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Job Satisfaction as an Indicator of Managerial Performance Effectiveness in Algerian Work Organizations: (A Field Study in Eight units affiliated with the Frogomedite complex in Western Algeria)

الرضا الوظيفي كمؤشر لفعالية أداء مسيري منظمات العمل الجزائري

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Abstract: This research examines organizational effectiveness by associating it with select psychosocial factors, such as job satisfaction, which researchers regard as one of the fundamental psychological elements influencing performance effectiveness. It investigates the relationship between job satisfaction and the degree of effectiveness among a sample of 152 managers across 8 units affiliated with the Frigomedite in western Algeria. The findings corroborated the hypotheses, demonstrating a statistically significant correlation between job satisfaction and the level of managerial performance effectiveness. Additionally, no statistically significant gender differences were observed in both job satisfaction and performance effectiveness.

Keywords: Job satisfaction, Organisation, Organizatioanl effectiveness, managerial performance

ملخص: يدرس هذا البحث الفعالية التنظيمية من خلال ربطها ببعض العوامل النفسية الاجتماعية المختارة، مثل الرضا الوظيفي، الذي يعتبره الباحثون أحد العناصر النفسية الأساسية المؤثرة في فعالية الأداء في منظمات العمل. كما هدفت هذه الدراسة إلى الكشف عن العلاقة بين الرضا الوظيفي ودرجة الفعالية التنظيمية لدى عينة مكونة من 152 مسيرا في 8 وحدات تابعة لمجمع فريغوميديت في غرب الجزائر. وقد أكدت النتائج عن وجود علاقة ارتباطية دالة إحصائيا بين الرضا الوظيفي ومستوى فعالية أداء المسيرين. كما أسفرت عن عدم وجود فروق جنسية دالة إحصائيا في كل من الرضا الوظيفي وفعالية أداء المسيرين.

كلمات مفتاحية: الرضا الوظيفي، المنظمة، الفعالية التنظيمية، الأداء التسييري.

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1. Introduction

Employees and managers within Algerian labor organizations may possess the principal formal prerequisites for employment, including health, training, technical expertise, professional experience, and related qualifications, which theoretically enable them to fulfill their duties. Moreover, these organizations are equipped with all requisite and adequate factors of production and management such as capital, raw materials, machinery, and technology that could facilitate the attainment of their formally stipulated objectives. Nevertheless, these organizations consistently fail to achieve even the minimum thresholds of these goals. Why is this so? Scholars of organizational behavior and management respond to this initial inquiry by asserting that the causes of such failure and collapse are not attributable solely to deficiencies in administrative legislation or punitive controls. Rather, they arise from a constellation of factors operating across individual, interpersonal, managerial, organizational, and environmental levels within the work unit, which can be encapsulated by the concept of "organizational effectiveness." The paramount determinant therein is the performance efficacy of individuals, particularly managers/directors.

A second pertinent question emerges: To what can the variances in performance among managers whether as individuals or collectives be ascribed in a work organization endowed with all necessary production factors to realize its prescribed objectives?

The researcher contends that these performance disparities may stem from specific individual differences in work orientations, such as job satisfaction, which are seldom formally considered during managerial selection, performance appraisal, or organizational policy formulation. Such orientations are molded by socialization processes, education, personal experience, and the dominant organizational culture.

The researcher hypothesizes that this individual-level orientation possesses substantial explanatory power for fluctuations in managers' occupational performance within a single organization, surpassing the influence of factors at the interpersonal, organizational, and societal levels.

2. Hypotheses of the Study:

a) There is a statistically significant correlational relationship between job satisfaction and the level of performance effectiveness among managers in Algerian public work organizations.

b) There is a statistically significant difference between male and female managers in their job satisfaction.

c) There is a statistically significant difference between male and female managers in the level of their performance effectiveness.

3. Importance of the Study:

a) The absence of field and theoretical studies addressing this topic within the Algerian context.
b) Contribution to resolving the issue of low managerial performance effectiveness in Algerian work organizations, thereby enhancing organizational effectiveness and fostering institutional development.
c) Enrichment of the Algerian academic library with such studies and research, enabling the exploitation and practical application of their findings.

4. Objectives of the Study:

a) To identify individual differences in job satisfaction among managers in Algerian work organizations.
b) To identify individual differences in the performance effectiveness of managers in Algerian work organizations.

c) To uncover the relationship between job satisfaction and managerial performance effectiveness in Algerian work organizations.

5. Operational Definitions of Concepts Used in the Study:

5.1. Job Satisfaction in the Work Organization:

Job satisfaction refers to the degree to which an individual expresses satisfaction with the intrinsic and extrinsic characteristics of the occupation (e.g., salary, promotion, working conditions, nature of work, coworkers, organizational policy, supervision, work relationships, and others). Total job satisfaction is the aggregate of all individual items and generally represents overall satisfaction with the occupation as a whole. It was measured using the Job Satisfaction Scale by Warr et al. (1979), expressed through the score obtained by each participant in the sample upon administration.

