

## **Factors Affecting The Performance Of Employees At Work Place: A Case Of Directorate Of Higher Education, Khyber Pakhtunkhwa**

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### **Abstract**

This study examines what factors affect employees' performance at work place at Directorate of Higher Education (DHE), Khyber Pakhtunkhwa (KP), Pakistan. For accomplishment of research objective organizational variables; information technology, organizational climate, leadership and motivation are used as input variables and performance as output variable. A sample composed of 161 employees to test the propositions of this study. The findings of study indicated that there is a positive effect of organizational variables (information technology & organizational climate) on job performance of employees at DHE, KP. Furthermore, the results show that there is a positive effect of organizational variables (information technology, leadership & motivation) on task performance of employees at DHE, KP. Finally, the results revealed that there is a positive effect of organizational variables (information technology & organizational climate) on contextual performance of employees at DHE, KP. The main recommendations of the study were need to set a scientific and objective basis based on the integrity and efficiency standards when employment the managers at DHE, empowering employees and giving them full powers to perform their duties.

**Keywords:** Organizational Variables; Work place, Performance; DHE, Khyber Pakhtunkhwa

### **Introduction:**

At the present time, government institutions, like other institutions, are facing new conditions and changes imposed by recent developments in information and communication technology, the requirements for their use and their clear effects on them, the development of electronic publishing prospects, and the widespread use of the internet, as well as the changing and diversity of information needs of researchers (Hamshary, 2008). In addition to this a set of other organizational variables, such as: leadership, the nature of the organizational climate, the nature of the role, workload and pressures, incentives, and other variables that affect positively or negatively the workers in these institutions and their performance at work. Human resources, or what is called in the era of knowledge and digital economy, intellectual capital, are an important economic value and the basis for the competitive advantage of various organizations. Carefully selecting workers, and then training and developing them, is not an easy or quick task, and evaluating their performance and motivating them with fair wages requires special attention from the departments responsible for human resources in organizations in general (Al-Amri and Al-Ghaliby, 2011).

The human element in this type of institution is one of the most important elements at all, an essential axis for the completion of work, and an effective tool to reach the desired goals, achieve excellence and success, and it can be said that no matter how much material resources, technology, and organizational

structures are available, they remain raw materials that must be The human presence to invest it in order to achieve the goals, therefore, we find it more important than investing in it, investing in the rest of the other elements (Hamshary, 2001). Accordingly, the most valuable form of capital is what invests in people (Al-Anazi and Saleh, 2009).

The efficiency of institutions in general depends on the good investment of their resources, especially human resources, which control the rest of the resources and the way they are used. Organizations that have good working methods and capital equipment with a high technical level cannot achieve their production goals without the presence of working human resources and their effective performance of their functions. It leads to a high level of work performance, and dissatisfaction indicates incompatibility, and leads to a low level of work performance (Al-Muhtasib and Jalaoud, 2005).

It is well known that the nature of the material and moral environment in which the workers work negatively or positively affects their performance at work, as well as their association with it and loyalty to it. Likewise, workers in government institutions in general suffer from the weakness of the officials' attention to them in terms of appreciation, whether in terms of material or moral, in addition In addition, the opportunities for professional growth for them are weak, especially with regard to the available opportunities for promotion and career progression, the failure to adopt appropriate job titles, and the failure to adopt a clear ladder for career progression and promotions, training opportunities, and attending conferences and others (Abdul Moati Welcher, 2007). Given the lack of scientific and field studies that dealt with this subject, this study aimed to know the

level of job performance for workers in the DHE, KP and its relationship to some selected organizational variables.

**Questions:**

Representing the problem of the current research by raising the following question:

What is the impact of some organizational variables (information technology, leadership, organizational climate, and incentives) on the level of job performance (task performance and contextual performance) for workers in the DHE, KP?

