

## The Role of Job Satisfaction In Enhancing Service Quality Provided By The Public Telecommunication Corporation In Yemen

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### Abstract

This study examines the relationship between job satisfaction and service quality within the General Telecommunications Corporation (PTC), focusing on various aspects of job satisfaction such as satisfaction with work content, salary, incentives, and opportunities for development and promotion. Utilizing a descriptive-analytical approach and employing a questionnaire-based survey, data were collected from 152 employees across different positions within the organization. Statistical analysis, facilitated by SPSS software, revealed a significant positive correlation between job satisfaction and service quality, moreover, demographic variables, except for age categories, showed no statistically significant differences, the study recommends various measures to enhance employee satisfaction and improve service quality, including enhancing incentive systems, providing training opportunities, sponsoring further education, ensuring fair distribution of internal grants, and raising awareness about service quality.

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## INTRODUCTION

Job satisfaction plays a crucial role in influencing the quality of services provided by organizations. Within the telecommunications industry, where service quality directly impacts customer satisfaction and retention, understanding the relationship between job satisfaction and service quality is paramount. This study aims to investigate this relationship within the General Telecommunications Corporation (PTC), focusing on the perspectives of employees across different positions.

Job satisfaction is a state of conscientious conviction in which an individual believes they are entitled to fair compensation for the effort they invest in their workplace, job satisfaction, as acknowledged by scholars, is the gap between the rewards or benefits an employee receives and their perception of what they deserve for their work. Consequently, job satisfaction is viewed more as a direction of sentiment than a mere behavioral outcome.

Defined as the positive and negative emotions towards what the job provides in terms of material, psychological, and social benefits compared to the employee's expectations, job satisfaction leaves a tangible impact on the employee's performance and work productivity (al-Salami,1995).

Some perceive job satisfaction as a state where an individual becomes fully engaged with their job, driven by their job aspirations and the desire for progress to achieve their social goals (Qiblan,1992).

The workforce stands out as one of the pivotal factors determining the success of organizations, serving as an indicator of their capability to innovate and progress, the success of organizations is intricately tied to the sufficiency and competence of their workforce.

In progressive organizations, management strives to foster relationships between the organization and its employees, ensuring the continuity of the workforce and their job satisfaction, this is especially critical for individuals with technical skills and expertise, a pivotal means to achieve this is by ensuring job satisfaction, leading to a substantial enhancement in the quality of work and, consequently, the service provided by these employees to customers.

Therefore, modern trends in measuring employee attitudes, in addition to their material, administrative, social, and psychological working conditions, underscore managers' concern for this significant factor, represented by the psychological aspects of employees, managers are increasingly interested in the factors and influences contributing to employees' job satisfaction due to its positive correlation with their performance and accomplishments in the workplace, wise management seeks to comprehend the level of employees' satisfaction with their jobs, recognizing its substantial impact on their work performance and efficiency, ultimately affecting the quality of services provided to customers.

The term "quality" itself is somewhat elusive, encompassing connotations related to both standards and excellence. It signifies the ability of the required product to satisfy customer needs and requirements, and it has been defined as stability or perfection at times, considering its conformity to specifications or customer satisfaction with the work's purpose, tasks, and objectives, this study aims to elucidate the extent of employees' satisfaction with their work and its impact on the quality of services provided by Public Telecommunication Corporation.

Furthermore, the study aims to identify the level of job satisfaction among employees at Public Telecommunication Corporation in light of specific variables: job-related factors (satisfaction with work content, satisfaction with salary and incentives, opportunities for development and promotion) and their role in enhancing the quality of provided services, additionally, the study seeks to uncover differences in job satisfaction levels based on personal variables (gender, age,

educational level, job title, job experience, training, and monthly rank).

## **RESEARCH PROBLEM**

Job satisfaction is a topic that requires constant study, it is worth mentioning that studies should be conducted that focus entirely on the category of employees in service organizations and telecommunications companies, these studies aim to measure their attitudes, reactions, administrative, psychological and social conditions of work and their effects on their work and performance, leading them to high levels of performance, which in turn is reflected in the quality of service provided to clients.

The problem of this study is evident in clarifying the extent of employee satisfaction and its impact on the quality of services provided by Public Telecommunication Corporation, to address this main problem, we will answer several questions as follows:

1. What is the role of job satisfaction, including satisfaction with work content, salary and incentives, and opportunities for development and promotion, in improving the quality of services provided by the Yemeni General Establishment for Communications?

Subsequently, the primary question gives rise to several sub-questions, such as:

1.1. What is the role of job satisfaction, specifically satisfaction with work content, in improving the quality of services provided by Public Telecommunication Corporation?

2.1. What is the role of job satisfaction, particularly satisfaction with salary and incentives, in enhancing the quality of services provided by Public Telecommunication Corporation?

