse groups of people, many of whom have no interaction with the environment outside of work. Although the most important foundation of a company is its employees, these employees do not work in harmony all the time. However, there are measures that any individual or organisation can take to encourage employee interaction and develop an inclusive culture in the environment through positive social promotion. Relationships in the workplace can be a source of growth, learning, and individual and collective prosperity[26].

**Appropriate remuneration:** The salary and wage system is one of the systems that institutions pay great attention to, given its importance in retaining competent employees, gaining their loyalty to the organisation and ensuring their continued employment. Any serious organisation should retain competent human resources by offering acceptable salaries and wages that are fair both externally and internally. internal levels.

Employees should feel that their work is commensurate with their salaries. and a sense of internal fairness can only be achieved if employees feel that their wages are equal to those of their counterparts in similar organisations externally [27].

### 2.2.2. The importance of job satisfaction

The above definitions show that high employee satisfaction tends to increase productivity, reduce absenteeism, and improve employee morale and physical and mental health. Employees who are satisfied with their jobs learn new responsibilities quickly, and there is a reduction in accidents and grievances. A spirit of social integration spreads among them, such as helping colleagues and cooperating with each other. Although dissatisfaction and discontent are evident in general behaviour, some of which indicate a lack of cooperation, more effort is needed, such as volunteering to work extra hours, taking early or late leave, and work interruptions without mentioning failure to follow instructions, causes and negligence. Some elements of job satisfaction are related to the individual, and some are related to the job, rich job opportunities, fair rewards within the organisation, and satisfaction with wages, working conditions and treatment. Colleagues, including some of these management, supervisors, subordinates and the supervisor's style.

Leadership, management and work environment. Individual policies, performance evaluations, promotion systems, incentives, their basis and criteria, and services provided to individuals or employees.

It expresses the happiness generated by a personal view of work, because these feelings give important value to work, i.e. the personal desire to work and the things surrounding it. What is important to them in their position is that some people are different, so there are differences. Compared to other factors, salary is more important, and some people value job stability more. so job satisfaction is an expression of personal views at work. The current situation is more appropriate than value[28].

Job satisfaction is a concept that refers to the extent to which employees and workers are satisfied with their workplace and working environment. Job satisfaction is considered one of the factors for success and sustainability in any organisation or institution, and is of great importance in many aspects, including:

- Employee performance: Job satisfaction is directly linked to employee performance. When employees are satisfied with their work environment and job conditions, they are more engaged and dedicated to performing their tasks. Consequently, job satisfaction increases employee efficiency and effectiveness and leads to better achievement of organisational goals.
- Employee retention: Job satisfaction plays an important role in retaining employees in an organisation. When employees feel satisfied and comfortable in their work environment, they are less likely to consider moving to another job or looking for other employment opportunities. Job satisfaction therefore reduces turnover and resignation rates and maintains team stability.
- Employee health and well-being: Job satisfaction affects an individual's health and well-being and their productivity. When employees are satisfied with their jobs, they feel happier and are more productive, which improves the quality of service provided. Job satisfaction reduces stress and burnout rates and contributes to promoting employee health.
- Innovation and creativity: Job satisfaction encourages employees to think creatively and innovate. When employees feel satisfied and appreciated, they are more willing to contribute new ideas and help improve the organisation. Job satisfaction therefore enhances the organisation's ability to develop and innovate in a competitive environment.

Overall, job satisfaction enhances employee well-being, improves performance, and contributes to organisational stability. Therefore, job satisfaction is a key factor for success and sustainability in the workplace.

### 2.2.3. Characteristics affecting job satisfaction

This refers to a set of factors that play an important role in creating job satisfaction and are considered among the causes of job satisfaction within organisations. In 1959, Herzberg explained that the factors that cause job satisfaction are those related to job content, including achievement, recognition, responsibility, promotions, and so on. Factors that cause dissatisfaction are external factors related to the work environment and include organisational policy, salaries, working conditions, supervisors, colleagues, etc. [29]. Factors that affect job satisfaction:

Organisational characteristics: These include participation in decision-making and the organisational levels that employees strive for. Individual characteristics: These relate to the demographic characteristics of employees, such as age, gender, educational level, etc. While others have mentioned that there are a number of factors and determinants that have been proven to affect an individual's job satisfaction, they have classified them into two groups[30].

1- Personal factors: These relate to the employees themselves, their abilities, qualifications, skills, and level of motivation. The most important personal factors are:

-Individual characteristics and circumstances: People who are optimistic, flexible, emotionally balanced, and happy tend to be more satisfied with their work than those with different characteristics.