**Objectives:**

The current study aims mainly to document the impact of some organizational variables on the level of job performance for workers in the DHE, KP, through achieving the following objectives:

- Identifying the level of organizational variables (information technology, leadership, organizational Climate, and incentives) in KP Education Directorate?
- Identifying the level of job performance (task performance and contextual performance) in the DHE, KP?
- Statement of the impact of organizational variables (information technology, leadership, organizational climate, and incentives) on job performance (task performance and contextual performance) for workers in KP Education Directorate?
- Identifying the impact of organizational variables (information technology, leadership, organizational climate, and incentives) on the performance of the task for employees of the KP Education Directorate?
- Identify the impact of organizational variables (information technology, leadership, organizational climate, and incentives) on the contextual performance of workers in KP Education Directorate?
- Building a proposed model that shows the impact of organizational variables (information technology, leadership, organizational climate, and incentives) on job performance levels in its two dimensions (task and contextual) for workers in KP Education Directorate?

**Literature Review**

Business organizations have become the biggest beneficiary of information technology and its mechanisms to improve their performance and productivity in the light of the knowledge economy. The productivity associated with knowledge and knowledge workers are very important competition factors between business organizations, and the value of knowledge workers to the organization is embodied in their mental and cognitive abilities, not in their physical capabilities. And these knowledge workers make up for the organization a knowledge capital that represents the actual knowledge and strength of the organization, or the common knowledge shared by the workers, through which wealth is created for the organization (Al-Amri and Al-Ghaliby, 2011). Kandilji and Al-Janabi (2009) confirm that Information Technology has positive and negative

effects, which can be summarized in the following points:

1. The positive effects of Information Technology are represented in the completion of computational problems and traditional business processes faster than what individuals do, and on the other hand, the negative effect appears, which is related to the fact that the computerization of the activities performed by individuals will stop and end some jobs.
2. Information Technology provides new capabilities and efficiencies, by providing automated services and making databases available to beneficiaries, but on the other hand, it may cause business and services to be disrupted, in the event of unexpected, or even unknown, malfunctions.
3. Information technology has made it possible to advance in the areas of technical services, and on the other hand, it has increased the extensive use of information technology by some individuals that may cause them fatigue and health problems.
4. Information Technology and the Internet publish documents and information instantly to millions of individuals in a matter of seconds, but the use of such technology, in illegal copying and distribution of information, has led to the infringement of intellectual property rights and trademarks.

Al-Enezi (2005) indicated that leadership is the cornerstone of the life, success and continuity of societies and organizations. Leaders are the ones who plan and set goals and policies (fair, sound, and persuasive), and they follow “constructive control” and take sound decisions (practically, behaviorally, and humanely). Then they are the ones who direct and issue instructions, directives and instructions, influence the behavior and attitudes of individuals, and summon their energies. The leader of the twenty-first century is supposed to put the needs of the internal and external environment into consideration, and to focus on the primacy of the external environment to make internal changes in the organization. The customer is the most important in the existence, continuity and growth of the organization, and therefore he must possess certain characteristics and attributes in leadership; To meet the challenges of the external environment represented by technology, customer requirements, social and economic changes, in addition to the requirements of the internal environment in its relationship with subordinates, and their leadership style to ensure the achievement of organizational goals, and to face external challenges (Abbas, 2004). Hamshary (2001) specified that the leader has several tasks, the most important of which are the following:

1. Planning work and distributing it to subordinates in a balanced manner, according to their energies, capabilities, experiences, and qualifications, setting a timetable for completing the work, and following up and evaluating the extent of achievement.
2. Coordinating the efforts and activities of subordinates, and directing them towards achieving goals.
3. Studying the needs and desires of subordinates, and trying to satisfy them as much as possible. This requires appropriate physical and moral incentives.
4. Teaching subordinates work skills, acceptable behavior, and the values and ethics of the profession, as well as training subordinates, and working on their professional development.
5. Helping subordinates to solve daily work problems, and providing advice, advice and guidance to them in this field. This requires the leader to encourage his subordinates to have constant contact with him.

6. Implementing the policies, laws, regulations and instructions of the organization, settling disputes, and establishing justice and equality among subordinates.

Therefore, leadership plays an essential role in achieving the goals and objectives of organizations, as the degree of success of organizations depends on several main factors, including the degree of effectiveness of the leadership styles used in them, and the suitability of the leadership style with what their employees expect. An effective leader thinks well about adapting his leadership style to what suits the needs of its employees, and seeks to create the surrounding environmental conditions for the benefit of the organization and its employees.