3.1. What is the role of job satisfaction, especially opportunities for development and promotion, in improving the quality of services provided by Public Telecommunication Corporation?

2. What is the current state of the quality of services provided by Public Telecommunication Corporation?

3. What is the impact of demographic and organizational factors (social gender, age group, educational qualification, years of experience, job level, nature of work) on job satisfaction and the quality of services provided in Public Telecommunication Corporation?

## **SEARCH TERMS:**

1. Job Satisfaction:

Job satisfaction is defined as the feelings of employees toward their work, resulting from their perception of what the job offers them and what they should receive from their positions, it is an overall measure of attitudes towards various work-related elements, including organizational work policies, job benefits, job security, work responsibilities, accomplishments, recognition, and appreciation (Al-Hanaiti,2000).

Job satisfaction is a multidimensional concept that encompasses an individual's satisfaction with their job, the workgroup they are part of, their supervisors, the organization, and the work environment. In general terms, job satisfaction consists of satisfaction with the job, satisfaction with work relationships, satisfaction with colleagues, satisfaction with supervisors, satisfaction with guidance, supervision, leadership styles, and satisfaction with the work environment and individual policies.

Operationally, in this study, job satisfaction refers to the happiness and contentment felt by

employees, both supervisors and subordinates, working at the General Establishment for Communications during their job performance, this results from the alignment between what they contribute and what they actually gain from their work, reflecting on their productivity and the quality of the services provided.

## 2. Quality:

The concept of quality has various definitions as different researchers have expressed it in diverse ways, some of these definitions include:

- Oxford American Dictionary: Quality is defined as a degree or level of excellence (Jalil, Al-Sousais, et al,2016).
- American Federal Quality Institute: Describes quality as "correct performance, and the correct form from the first time, relying on the beneficiary's assessment to determine the extent of performance improvement" (Mehdi,2016).
- Joseph Juran: Defines it as "suitable for the purpose or use"(Aishawi,2006).
- Edward Deming: Describes quality as "aiming to satisfy the needs of the consumer in the present and future".
- ISO 8402: According to ISO 8402 standards, quality is "a set of characteristics and features of a good or service that has the ability to meet implicit and explicit needs" (Al-Azawi,2005).
- Feigenbaum: Defines quality as "the overall output of a product or service resulting from the integration of characteristics of marketing, engineering, manufacturing, and maintenance, enabling it to meet the needs and desires of the customer".
- Joseph Juran: Emphasizes that quality has three aspects: it contains all aspects of the product that meet the needs and expectations of the consumer, it means the absence of defects in the product, and it signifies suitability for use (Maamar,2008).

In conclusion, in this research, the concept of quality refers to the quality of services provided by the General Telecommunications Corporation to its customers, it underscores the absence of any problems and the delivery of services to the customer in a manner that meets their expectations and needs.

## **IMPORTANCE OF THE STUDY:**

This study draws its importance from the importance of the topic it addresses, namely the job satisfaction of employees of public institutions, this topic is one of the issues that has become affecting the essence of the institutions in general, including the State Telecommunications Corporation, whose responsiveness and pace of development and renewal have become an urgent and essential requirement, the importance of this study is also reflected in the range of expected additions, which can benefit academic researchers and practitioners in practice, and which can be explained as follows:

- The topic of job satisfaction for employees has gained importance with the realization of all organizations, such as the Public Telecommunications Corporation, that the human element is the most distinctive among all available resources in the institution, this is particularly evident in light of the dynamic and continuous developments in the

technological field and the increasing volume of libraries due to their size and their connection with other companies.

- Given the complexities arising from the developments in the social environment, which make social behavior highly intricate, the efficiency of organizational performance in addressing the mentioned challenges depends on the competence of human elements, regardless of their organizational positions, elevating individual performance through proper planning is a turning point towards building the institution and, consequently, establishing a core nucleus capable of rebuilding all the components of economic and social development.
- The necessity of selective hiring for workers and the emphasis on developing their competence to elevate their performance, along with ensuring their loyalty, are crucial.
- Studies have shown that achieving loyalty is largely tied to the degree of satisfaction workers have with their jobs, various determinants, including different incentives, contribute to this satisfaction.
- The importance of job satisfaction is highlighted in the continuity of an organization's life and its ability to surpass competitors by gaining competitive advantages through the improvement of its services, studies on this topic, specifically the correlation between job satisfaction and the quality of customer service, are scarce in organizations operating in Yemen compared to other topics related to job satisfaction in general, from my theoretical perspective.
- The study is expected to clarify the level of job satisfaction among employees in the Public Telecommunications Corporation and the related variables that impact their job satisfaction, subsequently influencing the quality of services provided to the corporation's customers.
- Contributing to enhancing the productivity of employees in the Public Telecommunications Corporation by identifying ways to increase their job satisfaction.
- Providing high-quality services to customers, ensuring prompt and efficient service from the customer's request to receipt and any subsequent services or maintenance.
- Offering recommendations to the relevant authorities within the Public Telecommunications Corporation based on the findings of the study.