5.2. Managerial Performance Effectiveness:

Managerial performance effectiveness is the ratio of outputs to inputs; alternatively, it encompasses the accomplishments and behaviors of the manager and subordinates relative to required levels, in relation to the manager's competence and organizational resources, as indicated by performance metrics. Managerial competence includes the knowledge and abilities deployed in planning, organizing, directing, motivating, and controlling subordinates and their tasks.

6. Exploratory Study:

a) Assessing the validity and reliability levels of the two instruments: the Job Satisfaction Scale and the Managerial Performance Effectiveness Evaluation Questionnaire in the work organization.
b) Determining the sample's comprehension of the instrument's items, questions, and requirements.
c) Gaining insight into potential problems and obstacles that may confront the researcher, to avoid or adapt to them during the main study.

6.1 Psychometric Measurement of Study Instruments:

The researcher employed two instruments directed at managers in this study. The first is the Job Satisfaction Scale, while the second is the Managerial Performance Effectiveness Evaluation Questionnaire in the work organization.

6.1.1. Job Satisfaction Scale:

The preparation of this instrument followed several sequential methodological steps, outlined as follows:

Step 1: The researcher reviewed references and sources addressing attitudes in general, considering job satisfaction as a type of work attitude, according to prominent researchers and authors such as Warr, Cook, and Wall (1979); Ribeaux and Poppleton (1978); Cross (1973); and Blum and Naylor (1968, Milton L. Blum and James C. Naylor, Harper and Row). The researcher also examined methods and approaches for constructing such instruments proposed by researchers including Heron (1954) and Stagner, Rich, and Britten (1941, as cited in Warr, Cook, & Wall, 1979).

Conversely, the researcher reviewed studies on measuring job satisfaction by scholars such as Warr and Routledgs (1969), Kendall and Hulin (1969), and Vroom (1964) (Warr, Cook, & Wall, 1979), to benefit from their findings and suggestions.

Step 2: In this step, the researcher conducted comparisons and ultimately adopted the Job Satisfaction Scale by Peter Warr (1978), deeming it comprehensive of the intrinsic and extrinsic characteristics of the occupation with which individuals express satisfaction or dissatisfaction.

Step 3: This involved the researcher's translation of the scale items from English to Arabic, ensuring precise and appropriate terminology without distortion, to guarantee scientific integrity and preserve the scale's authenticity. The response

scale was distributed across seven gradations, translated as follows: (I am extremely dissatisfied, I am very dissatisfied, I am slightly dissatisfied, I am undecided, I am slightly satisfied, I am very satisfied, I am extremely satisfied). Scores were assigned as: extremely dissatisfied (1), very dissatisfied (2), slightly dissatisfied (3), undecided (4), slightly satisfied (5), very satisfied (6), extremely satisfied (7).

Step 4: After translation, the researcher presented the scale to a group of professors from the Faculty of Social Sciences, Department of Psychology and Educational Sciences at the University of Oran, proficient in both Arabic and English, for their opinions on the translation. Based on their guidance and recommendations, certain items were revised and rephrased in a more specialized scientific manner. Its validity and reliability were then tested on a sample of 30 managers.

- Scale Validity: The researcher calculated validity via Kendall's Coefficient of Concordance (W), yielding W=0.76W = 0.76W=0.76 (Salah El-Din Allam, 1993), indicating strong judge agreement on ranked items (1-10).

- Scale Reliability: Internal consistency via Cronbach's alpha (using SPSS on exploratory sample) alpha = 0.65 qualifying the instrument for measuring job satisfaction in Algerian organizations.

Following these steps, the scale was ready for the main study.

6.1.2. Managerial Performance Effectiveness Questionnaire in the Work Organization:

This questionnaire was developed through the following steps:

Step 1: Review of literature on performance evaluation, including Hajji (2000), Mustafa (1994), Hamid (1992), Landy and Farr (1983), and Madani (1981).

Step 2: Extraction of managerial tasks/roles from prior studies, yielding dimensions: planning, organizing, activation (leadership, direction, communication, decision-making, interpersonal roles), and control.

Step 3: Items formulated per dimension (initially 49, finalized at 46) within managerial functions. 7-point response scale: never, rarely, sometimes, half the time, often, usually, always.

Step 4: Items organized by dimension with operational definition; judges provided feedback. Several items were revised or removed based on consensus.