The concept of organizational climate is used metaphorically in the administrative literature, because the word climate in the literal sense is a geographical term related to the environment and the nature of the climate, in terms of cold and warmth at different times of the year. It was used in the administrative literature to emphasize the necessity of looking at organizations from an organic system perspective that sees the organization as an organic being that affects and is affected by the surrounding environment (Al-Qaryouti, 2009; Khan & Ullah, 2021). The importance of the organizational climate in organizations stems from the following points (Al-Sakran, 2004):

1. The organizational climate affects the achievement of the planned goals, which may be linked to the prevailing climate within the work, and its impact on achieving the final goals that the organization aspires to is direct, and then the effectiveness of the organization for its outputs is linked to the prevailing climate in it, negatively or positively.

2. The relationship that links the organizational climate to the Organizational Variables in the internal work environment has a direct impact on the administrative development process, through its impact on administrative performance, and this is embodied in the description and identification of relationships, and the behavior followed in the workplace. In order for the organizational climate to result in the formation of behaviors of individuals in line with their expectations, it is necessary to have appropriateness between the skills and ability of the individual on the one hand, and the requirements of the profession he occupies on the other hand.

3. The significant impact of the organizational climate on the behavior of individuals, as the individual spends most of his time at work and contacts with superiors and subordinates at all levels. He is subject in his behavior to the effects of the climate in its various dimensions.

4. The organizational climate affects the efficiency of employees within the organization, as the organization's ability to perform the tasks entrusted to it depends to a large extent on the image that exists for this organization in the minds of its employees.

From this point of view, the organizational climate is one of the important factors in the stability of organizations, as it plays an important role in enhancing job performance through the stability of the organization's internal environment and functionally. Thus, it leads to raising the level of their job performance, and enhances their affiliation and loyalty to the job and the organization. Therefore, we must not lose sight of the role of organizational climate in enhancing Job Performance, and many studies have pointed to this aspect.

The concept of incentives is to find the means and methods that will raise the human force to

more giving and improvement of their production cycle, and these methods occupy a prominent place and receive great attention among the majority of organizations and take a top priority in the thinking of managers in effective organizations, and that any organization has a base Strong human forces (motivating) it makes them competitive forces distinguished over their counterparts in labor organizations (Al-Waleed, 2009; Ullah, 2020). Incentives are seen as the ability to reward subordinates (individuals) in return for the work they have accomplished and their commitment to the procedures, rules, instructions and ethics that must accompany the behavior of individuals during the performance of their job duties (Kreitner, 2007; Ullah et al., 2021).

Accordingly, incentives play an important role in raising the level of Job Performance for employees by motivating and motivating them to work and pushing them towards achievement, whether through material or moral incentives, by providing material and moral advantages to employees, supporting them in the moral aspect by their superiors, and taking into account their suggestions for work development And providing the necessary insurances in case they are exposed to work accidents, all of which ultimately lead to their satisfaction and loyalty to their organizations and thus improve their job performance. Poor incentives given to employees, or given on the basis of favoritism, or given to non-deserving employees may be a factor in lowering job performance and thus leaving work and looking for other organizations that give employees better incentives.

Job performance is defined as the employee's implementation of his work and responsibilities assigned to him by the organization or the efforts that his job is related to, meaning the results that the employee

achieves for the organization (Al-Juwaidi, 2007).

While Al-Azzawi and Jawad (2010) identified it as a function of the ability to carry out the tasks assigned to the employee and the desire to perform these tasks to advance and raise the level of the organization's performance.

The effective job performance of any employee is the result of the interaction of a group of factors, namely (Al-Tarwana, 2010):

1. Staff competencies, which mean the employee's information, skills, attitudes and values, and they represent his basic characteristics that produce effective performance by that employee.
2. Job requirements, including responsibilities, roles, skills and experience required for a business or a job.
3. Job environment, including internal factors that affect effective performance, the organization, its structure, objectives, resources, strategic position, procedures used, and external factors such as economic, social, technological, civilizational, political and legal factors.