### **OBJECTIVES OF THE STUDY:**

The study aims to assess the level of job satisfaction among employees and its impact on the quality of services provided by the Public Telecommunications Corporation, the study's objectives can be summarized as follows:

- Analyzing and understanding the current level of job satisfaction among employees in the Public Telecommunications Corporation.
- Clarifying the significance of comprehending the job satisfaction level of employees in the Public Telecommunications Corporation.
- Investigating the influence of employee satisfaction on the quality of services provided to customers by the Public Telecommunications Corporation.
- Examining the problems faced by employees in the Public Telecommunications Corporation that impact their job satisfaction.
- Exploring ways to enhance job satisfaction among employees in the Public Telecommunications Corporation.

- Analyzing the factors affecting the job satisfaction of employees in the Public Telecommunications Corporation.
- Identifying any differences in the level of employee satisfaction based on personal variables.
- Understanding the motivations behind employees' transitions from the Public Telecommunications Corporation.
- Providing useful results and recommendations to improve employee satisfaction and the quality of services offered by the Public Telecommunications Corporation.

**VARIABLES AND STUDY MODEL:**

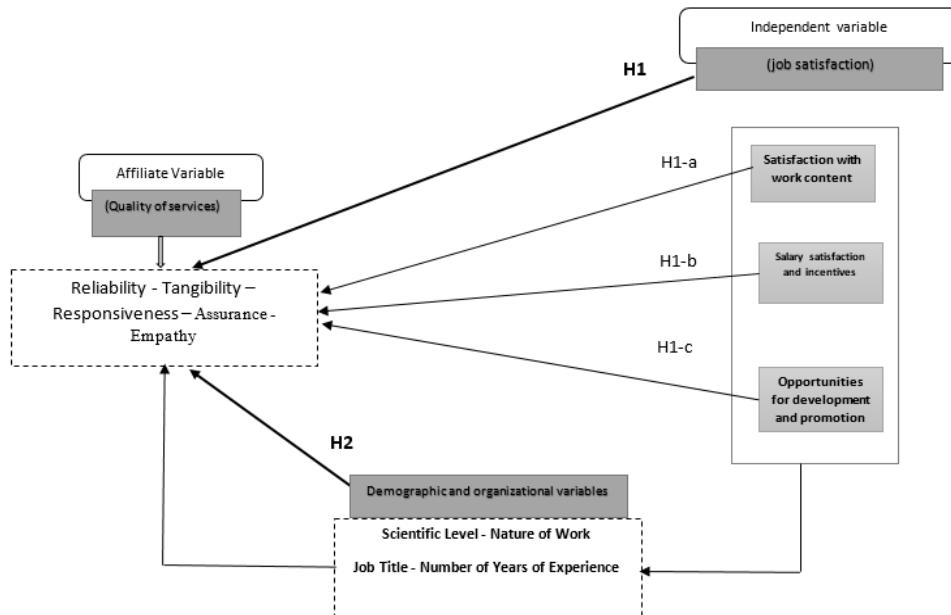
Through a number of previous studies associated with the reengineering of administrative processes or those associated with the improvement of the quality of services, and through the literature and intellectual frameworks relevant to the subject matter of the present study, the reciprocal variables, affiliated variables and related demographic and organizational variables are identified in Table (1/1) and Figure (1/1) below:

Table (1) Study variables model and dimensions

Affiliate	Demographic and	Independent variable (job
Reliability	Gender - Age	Satisfaction with work
Tangibility	Scientific Level - Nature of Work	Salary satisfaction and
Responsiveness		Opportunities for
Assurance		
Empathy		

\*Source: Prepared by the researcher.

Figure No. (1) Study variables model and dimension



\* Source: Prepared by the researcher.

## STUDY HYPOTHESES:

Based on the objectives, problem and questions of the study, the study's hypotheses can be formulated as follows:

### First hypothesis-H1:

There is no statistically significant correlation between the job satisfaction and the improvement of the quality of the services of the State Telecommunications Corporation.

A number of sub-hypotheses emerge from this hypothesis:

- **The first sub-hypothesis-H1-a:** There is no statistically significant relationship between the satisfaction with work content and the improvement of the quality Public Telecommunication Corporation services.
- **Sub-hypothesis H1-b:** There is no statistically significant relationship between salary satisfaction and incentives and improving the quality Public Telecommunication Corporation services.
- **Sub-hypothesis H1-c:** There is no statistically significant relationship between the opportunities for development and promotion and the improvement of the quality Public Telecommunication Corporation services.