Step 5 :

- Questionnaire Validity: Self-validity per dimension calculated post-exploratory application (30 managers from Hassi Messaoud Pipeline Company, Oran), yielding 0.81 after reliability testing indicating high validity.
- Questionnaire Reliability: Cronbach's alpha = 0.66 (Saad Abdul Rahman, 1998), confirming high internal consistency suitable for evaluating managerial performance effectiveness.

7. Main Study:

7.1. Geographical Scope of the Study:

The study targeted managers from eight units in Oran, Mostaganem, Mascara, Sidi Bel Abbès, Chlef, Ghardaïa, and Tiaret provinces, belonging to *Frigomedit* (Mediterranean Refrigerated Storage Group, Western Sector), headquartered in Oran (Jamal Eddine neighborhood). These institutions were selected due to their financial, human resources, and administrative stability, unaffected by closures, layoffs, downsizing, or privatization affecting other organizations.

7.2. Temporal Scope of the Study:

Fieldwork spanned January to May 2025, encompassing both exploratory and main studies.

7.3. Human Scope of the Study:

Managers from the aforementioned institutions were purposively selected due to the limited number available per institution.

7.4. Sample:

The main study sample comprised 152 managers from the eight aforementioned units, proportional to each institution's managerial staff (directors, department heads, service chiefs supervising workers), as detailed in the table below.

Table (1) : Distribution of Managers by Unit

Unit	Directors	Department Heads	Service Chiefs	Total
Oran (1)	1	4	14	19
Oran (2)	1	4	14	19
Mostaganem	1	4	14	19

Mascara	1	4	14	19
Sidi Bel Abbès	1	4	14	19
Chlef	1	4	14	19
Ghardaïa	1	4	14	19
Tiaret	1	4	14	19
Total	**8**	**32**	**112**	**152**

7.4.1. Sample Characteristics:

Table (2) : Demographic Characteristics of the Study Sample

Characteristic	Frequency	Percentage
Males	117	76.97%
Females	35	23.03%
Total	**152**	**100%**

This table reveals uneven sex distribution among managers, with males comprising 76.97% compared to females at 23.03%.

7.5. Statistical Methods:

Data organization and analysis methods were determined by the study's hypotheses. In addition to descriptive statistics, analytical methods included:

1. **Pearson's correlation coefficient**: To examine the relationship between job satisfaction and managerial performance effectiveness levels.
2. **Independent samples t-test**: To study gender differences in job satisfaction and performance effectiveness.
3. **SPSS version 19.0**: Statistical Package for the Social Sciences for data analysis.

8. Presentation of Study Results

First Hypothesis: There is a statistically significant positive correlation between job satisfaction and the level of performance effectiveness among managers of Algerian public work organizations.

Table (3) : showing the results of Pearson's correlation coefficient between job satisfaction and the level of performance effectiveness among managers of Algerian public work organizations.

Variables	Pearson Correlation Coefficient	Significance Level
Job Satisfaction	**0.55**	**0.01**
Level of Managers' Performance Effectiveness		

Pearson's correlation coefficient was extracted to examine the existence of a relationship between professional satisfaction and the level of performance effectiveness among managers of Algerian public work organizations. The results shown in the table indicate a statistically significant correlation between the two variables, where the Pearson correlation coefficient reached 0.55, and this result is statistically significant at the 0.01 significance level. Thus, the proposed hypothesis is confirmed.

Second Hypothesis: There is a statistically significant difference between male and female managers in job satisfaction in Algerian work organizations.

Table(4) : showing the results of the "t" test for job satisfaction scores among managers of Algerian public work organizations between males and females.

Gender	Number of Individuals	Arithmetic Mean	Standard Deviation	"t" Value	Degrees of Freedom	Significance Level
Males	**117**	**71.52**	**5.14**	**0.58**	**150**	**0.55 (Not significant)**
Females	**35**	**72.31**	**3.78**			

The results recorded in the table show that there is no statistically significant difference between male and female managers in professional satisfaction in Algerian work organizations, where the "t" value reached 0.58, which is not statistically significant. Thus, the proposed hypothesis is not confirmed.

Third Hypothesis: There is a statistically significant difference between male and female managers in the level of their performance effectiveness in Algerian work organizations.

Table (5) : showing the results of the "t" test for performance effectiveness scores among managers of Algerian public work organizations between males and females.

Gender	Number of Individuals	Arithmetic Mean	Standard Deviation	"t" Value	Degrees of Freedom	Significance Level
Males	**117**	**245.68**	**9.32**	**0.32**	**150**	**0.74 (Not significant)**
Females	**35**	**246.56**	**5.86**			

From the results in the table, we see that there is no statistically significant difference between male and female managers in managerial performance effectiveness in Algerian work organizations, where the "t" value reached 0.32, which is not statistically significant. Thus, the proposed hypothesis is not confirmed.