In the current study, the dimensions of Job Performance Measurement were determined according to Greenslade & Jimmieson (2007) with two dimensions, namely, the Task Performance dimension and the contextual performance dimension. As there is wide agreement among researchers in focusing on both Task Performance and Contextual Performance as two dimensions in measuring Job Performance (Al-Atawi, 2007). Task performance means that performance that includes certain patterns of behavior that directly contributes to the production of goods and services or activities that indirectly support organizational processes (Morsi, 2013;

Shaikh et al., 2021). Contextual performance represents the activities that contribute to the effectiveness of the organization through many ways that work on shaping the psychological and social context of the organization, which are considered as catalysts for the operations and activities of the mission (Organ, et al., 2006). Kahya (2009) also referred to Contextual Performance as representing all individual efforts that are not directly related to the main organizational tasks, but are of great importance, since they constitute the psychological, social and organizational context or framework that acts as an important and fundamental catalyst for the processes and activities involved in the task.

Muhammad and Abdul-Karim (2015) conducted a study entitled "The impact of work stress on the effectiveness of job performance: a case study in the DHE, of Najaf Governorate". It aimed to identify the level of stress among the employees of the administrative units of the General DHE, in the province of Najaf, what is the relationship between the sources of work stress and the effectiveness of Job Performance for the organization in question, and to determine the impact of the sources of work stress on the effectiveness of Job Performance for the organization in question. The study population and its sample consisted of (930) employees of the administrative units of the General DHE, in the Najaf governorate. To achieve the objectives of the study, the questionnaire was used as a main tool for data collection. After conducting the necessary statistical analyzes, the study reached many results most notably that the two variables (personal problems and career development) have a certain impact on the effectiveness of Job Performance among the employees of the General DHE, in Najaf Governorate. The study recommended emphasizing the clarity of the rules and regulations that govern the functional work of the organization in question.

Li & Hung (2009) also conducted a study titled "The Influence of Transformational Leadership on Workplace Relationship and Job Performance". The study aimed to know the impact of transformational leadership on work relationships and job performance for trainers in primary schools in Taiwan. The study also aimed to discover the relationship between the theory of the relationship (leader - subordinate) on the one hand, and the theory of the relationship between workers with each other in the work environment, and the study also aimed to explain the relationship Between Transformational Leadership and Job Performance for Workers. The study sample consisted of (1040) trainers in (52) primary schools in Taiwan. The results concluded that all the relationships in transformational leadership have a positive effect between the leader and the follower, and the results showed that only two elements of transformational leadership have a positive effect in the theory of the relationship between workers with each other, namely: personal considerations, and inspirational incentives. The theory of the relationship between workers with each other also confirms its positive impact on the performance of job tasks more than the (leader-follower) theory.

The study of Mrayyan & AL-Faouri (2008) aimed to study the relationship between job commitment and job performance and to evaluate the perceptions of nurses working in Jordanian hospitals. The study sample consisted of (640) Jordanian nurses working in (34) educational, governmental and private hospitals. The descriptive analytical method was used through a questionnaire specifically designed to achieve the study objectives. After using the appropriate

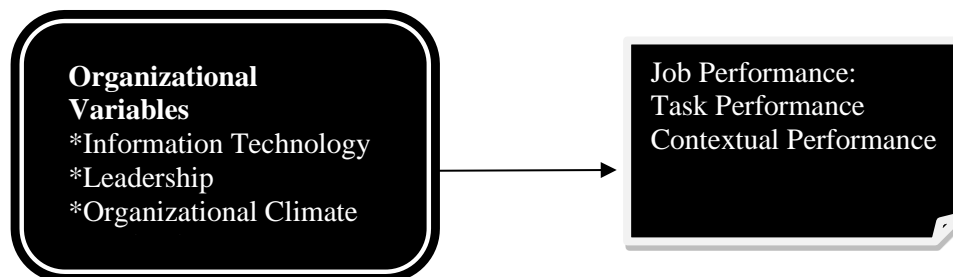
statistical methods, the study reached many results, most notably that the job performance of the sample nurses was good, and the results indicated that there is a significant and positive correlation between job commitment and job performance for the study sample nurses. The study recommended working on deepening the levels of job commitment for nurses by increasing the levels of rewards and incentives in a way that enhances the levels of their job performance.

In the study of Greenslade & Jimmieson (2007), it aimed to develop and adopt a measure of job performance based on the applicable Job Performance model. The study sample consisted of (3) separate samples. For the paragraph development stage, (44) nurses participated in the form of focus groups, and for the review stage, (12) thousand nurses were asked to review the scale paragraphs. Finally, for the third stage, (112) nurses were subjected to fill out the questionnaire. The outcomes indicated that the final scale was reached, including (41) items across eight dimensions of job performance. The study recommended the adoption of the proposed Job Performance measurement indicators in its two dimensions, on which tests were conducted and in a manner that suits the environment to be applied to.