-Harmony between work and individual values: The satisfaction of values in the workplace varies, as does their relative importance from one society to another, depending on the nature of the work and its conditions. This has helped to increase employment. Satisfaction, and others believe that individual values have an impact on job satisfaction. The value of merit in promotion will be more satisfying in organisations that adopt this method of promotion.

-Individual needs: A set of feelings and reactions that accompany unmet needs to end deprivation and tension. The more satisfied an individual is with their work, the greater their feelings of satisfaction.

Self-satisfaction: The feeling that the individual has value and importance in the work they do in relation to the organisation.

Organisational factors: These refer to factors related to the organisation, working conditions, the prevailing environment, relationships related to management and supervision, personal relationships between colleagues, the work environment, and work requirements. Your financial circumstances are among the most important of these factors [31]:

Physical working conditions: Physical working conditions affect an individual's acceptance of the work environment and, consequently, job satisfaction. An individual's connection to their work and the existence of appropriate working conditions in terms of safety, protection, heating, lighting, ventilation, etc. can lead to worker satisfaction with their job.

Job content: The nature of the tasks performed by an individual in their job plays an important role in influencing their job satisfaction. It arises from repetition and increases the individual's interest in their work.

Supervisory style: Studies conducted on the supervisory style of managers with their subordinates indicate a relationship between supervisory style and employee job satisfaction. A supervisor who makes subordinates the focus of attention, rather than mere tools for achieving work goals, earns their loyalty and achieves high job satisfaction among them.

Promotion opportunities: Study results indicate a positive relationship between the availability of promotion opportunities and job satisfaction. Workers' aspirations can lead to job satisfaction.

Work teams: When employees perform their tasks in a work environment characterised by cooperation, camaraderie and support, this leads to increased job satisfaction, and vice versa. Job satisfaction in two categories [32].

- Factors related to individual characteristics, including age, educational level, gender, and social status.
- Factors related to job specifications, including supervision, the social environment in the organisation, job security, job monotony, etc., which greatly affect turnover and absenteeism rates, complaints, accidents, etc.

It should be added that job satisfaction is part of overall life satisfaction, as the external environment also affects individuals' feelings towards work and their levels of satisfaction. The reasons for job satisfaction can be divided into two main categories [34].

A. Reasons for working: These are factors related to the job and work environment, including:

Economic return: This is everything an individual receives in return for a specific job and the extent to which they consider this return to be fair and equitable.

Promotional opportunities: These are the promotional opportunities available to the employee.

Supervisors' behaviour: This is related to the extent to which the behaviour of supervisors or managers affects their subordinates' job satisfaction.

Job level: This is the employee's position in the organisational structure.

Other additional benefits such as retirement, health insurance, holidays or any other facility that can be granted to employees.

B. Personal reasons: These are subjective reasons related to the person in question, as numerous studies and field research have shown that there is a relationship between personality traits and job satisfaction, such as age, job satisfaction, education, gender, experience, and so on.

### **3. Central Technical University**

#### *3.1. Brief introduction to the Central Technical University*

The Central Technical University is an Iraqi government university comprising technical and applied faculties in Baghdad Governorate and institutes in the governorates of Baghdad, Anbar, Wasit and Diyala. Its oldest institute is the Technical Medical Institute in Baghdad, founded in 1966, while the Technical Engineering College was founded in 1993.

The story of the university began in New England in the United States when the Iraqi American Association succeeded in its mission to establish Baghdad College High School. Realising the importance of establishing a higher education institution in Iraq, an application to establish a university was submitted to the Ministry of Education in November 1955. In 1955, approval was granted and the establishment law was issued a month later. A year later, the new university was named Al-Hikma University and began with three departments: Business Administration, Engineering, and Liberal Arts, in addition to a secondary department dedicated to Arabic studies.

In 1969, two laws were issued, the first nationalising Al-Hikma University and affiliating it with the University of Baghdad, and the second establishing the Baghdad Institute of Technology, which took over the Al-Hikma University campus. The institute later became the nucleus for the establishment of what was formerly known as the Technical Institutes Authority and then the Technical Education Authority. When this authority expanded to 42 colleges and institutes throughout Iraq, its administrators realised the difficulty of managing it under a single administration.

In 2014, another charter was issued to overcome this administrative difficulty. The FTE was divided into four technical universities: the Northern Technical University, the Central Technical University, the Middle Euphrates Technical University, and the Southern Technical University. The Middle East University inherited the campus of Al-Hikma University in Baghdad and now comprises five technical colleges and institutes with additional campuses in four other provinces.

#### *3.2. The structural consistency of the study axes is confirmed*

Table 1. shows the relationship between the correlation coefficients and the total number of variables for each of the six axes. The average for each paragraph in the study is indicated. The result was that the correlation coefficients shown are significant at a significance level of 0.05. and that the expected number of probabilities in each paragraph must be less than (0.05) and the correlation value must be greater than the tabulated value, which is equivalent to 0.361. Thus, the research axes are considered valid for the purpose for which they were developed.