### Second hypothesis- H2:

There are no statistically significant differences in job satisfaction and the quality Public Telecommunication Corporation services due to demographic and organizational variables (gender, age group, scientific qualification, number of years of experience, functional level and nature of work).

## PREVIOUS STUDIES AND THEORETICAL FRAMEWORK:

### PREVIOUS STUDIES:

The researcher made a thorough review of numerous previous studies, scientific journals, the internet, and local universities, in order to gather relevant scientific material for this research, the researcher utilized several studies on the topic of job satisfaction and the measurement of service quality, taking into account their relevance and regency, these studies cover a period of up to (10) years, ensuring the update of information and alignment with the researcher's study.

The researcher ensures that the previous studies include variables related to the current study:

- Independent Variable: Job Satisfaction.
- Dependent Variable: Service Quality.

NO	Study Owner	Title of the study	Study summary
1	Richard A. Murray,1999	Job Satisfaction of Professional and Paraprofessional Library Staff at the University of North Carolina at Chapel Hill	One of the major issues in the management of academic libraries is the dual nature of staffing: the professional and the paraprofessional, using the Academic Affairs Library of the University of North Carolina at Chapel Hill as a case study, this project investigates whether professional and paraprofessional staff in large academic libraries experience significantly different levels and

NO	Study Owner	Title of the study	Study summary
			sources of job satisfaction, over 140 library employees were administered a modified version of Paul Spector's Job Satisfaction Survey, a standard instrument used to measure job satisfaction of employees in non-profit and human services organizations, while both types of staff were basically satisfied with their jobs, there were significant differences in levels of satisfaction in several areas, professionals were significantly more satisfied than paraprofessionals in the areas of enjoyment of the work itself, coworkers, appreciation and recognition, promotion, pay, and overall satisfaction. Reasons for these differences are suggested as well as possible means to bridge the gaps between the two groups
2	Youngjoon & et al, (2004)	The determinants of job satisfaction among hospital nurses: a model estimation in Korea	The study reported in this paper describes the estimation of a causal model of job satisfaction, this study's sample consists of 353 nurses from two general hospitals in the cities of Seoul and Taegu, Korea, data were collected from self-administered questionnaires and analyzed with LISREL, the results showed that four structural variables (workload, supervisory support, reutilization, and pay), two psychological variables (positive and negative affectivity), and one environmental variable (job opportunity) had a significant net effect on hospital nurses' job satisfaction. The explained variance for job satisfaction is 53.0%. The implications of these findings were discussed and suggestions for future research were advanced.
3	Al-Muhtaseb and Jalaoud ,(2006)	Applied study in Hebron-Palestine governorate and its relationship to job satisfaction	This study aimed at identifying the relationship between job satisfaction and each of the following factors: (incentives and training, the nature of the job, the relationship with colleagues at work, the relationship with the immediate head) and the extent to which job satisfaction affects both (productivity, loyalty, absenteeism and turnover). The sample of the study consisted of 210 employees, including all bankers in the Hebron governorate. The main findings of the study were: -



NO	Study Owner	Title of the study	Study summary
			<p>-There is an effective impact: incentives, direct head, nature of job, training and job satisfaction colleagues (factors ranked downward depending on their impact strength).</p> <p>-There is a discrepancy in the relevance of both incentives, direct head, loyalty, nature of job and training, co-workers, and work environment to job satisfaction (descending arrangement).</p> <p>-There is a positive relationship between job satisfaction and both productivity and loyalty, while there is a negative relationship between job satisfaction and both absence and turnover.</p>
4	ALshehri , (2004)	Job satisfaction and its relationship with productivity	<p>The aim of the study was to identify the prevailing job satisfaction, job satisfaction levels and productivity levels according to the following personal and functional variables: (Sex - years of service - educational qualification - age - salary - job security - working conditions - relationship between superiors and subordinates - promotion and progress at work).</p> <p>The sample of the study consisted of 233 customs inspectors representing all customs inspectors operating in the Riyadh area.</p> <p>The main findings of the study were: -</p> <p>- Relationship between the level of job satisfaction and the level of productivity (28. 992) At a level of 10% and Pearson's correlation coefficient at an indicative level 01% i.e., there is an expulsive relationship between the two variables.</p> <p>-Productivity is influenced by work surroundings, promotion is not related to efficiency and mastery, which reduces satisfaction, and employees' salary is unsatisfactory, ranking last in sample distribution according to satisfaction measurement.</p>
5	Kuo et al,2009	"The relationships among service quality, perceived value, customer satisfaction, and post purchase intention in	<p>This study concluded:</p> <p>- Perceived value positively affects both customer satisfaction and post-purchase intention.</p> <p>-Customer satisfaction positively affects the intention in the post-purchase phase.</p> <p>-Quality of services has a positive spillover effect on post-purchase intent by customer satisfaction or perceived value.</p>

NO	Study Owner	Title of the study	Study summary
		mobile value-added services".	-Among the dimensions of service quality "customer service and system reliability" is the most influential on perceived value, customer satisfaction, and the impact of "content quality" in second place.
6	Nimako and Azumah, 2009	"An assessment and analysis of customer satisfaction with service delivery of mobile telecommunication networks in Ghana."	This study concluded that overall customer satisfaction varies considerably between Ghana's mobile telecommunications networks, and these findings also indicate that "technical quality" is the most important dimension, followed by "empathy", "reliability", "economy", "response", "mental image", "safety" and "concrete"

\* Source: Prepared by the researcher.