It is noted through the review of previous studies that there is a difference in their objectives according to the nature of each study, but the current study was concerned with studying the impact of some organizational variables on the level of job performance for workers. Some of the previous studies relied on field research based on previous literature, and some of them relied on the questionnaire as a tool to achieve the objectives of the study, which is what the current study relied on by relying on the questionnaire and using the path analysis method that is rarely used in context of KP, Pakistan.

### Conceptual Framework:

Figure (1) shows the model of the study, which shows a set of variables that make up the current study so that it gives an initial development about a set of correlation and influence relationships between the variables of the study, which will be in a quantitative form and consistent with the study problem, its questions and its model. The hypotheses of the study were formulated on the basis of the positive directional approach.



**Figure 1: Conceptual Framework**

Figure (1) shows the study model, which shows the presence of two variables, one independent and the other dependent, as it becomes clear that the independent and representative variable is



organizational Variables, which the researcher relied in its measurement based on Al-Qaryouti (2009), Abu Sheikha (2005) and Al-Amyan (2005). Also shown is the dependent variable Job Performance, which was measured based on Greenslade & Jimmieson (2007).

### **Hypotheses:**

**H<sub>1</sub>:** There is a direct positive impact of organizational variables (information technology, leadership, organizational climate, and incentives) on the job performance level of employees in the DHE, KP.

**H<sub>2</sub>:** There is a direct positive impact of organizational variables (information technology, leadership, organizational climate, and incentives) on the task performance of employees in the DHE, KP.

**H<sub>3</sub>:** There is a direct positive impact of organizational variables (information technology, leadership, organizational climate, and incentives) on the Contextual Performance of workers in the DHE, KP.

### **Methodology**

#### **Approach:**

The current study is a field study, based on the descriptive analytical method, using the questionnaire prepared by the researcher as a tool to obtain the information needed by the practical side of the study. The researcher used the descriptive analytical method. In order to demonstrate that the questionnaire measures the factors to be measured and to verify its validity, the researcher conducted a test of the internal consistency of the items of the scale, where the coherence of the scale was evaluated by calculating Cronbach Alpha between scale items. Although there are no standard rules regarding the appropriate values of Alpha, in practice ( $\text{Alpha} \geq 0.60$ ) is reasonable in research related to management and human sciences (Sekaran & Bougie, 2010). The result of the stability of the dimensions of the questionnaire was that the Organizational Variables obtained a stability coefficient of (0.871), while the stability coefficient of Job Performance was (0.762), which are acceptable percentages for carrying out the analysis process to achieve the objectives of the study.

The study population and its sample: The study population consisted of all individuals working in the DHE, KP, who numbered (170), and the study sample included the members of the same study community, using the comprehensive survey method. (170) questionnaires were distributed and a total of (161) questionnaires were returned, which constituted (94.47%), as they were all subjected to statistical analysis.

Statistical processing: The SPSS, in addition to using the path analysis program Amos V.22, was used to analyze the collected data. Many descriptive statistical methods were used, such as frequencies, percentages, arithmetic averages, standard deviations, and Cronbach Alpha coefficient to ensure the degree of stability of the scale used and path analysis to know the impact of independent variables over dependent variables.

**Descriptive Analysis**

In order to facilitate the task of this paragraph and its discussion, this paragraph was divided into two parts, the first concerned with determining the level of the study variables, and the second related to testing the study hypotheses.

From score 1 to less than grade (2.33) the significance is low.

From score (2.33) to degree (3.66), the significance is medium. For a score of (3.67) or more, the significance is high.

First, determine the level of the study variables

To describe the variables of the current research from the point of view of the study sample members, the researcher resorted to using arithmetic averages, standard deviations and the second test (t) to verify the significance of the paragraph and the importance of the paragraph as shown in Table (1).