Table 1. Degree of correlation for each research axis

Axis	Title of the axis	Correlation coefficient	Probability
1	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (achieving stability).	0.5996	0.0032
2	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (job security).	0.6788	0.0048
3	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (creativity and innovation).	0.7314	0.0048
4	There is a statistically significant effect of the independent variable (future vision) on the dependent variable (job satisfaction).	0.7458	0.0048
5	There is a statistically significant effect of the independent variable (work success) on the dependent variable (job satisfaction).	0.672	0.0044
6	There is a statistically significant effect of the independent variable (providing advice) on the dependent variable (job satisfaction).	0.6506	0.0054

The value of the tabular correlation coefficient is at the level of 0.05, and the lowest probability coefficient is equal to 0.361.

### 3.3. Classification method

The researcher verified the stability of the questionnaire using the split-half method by finding the split-half stability coefficients for the questionnaire axes using the Cramér equation – Brown equation by dividing the statements of each axis of the questionnaire into two parts, with the first part containing the individual statements and the second part containing the paired statements. The Spearman-Brown equation for stability was then applied. Table 2. shows the results of the stability coefficients using this method.

The stability coefficient is equal to  $(\text{correlation coefficient} * 2 / \text{correlation coefficient} + 1)$ . Table 2. Indicates that there is a very high stability coefficient for the questionnaire axes, which indicates the validity and reliability of the questionnaire.

Table 2. Classification method

The axis	Title of the theme	Number of paragraphs	Half-price sale		
			Correlation coefficient	Correlation coefficient	Probability
1	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (achieving stability).	5	0.5996	0.749	0.0032
2	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (job security).	5	0.6788	0.809	0.0048
3	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (creativity and innovation).	5	0.7314	0.845	0.0048
4	There is a statistically significant effect of the independent variable (future vision) on the dependent variable (job satisfaction).	5	0.7458	0.854	0.0048
5	There is a statistically significant effect of the independent variable (work success) on the dependent variable (job satisfaction).	5	0.672	0.804	0.0044
6	There is a statistically significant effect of the independent variable (giving advice) on the dependent variable (job satisfaction).	5	0.6506	0.788	0.0054
	Summary of paragraphs	30	0.679	0.808	0.0046

The tabulated r value at a significance level of 0.05 and a degree of freedom equal to 0.361

### 3.4. Cronbach's alpha method

Cronbach's alpha coefficient is considered a measure of the reliability of statistical tests, and a high Cronbach's alpha coefficient does not mean that the scale is unidimensional or extremely accurate. If, in addition to measuring internal consistency, you wish to provide evidence that the scale is unidimensional, additional analyses can be performed. Cronbach's alpha analysis is one way to verify dimensions. Technically, Cronbach's alpha is not a statistical test but a reliability (or consistency) coefficient. Theoretically, Cronbach's alpha should give results between 0 and 1, but you can also get negative numbers. A negative number indicates that there is an error in the data and may reverse the result for some items. The general rule is that an alpha Cronbach coefficient of 70 and above is good, 80 and above is better, and 90 and above is the best. Table 3 shows the statistical results related to alpha Cronbach.

### 3.5. Normal distribution test (Kolmogorov-Smirnov test) (Sample-K-S):

The Kolmogorov-Smirnov test is a statistical test that compares the distribution of a statistical population through two independent samples taken from that population. It can be used to compare any theoretical distribution with the distribution. The Kolmogorov-Smirnov test uses the maximum absolute difference between these two curves, where its test statistic is denoted by z. In this graph, the maximum absolute difference z is greater than 0.6 and occurs at a reaction time of 960 milliseconds. Table 4. indicates that the number of test results where the probability

number for each axis is greater than 0.05 ( $0.05 > sig$ ) indicates that the data follows a normal distribution and parametric tests should be used.as shown in Figs. 2, 3.