Usefulness of previous studies:

- Enrich the theoretical framework of the study and identify the most influential dimensions in previous studies.
- Linking the results of previous studies with those of the current study.
- View the experiences of others locally, Arabic and globally.
- To assist in the interpretation and analysis of the results of the current study.
- Use of analysis of the study's axes.
- Designing and developing the study tool and using appropriate statistical methods.

What distinguishes the current study from previous studies?

- One of the few studies focusing on the role of job satisfaction of government institutions in improving the quality of their services in the right-wing Republic.
- In the current study, special standards for the measurement of the quality of services, known as the "SERVAL" scale, have been used, which has proven to be highly efficient in the practical field and which is a rare measure used by government institutions to measure the quality of their services.
- In the present study, criteria for government institutions have been used in applying the job satisfaction (satisfaction with work content, satisfaction with salary and incentives, opportunities for development and promotion).
- Come up with a number of recommendations that will contribute to bridging the gap between the degree to which the actual performance of the service corresponds to customers' expectations and develop a development plan to improve the level of services of the Public Telecommunication Corporation based on the results reached.

## **THEORETICAL FRAMEWORK:**

### **1. job satisfaction:**

#### **1.1. Definition job satisfaction:**

The researchers provide various definitions attempting to clarify the meaning of job satisfaction, however, there is no unified and general definition for the concept of job satisfaction due to the diversity of studies and research that have addressed this topic from different perspectives, each definition aims to develop a concept that meets the requirements of research or study, reflects the viewpoint of its proponents, and aligns with the temporal and spatial circumstances. Additionally, the subject of satisfaction is often viewed as personal and subjective because what may be satisfying for one person may not be for another due to differences in needs and motivations.

For instance, Hoppeck (1935) defines job satisfaction as a set of psychological, material, and environmental conditions that make an individual sincerely claim to be satisfied in their job, (Al-serafi,2007) Maslow and Porter agree that job satisfaction is contingent on the fulfillment of psychological needs, professor Vroom (1964) sees job satisfaction as the extent to which a job provides its occupant with positive-valued outcomes, implying that satisfaction is synonymous with equity, meaning equality in the sense of feeling harmony and comfort achieved by the job's outcomes in exchange for the efforts and tasks the worker undertakes, in the same context, Schneider and Sindell (1975) argue that job satisfaction is the personal evaluation of work conditions, benefits, and advantages provided by the job upon acceptance (Sempane, rieger, et al,2002).

Professor Lock (1976) reviewed numerous studies and research on the topic of job satisfaction and concluded that it is the positive feeling resulting from an individual's evaluation of their job or experience in that job, he emphasizes the need to understand the dimensions of job satisfaction, as it is challenging to make absolute judgments, job satisfaction may be partial or incomplete, indicating satisfaction with only one aspect of the job, while overall job satisfaction depends on the importance of that dimension, for example, an individual may express general satisfaction with their work despite the presence of some factors hindering improvements, in this way, two individuals may express the same overall level of satisfaction for different reasons(Rawa,2004).

On the other hand, Professor Robbins (1985) views job satisfaction as equivalent to customer satisfaction, defining it as the general attitudes of employees toward their jobs, a person satisfied with their work holds positive attitudes toward the job, while someone with negative attitudes is undoubtedly dissatisfied, robbins adds that job satisfaction or attitudes toward work result from comparing what an individual actually receives from the job (various material and moral benefits) with what they believe they should receive, Katzell also suggests that the degree of satisfaction represents the difference between what an individual actually achieves and what they aspire to achieve, therefore, Professor Louler argues that exceeding expectations makes an individual more content and satisfied (Al-serafi,2007).

In this context, Professor Herzberg (1957) emphasizes the need to distinguish between motivating factors related to the job itself and hygiene factors related to the environment and work conditions, which impact job satisfaction, He concludes that the causes of job satisfaction differ from the causes of dissatisfaction (Ashour,1983).

Middlemist and Hitt (1988) view job satisfaction as central to the quality of work life, indicating the extent to which an organization adequately meets the needs and desires of its employees, some

believe that job satisfaction and work engagement fall within the framework of work life, encompassing all positive and negative aspects associated with the job and the value of work as perceived by employees (Jad,2008).