**Table 1: Mean, Standard Deviations, t-values and level of Variables**

Level	Rank	Sig*	t	S.D	Mean	Variables	No
high	2	0.000	19.664	.6130	3.950	Information Technology	1
high	3	0.000	23.690	.5030	3.939	Leadership	2
high	1	0.000	21.207	.5820	3.973	organizational climate	3
high	4	0.000	20.933	.5430	3.896	incentives	4
high	-	0.000	26.084	.4570	3.940	organizational variables	
high	2	0.000	17.747	.5860	3.819	task performance	1
high	1	0.000	17.750	.7120	3.996	contextual performance	2
high	-	0.000	22.093	.5210	3.908	Job performance	

The tabular value (t) at the level of (0.05) (1.654).

The tabular value (t) was calculated based on the paragraph's default mean of (3).

Table (1) indicates the answers of the study sample members about the study variables, as the arithmetic averages of the main study variables ranged between (3.908 - 3.940), and the “organizational variables” came in the first place, with an arithmetic mean of (3.940) and a standard deviation of (.4570), while what happened The "job performance" variable is on the second place with an arithmetic mean (3.908) and a standard deviation of (.5210). The table also showed the low dispersion in the responses of the study sample members about the research variables, which reflects the convergence in the views of the members of the analysis unit about the research variables, as all levels of significance were less than (0.05) for all variables. In general, it appears that the level of importance of the research variables in the libraries under study from the point

of view of the study sample is high.

To test the hypotheses of current study, Path Analysis using the program Amos Ver, 22 supported by the SPSS was used to verify the presence of direct effects between the study variables, as shown in Table (2).

**Table (2): The results of the path analysis of the direct effect between the study variables**

Sig*	t	Impact factor value	variables		hypotheses
0.000	3.398	.3000	Job performance	Information Technology	First
.4750	.7140	.0620		Leadership	
.0190	2.348	.2140		Org. climate	
.3010	1.033	.0890		Incentives	
.0460	1.991	.1800	task performance	Information Technology	Second
.0140	2.429	.2270		Leadership	
.3620	.9120	.0850		Org. climate	
.0040	2.910	.2550		incentives	
.0030	3.014	.2910	contextual performance	Information Technology	Third
.8860	-0.143	-0.014		Leadership	
.0150	2.439	.2440		Org. climate	
.3940	-0.853	-0.080		incentives	

Table (2) shows the results of the path analysis of the effect between the study variables. The results of the statistical analysis showed a direct positive impact of the organizational variables (Information Technology and Organizational Climate) on the Job Performance of the employees in the Directorate of Education KP at a significance level of (0.05) with a value of (.300) and (.214), respectively, which indicates that Organizational Variables (Information Technology and Organizational Climate) affect the Job Performance of the employees in the DHE, KP. Therefore, the increased interest in Organizational Variables (Information Technology and the organizational climate) in the DHE, KP would generate an impact on the Job Performance of the employees, and to emphasize the significance of the effect, the value of the effect path reached (Critical Ratio) (3.398) and (2.348), respectively, which are significant at the level of (0.05). In the same context, the results showed a direct positive impact of the organizational variables (Information Technology, Leadership and Incentives) on the Task Performance of the employees in the DHE, KP at a significance level of (0.05) with a value of (.1800), (.2270) and (.2550),

respectively which indicates that Organizational Variables (Information Technology, Leadership and Incentives) affect the Task Performance of the employees in the DHE, KP. Therefore, increasing the interest in Organizational Variables (Information Technology, Leadership and Incentives) in the DHE, KP would generate an impact on the Task Performance of the employees, and to emphasize the significance of the effect. The value of the effect path (Critical Ratio) was (1.991), (2.429) and (2.910), respectively, and it is significant at the level of (0.05). The results also showed a direct positive impact of the organizational variables (Information Technology and Organizational Climate) on the Contextual Performance of the employees in the DHE, KP at a significance level of (0.05) with a value of (.2910) and (.2440), respectively, which indicates that Organizational Variables (Information Technology and Organizational Climate) affect the Contextual Performance of the employees in the DHE, KP. Therefore, the increased interest in Organizational Variables (Information Technology and the organizational climate) in the DHE, of the KP would generate an impact on the Contextual Performance of the employees, and to emphasize the significance of the effect, the value of the effect path reached (Critical Ratio) (3.014) and (2.439), respectively, which are significant at the level of (0.05).