9- Discussion of Study Results

First Hypothesis: There is a statistically significant correlational relationship between job satisfaction and the level of managerial performance effectiveness in Algerian work organizations.

The results of Pearson's correlation coefficient showed that there is a statistically significant correlational relationship between job satisfaction and the level of managerial performance effectiveness in Algerian work organizations. These results align with what the researcher hypothesized regarding the existence of this correlational relationship between the two variables. Professional satisfaction, in its apparent and substantive dimensions of the profession, is positively correlated with managerial performance effectiveness. The more satisfied the manager is with their work, the more effective they are in managing their organization and controlling the management process in all its dimensions and vice versa. In other words, if the manager is dissatisfied with their work, they cannot lead their organization through the management process. This contradicts the study by Brayfield and Crockett (1955), which found no clear relationship between workers' attitudes and performance, possibly because productivity may have a superficial relationship with some organizational goals. Vroom (1964) agreed with this view by critiquing the weak relationship between job satisfaction and performance, stating that if productivity does not meet personal needs or the needs of the reference group, then it may seem impossible for there to be a positive relationship between productivity and job satisfaction (Ribeaux and Popelton, 1978: 159). The researcher attributes the contradiction between their results and those studies to the fact that the latter were conducted on workers in general, i.e.,

at the level of the organization as a whole without differentiating between individuals based on their professional hierarchy. Additionally, differences in organizational, geographical, and human conditions may play a role in the variation between the researcher's results and those of the mentioned study.

The Second Hypothesis: There is a statistically significant difference between male managers and female managers in job satisfaction in Algerian work organizations.

The researcher believes that the absence of this difference is due to the monolithic perspective shared by both males and females toward the components of professional satisfaction (salary, colleagues, supervisors, and working conditions). Their satisfaction or dissatisfaction does not stem from their cultural backgrounds or customs, as they are subject to the same rules and foundations that compel them to implement the instructions and orders imposed from above within the framework of applicable laws. They are thus forced to execute these without discussion, or they will be replaced by others who are more amenable to obedience. This unified perspective they share does not arise from their attitudes toward work but rather from the execution of work alone, since they were appointed through a bureaucratic process that does not rely on scientific or technical foundations. We see that this result differs from Nawaf Al-Ruwaili (2001) study, which indicated differences favoring females, whereas the current study attributes the absence of differences to the similarity of the organizational and bureaucratic conditions to which managers in Algerian public institutions are subject, regardless of their gender.

The Third Hypothesis: There is a statistically significant difference between male managers and female managers in the level of their performance effectiveness in Algerian work organizations.

These results can be explained by the homogeneity between the two groups in terms of management within Algerian public work organizations. In the researcher's view, this stems from a singular perspective on the management style on one hand, and the inherited management system from the directed system, in addition to the critical stage the country is undergoing in all domains and the initial, modest exposure to internationally recognized management styles. This occurs through training programs and internships on those advanced organizational administrative models, aimed at breaking free from the dominance and control of the state's ideological governance, which has influenced administrative apparatus with its sway. This has impacted management policies in organizations, creating dependent systems that prioritize loyalty to rulers and adherence to their policies over professional competence and ethical integrity in appointing managers and executives at the helm of public institutions. This has

led to the country's stagnation in growth and confirmed the reality of a strong relationship between the country's backwardness and the poor management of its institutions (Abdelaziz Abada, 1996).

4. CONCLUSION

In light of the results derived from the study, the researcher deemed it appropriate to present some suggestions and recommendations, summarized as follows:

First: Recommendations

1. Given that job satisfaction has a strong relationship with managerial performance effectiveness, the organization should adopt this factor in its policy and organizational culture to improve organizational effectiveness.
2. Improving organizational effectiveness should not be limited to providing only material and financial resources; rather, human potential can be activated by leveraging the psychological and social factors that influence human resource performance, which inevitably reflect on the organization's level of effectiveness.
3. Provide opportunities for management graduates from universities to take the reins of organizations, while supporting them with continuous training in modern management techniques.
4. Managers must be educated and trained in the social sciences related to management and human resource development, so that they take psychological and social factors into consideration in planning personnel policies in a rational and beneficial manner, making it an investment that adds to the organization's material and technological resources.

Second: Suggestions

1. The study of this topic should continue not only among managers but also among subordinates (workers as well).
2. Research and studies in this field should be expanded to include other types of organizations, such as educational and health organizations.
3. It is preferable for organizations to adopt and support such studies in coordination with universities, in order to improve organizational effectiveness by controlling its indicators and measures.
4. In addition, it is necessary to intensify studies and research in the field of organizational effectiveness in relation to other factors, such as organizational climate, motivation, morale, and other factors in the field of organizational behavior.

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