The various definitions of job satisfaction presented earlier highlight the multiple angles and perspectives through which this term has been approached, some view it in terms of individual needs satisfaction, while others see it as the degree of acceptance of one's job (Sultan,2003).

Job satisfaction is also considered as the individual's impressions and attitudes toward the job and its components, in summary, job satisfaction includes (al-Salem,2001):

- The state of contentment and acceptance resulting from the fulfillment of needs and desires provided by the job and work environment, with a more precise definition being the satisfaction and fulfillment of needs and desires as a result of belonging to the organization.
- Positive reactions to the extent to which the job achieves the individual's goals.
- Job satisfaction is a personal judgment and perception of specific variables and conditions; thus, it can be influenced to some extent.
- Job satisfaction is linked to the overall internal quality of work life.

Individuals naturally seek to achieve their goals and fulfill their needs and desires, aiming to be more satisfied and content by exerting effort and performance, believing that it will achieve their goals and fulfill their needs and desires, just as external consumers do when seeking to achieve their goals and satisfy their needs through exchanges with organizations, in this regard, organizations can also strive to achieve employee satisfaction through rewards, privileges, job design, and providing a suitable work environment.

Regarding how job satisfaction occurs when individuals seek it, it results from the interaction and integration of a set of factors and steps, including (Shawqi,2000):

- Needs: Each individual has a set of needs that they seek to satisfy, and work is one source of fulfilling these needs.
- Motivation: Needs generate a level of motivation that encourages individuals to turn to expected sources for satisfying those needs.
- Performance: Motivation transforms into active performance by the individual, particularly in the belief that this performance is a means to satisfy their needs.
- Satisfaction: Effective performance leads to satisfying the individual's needs.
- Contentment: Reaching a stage of satisfaction through performance in one's work makes the individual content with their job as it is the means that enabled them to satisfy their needs.

The organization can influence these elements through various internal marketing programs, moreover, the organization can impact these elements in different ways, and this will be further elaborated upon when discussing theories that explain job satisfaction.

### **2.1. Importance of job satisfaction:**

The importance of job satisfaction is evident, firstly because it is linked to the human element in the organization, and without it, there is no existence for the organization, secondly, any service-oriented organization cannot implement any marketing strategy aimed at satisfying customers without first satisfying employees, in the service sector, employee satisfaction plays a significant role in improving quality and satisfying customers, an employee with high job satisfaction will build good and distinctive relationships with customers through their interaction and service

delivery, as emphasized by Heskitt, who indicates that employee satisfaction leads, firstly, to customer satisfaction and retention, thereby increasing profitability and revenues, secondly, employee satisfaction helps in their retention and loyalty to the organization for a longer period, reducing the rate of workplace accidents and lowering the cost of recruiting new employees (Douglas B. Curriiva. 1999).

Numerous studies highlight the importance of job satisfaction in the organization by its association with various managerial variables and concepts, such as organizational change, performance, empowerment, leadership, and supervision, in this regard, Lock mentions the existence of approximately 33,000 studies attempting to address various aspects of job satisfaction, reflecting the significance of job satisfaction in the organization (Lisa M,2000).

### **3.1. Job satisfaction models and theories:**

What makes some individuals feel more satisfied than others? And what are the processes that lead to an individual's sense of satisfaction? We will attempt to present some of the most widely circulated and impactful theories relevant to the research topic, the interest in the subject of job satisfaction did not emerge suddenly; rather, it is the cumulative result of the development and evolution of management thought concepts related to human resource management, human relations management, and group behavior within the organization (employees) or outside it (customers), this has led to the emergence of various models and theories that attempt to explain job satisfaction among employees (S.E. Umi,2000).

**1.3.1. Need Theories:** Most organizational behavior literature indicates that need theories are among those seeking to explain motivational behavior and job satisfaction, these theories are based on a fundamental idea that the deficiency in a need or a set of needs propels human behavior toward specific actions to satisfy that need, job satisfaction is considered merely as the satisfaction of an individual's work-related needs and the work environment, aligning with the common thread in need theories that suggest people act to fulfill these needs, the fundamental difference between these theories is the identification of individuals' needs, and below we review the most important of these theories:

- Maslow's Hierarchy of Needs: Maslow's Hierarchy of Needs is based on the idea that individuals have a set of needs that regulate their behavior, and these needs are arranged in a hierarchy from basic to higher-level needs, according to this theory, individuals start by seeking to fulfill basic needs such as food and shelter, then move on to social needs for belonging and communication, and finally strive for higher-level needs like self-actualization and esteem.
- Alderfer's ERG Theory: Alderfer's ERG Theory is an extension of Maslow's Hierarchy of Needs proposed by Clayton Alderfer, this theory consolidates needs into three main categories:
  - Existence Needs: Covering basic needs such as food and shelter.
  - Relatedness Needs: Involving social needs for social relationships and interaction.
  - Growth Needs: Encompassing needs for personal achievement and development.