Table 3. Alpha Cronbach

The axis	Paragraph titles	Number of paragraphs	Alpha Cronbach's coefficient
1	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (achieving stability).	5	0.908
2	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (job security).	5	0.901
3	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (creativity and innovation).	5	0.884
4	There is a statistically significant effect of the independent variable (future vision) on the dependent variable (job satisfaction).	5	0.869
5	There is a statistically significant effect of the independent variable (work success) on the dependent variable (job satisfaction).	5	0.821
6	There is a statistically significant effect of the independent variable (giving advice) on the dependent variable (job satisfaction).	5	0.769
All paragraphs		30	0.859

Table 4. Kolmogorov-Smirnov test

The axis	Paragraph title	Number of	Z value	Probability
1	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (achieving stability).	5	0.816	0.0032
2	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (job security).	5	0.822	0.0048
3	There is a statistically significant correlation between the independent variable (strategic consulting) and the dependent variable (creativity and innovation).	5	0.794	0.0048
4	There is a statistically significant effect of the independent variable (future vision) on the dependent variable (job satisfaction).	5	0.782	0.0048
5	There is a statistically significant effect of the independent variable (work success) on the dependent variable (job satisfaction).	5	0.776	0.0044
6	There is a statistically significant effect of the independent variable (giving advice) on the dependent variable (job satisfaction).	5	0.759	0.0054
All paragraphs		30	0.791	0.0046

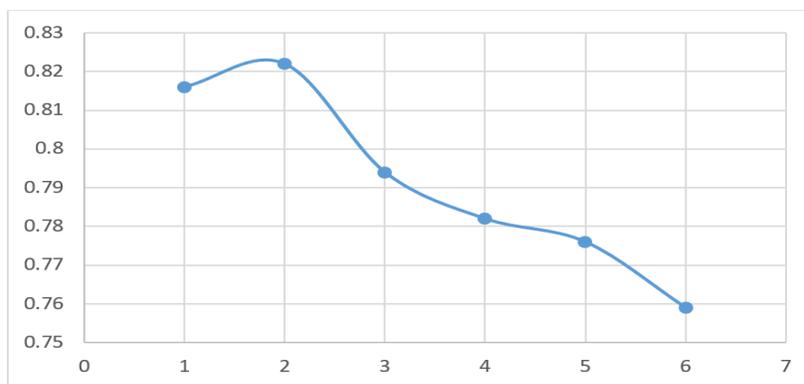


Fig. 2. Correlation between samples based on the Z-score

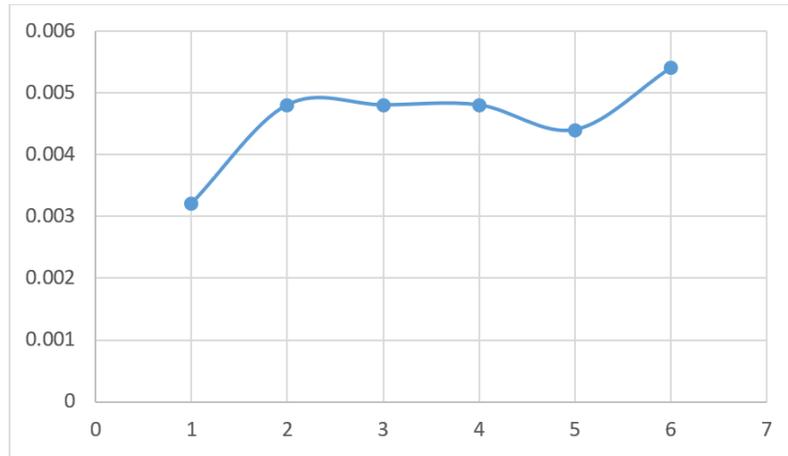


Fig. 3. Correlation between samples through probability calculation

#### 4. Conclusions and Recommendations

Through analysing the questionnaire responses, the following conclusions can be reached:

The research community agreed that strategic consulting plays an important and effective role, which it seeks to achieve in cooperation with all university departments and divisions. The research concluded that strategic consulting has a significant impact on achieving job satisfaction among employees. The results of the research showed that there are some obstacles facing the development process. The research showed that strategic consulting offers many activities in the field of achieving job satisfaction in cooperation with the university's departments and divisions. The research found that the application of strategic consulting faces many challenges, the most important of which is that the consulting profession is relatively new, as well as the reluctance of officials to seek the help of consultants.

Based on the results obtained, the researcher recommends the following:

The Central Technical University should provide the necessary requirements for developing institutional performance and facilitating the strategic thinking process, such as developing an organisational culture that supports strategic consulting, adopting a clear vision, encouraging innovation and creativity, and adopting a holistic and systematic approach to dealing with the future in order to achieve job satisfaction for its employees. The university should host experts in strategic consulting to hold seminars and workshops to transfer their expertise and experience to officials working at the Middle Technical University. The need to introduce consulting management as a subject taught in universities and higher education institutions, as it represents one of the fundamental pillars of administrative development. Investing in academic leaders with experience in strategic consulting and benefiting from their expertise and experience for middle management at the university to address the obstacles they face. It is also necessary to direct academic departments to include studies related to the latest developments in strategic consulting in their research plans. The researcher recommends that the Ministry of Higher Education and Scientific Research provide the necessary facilities to the university on a larger scale in order to keep pace with current developments within the framework of institutional development to provide students with higher quality education.

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