Table (3) shows that the proposed model has achieved perfect fit, as the calculated value of 2 reached (2.686), which is statistically significant, and the value of Minimum Discrepancy, which is a quotient of 2 by the degrees of freedom DF (2.686), which reflects a good level of alignment, where Arbuckle (2008) suggested that the value of the minimum variance should not exceed the value of the minimum variance (5). The Goodness of Fit Index (GFI) for the Absolute Fit Indicators was (0.994), which is the Quality Fit Index, which is near to one. The Root Mean Square Error of Approximation (RMSEA) index was (0.013), which is close to zero, in the same context. In terms of the Incremental Fit Indicators, the Adjusted Goodness of Fit Index (AGFI) was (0.884), which is the Adjusted Goodness of Fit Index that is near to one. The Comparative Fit Index (CFI) was (0.994), which is near to one, and the Normed Fit Index (NFI) was (0.992), which is also close to one. The impact model among the research variables is shown in Figure 2.

**Table 3: Indicators of adequacy to the structural equation model**

Threshold values	Result value	Indicators
-	2.686	$\chi^2$
-	71	DF
5 >	2.686	$\chi^2 / DF$
<b>Absolute Fit Level</b>		
0.900 <	0.994	GFI
Its value is less than 0.08	0.013	RMSEA
<b>Incremental Fit Level</b>		
0.900 <	0.884	AGFI
0.900 <	0.994	CFI
0.900 <	0.992	NFI

0.177	Job	R <sup>2</sup>
	performance	<b>Squared Multiple Correlations</b>
0.282	task performance	
0.175	contextual performance	

**Discussion and Recommendations**

The results of the current study can be summarized as follows:

It was found that the Organizational Variables of all in the DHE, KP, from the point of view of the study sample, were high. The results also showed that the job performance of employees in the DHE, KP, from the point of view of the study sample, was high. The results of the statistical analysis of the study’s hypotheses showed a positive effect of organizational variables (Information Technology and Organizational Climate) on the job performance of workers in the DHE, KP at a significance level of (0.05), which is consistent with the result of Morsi’s study (2013), which showed that the sense of responsibility Functional affects both Task Performance and Contextual Performance of the patients working in the hospitals under study. And there is a positive effect of the organizational variables (Information Technology, Leadership and Incentives) on Task Performance for workers in the DHE, KP at the level of significance (0.05). This result is consistent with the result of Masa'deh study (2016), which indicated that there is a statistically significant effect of transformational and exchange leadership on the job performance of workers in the Higher Council for Youth in Jordan. It also found a positive effect of the organizational variables (Information Technology and Organizational Climate) on the Contextual Performance of the employees in the DHE, KP at the level of significance (0.05). This result is consistent with the result of Li & Hung (2009) study, which indicated that only two elements of transformational leadership have a positive effect in the theory of the relationship between workers with each other, namely: personal considerations, and inspirational incentives. The theory of the relationship between workers with each other also confirms its positive impact on the performance of job tasks more than the (leader-follower) theory.

**Recommendations**

Based on the results of the study, the researcher recommends the following:

- Laying scientific and objective foundations based on standards of integrity and efficiency when appointing officials in the DHE, KP, away from mediocrity and favoritism, as managers’ enjoyment of specialization and high efficiency gives them the ability to understand the roles of workers, which leads to improving the work environment, and raising The efficiency and productivity of subordinates in the DHE, KP.
- Enabling workers to perform their job tasks without strict supervision, giving them full powers to carry out their job tasks, and giving them more time to complete their work; which raises the level of their job performance.

- Holding periodic meetings between the higher administrations in the DHE, of the KP, and between the various administrative levels to discuss various work problems, and to know the opinions, ideas, and suggestions of its employees. This enhances their sense of the importance of their roles and the nature of their work, and of the existence of an organizational climate characterized by clarity of vision, frankness, transparency, and mutual trust between senior administrations and workers in the DHE, KP.
- Conducting more research and future studies on Job Performance for workers in the DHE, in KP in particular, and Pakistani educational institutions in general, and other studies on the relationship between organizational variables, and other topics such as job satisfaction, organizational affiliation, organizational culture, and other areas that affect In the behavior of employees in ministries and other Pakistani educational institutions.

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