- McClelland's Achievement Motivation Theory: McClelland's Achievement Motivation Theory complements Maslow's Hierarchy of Needs and is proposed by David McClelland. According to this theory, needs are categorized into three groups:
- Existence Needs: Addressing material comfort needs.
- Relatedness Needs: Relating to social relationships and communication.
- Growth Needs: Involving needs for personal success and advancement.

These theories provide a framework for understanding motivation and job satisfaction based on the classification and hierarchy of human needs.

### **2.3.1. Herzberg's Two-Factor Theory:**

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene or Dual-Factor Theory, was proposed by Frederick Herzberg, this theory identifies two sets of factors that influence job satisfaction and dissatisfaction independently.

- Motivator Factors (Satisfaction Factors): These factors are related to the nature of the work itself and the way individuals derive satisfaction from their jobs, motivator factors include achievement, recognition, the work itself, responsibility, advancement, and growth, according to Herzberg, improving these factors leads to increased job satisfaction and motivation.
- Hygiene Factors (Dissatisfaction Factors): Hygiene factors are associated with the work environment and conditions that, if lacking, can lead to dissatisfaction, these include factors such as salary, company policies, quality of technical supervision, interpersonal relationships, and working conditions, Herzberg emphasized that improving hygiene factors can prevent dissatisfaction but may not necessarily increase job satisfaction.

Herzberg's Two-Factor Theory suggests that job satisfaction and dissatisfaction are not on the same continuum but represent separate concepts, meeting hygiene needs prevents dissatisfaction, while addressing motivator needs leads to increased job satisfaction and motivation.

### **3.3.1. Comparison Theories:**

Comparison theories, also known as equity theories, focus on how individuals perceive the fairness and equity of their treatment in comparison to others, these theories suggest that employees assess their job satisfaction based on a social comparison with the inputs and outcomes of their colleagues or peers, three prominent equity theories are:

- Equity Theory (Adams, 1965): Developed by John Stacy Adams, Equity Theory proposes that individuals strive for a fair balance between their inputs (effort, skills, time) and outcomes (rewards, recognition) in comparison to others, when employees perceive an inequity, whether over rewarded or under rewarded compared to their peers, they may experience dissatisfaction and may adjust their behaviors to restore perceived equity.
- Distributive Justice Theory: This theory focuses on individuals' perceptions of the fairness in the distribution of outcomes or rewards, employees assess whether the outcomes they receive are consistent with their contributions to the organization, if employees perceive an unfair distribution of rewards, it can lead to dissatisfaction.
- Procedural Justice Theory: Procedural justice theory emphasizes the importance of the fairness of the processes used to determine outcomes, when employees believe that the procedures for decision-making, promotions, or resource allocation are fair and

transparent, it contributes to higher job satisfaction, in contrast, perceived procedural injustice can lead to dissatisfaction.

Comparison theories highlight the significance of social comparisons and perceptions of fairness in shaping employees' job satisfaction and motivation within the organizational context.

#### **4.1. Measuring Job Satisfaction:**

Measuring job satisfaction is a crucial aspect of understanding employees' contentment and engagement within their work environment, various methods and instruments are employed to assess job satisfaction, and these approaches can be categorized into quantitative and qualitative measures, here are some common methods:

**Surveys and Questionnaires:** Surveys and questionnaires are widely used to quantitatively measure job satisfaction. These instruments consist of a series of structured questions designed to elicit responses from employees about their perceptions, attitudes, and satisfaction levels, these surveys often include Likert scales or other rating systems to quantify responses (Brikend, Azi, 2011).

- **Interviews:** Qualitative methods, such as interviews, allow for in-depth exploration of employees' feelings and perceptions, conducting one-on-one or group interviews provides an opportunity to gather rich, detailed information about specific aspects of job satisfaction that may not be easily captured through standardized surveys.
- **Focus Groups:** Focus groups involve bringing together a small group of employees to discuss their experiences and opinions related to job satisfaction, this method encourages open dialogue and allows researchers to identify common themes and patterns among participants.
- **Observations:** Observational techniques involve systematically observing employees in their work environment to understand their behaviors, interactions, and expressions, while less commonly used for job satisfaction assessment, observations can provide valuable insights into employee engagement.
- **Job Performance Metrics:** Indirect indicators of job satisfaction can be derived from job performance metrics, high job satisfaction is often associated with increased productivity, fewer absences, and lower turnover rates, analyzing these performance metrics can offer insights into the overall satisfaction levels of the workforce.
- **Employee Feedback Systems:** Implementing regular feedback mechanisms, such as suggestion boxes or digital platforms, allows employees to express their opinions and concerns anonymously. This continuous feedback loop provides organizations with real-time insights into job satisfaction and areas for improvement.

Selecting the appropriate method or combination of methods depends on the organizational context, the nature of the work, and the specific aspects of job satisfaction under investigation.

### **5.1. Job Satisfaction and Quality of Work Life (Job Life):**

Job satisfaction is closely related to the quality of work life or job life, and both can impact each other, here are some aspects that illustrate the relationship between job satisfaction and the quality of work life (Cronin, J Tylor, & S, 1992):

- **Work Environment:** Environmental factors in the workplace play a crucial role in determining the quality of work life, a healthy and stimulating work environment contributes to job satisfaction.
- **Work-Life Balance:** Effective time management and providing opportunities for achieving a balance between personal life and work enhance job satisfaction.
- **Development and Advancement Opportunities:** Providing opportunities for learning and professional development enhances employees' satisfaction and contributes to the quality of their work life.
- **Social Relationships at Work:** Positive relationships among employees, colleagues, and supervisors contribute to building a positive work environment and enhance job satisfaction.
- **Effective Management:** Effective human resource management and effective communication play a crucial role in promoting the quality of work life and increasing satisfaction levels.
- **Motivation and Rewards:** Having an effective system of motivation and rewards encourages performance improvement and has a positive impact on job satisfaction.
- **Recognition and Appreciation:** Recognizing and appreciating employees' efforts enhances the sense of satisfaction and promotes the quality of their work life.

A detailed understanding of these elements and how they mutually influence contributes to improving the work environment and increasing job satisfaction and the quality of work life for employees.

### **2-Quality:**

#### **1-2-Quality Concept:**

Many of the world's enterprises and companies seek to solidify the principles and concepts of total quality management in their manufacturing, service and productivity operations so that they can meet the new challenges associated with the intensity of competition free trade, free flow of goods between States and elimination of customs barriers. The customer has many options, and his purchase decision is no longer solely dependent on the price. But there are other variables secreted by the new surroundings, and the quality of the product has become one of the main determinants of the purchase decision for this reason, the institutions adopted this entrance in order to attract new customers and retain existing customers (Mohamed, Ben Zakur, 2007).

Quality is the key to the consumer's choice of goods and services, many enterprises have relied on increasing production and improving its quality, using large production policies to reduce cost and control price, in order to achieve the right quality application.

The concept of quality is due to the nature of the thing and the degree of hardness and it used to mean precision and mastery by making historical and religious monuments, of statues,



castles and palaces for the purposes of boasting about them, or for use for the purpose of protection, more recently, the concept of quality changed after the evolution of management science, the emergence of large companies and increased competition, with quality becoming a new and complex dimension.

Definitions of quality for economic transformations have varied throughout history, since the concept of multidimensional quality has not been agreed by thinkers and researchers to give it a uniform and accurate concept, many thinkers have known it in several definitions, some of which can be presented:

- (Petit Larousse) defines quality as: the nature of something that is more or less distinctive in a good or bad sense (Bouanan, 2007).

- Definition of Goran: "It is suitable for use and is intended for the user of the commodity or service to be able to rely on it to accomplish what he wants from it (Alwan, 2005).

- Johnson's definition: "Is the ability to fulfil the wishes of the consumer in a manner that conforms to his expectations and achieves his full satisfaction with the commodity or service provided to him (Bouanan, 2007).

- Quality is defined as: "a dynamic situation associated with physical products, services, individuals, processes and the surrounding environment, so that this situation corresponds to expectations.

#### 2-2-Quality of Service Concept:

Quality of service means "that the Organization properly designs and delivers the Service from the first time to perform better the next time and achieve customer satisfaction at the same time, and that it enjoys competitive advantages over the service provided by similar organizations.

Quality of service can also be defined as "conformity and compatibility with client determinants, representing the client's definition rather than what management calculates (Mustafa, 2003).

Quality of service can also be defined as "measuring the level of service capacity that reaches the customer and conforms to his expectations, and delivering a good service means matching the expectations set by the client.

Quality of service can be defined by the three dimensions of services:

- The technical dimension of applying science and technology to a particular problem.
- The functional dimension is how the transfer of technical quality to the client represents the psychosocial interaction between the provider and the client using the service.
- The physical potential is the nature of the place where the service is performed.

Through the previous definitions, the quality of the service relates to the interaction between

the client and the service provider, where the client sees the quality of the service by comparing it between what he expects and the actual performance of the service (Dammar, 2002).

Therefore, the adoption of the concept of external quality of service is even more important since the concept of quality in this direction focuses on customer perceptions, accordingly, the service is shaped in the light of clients' expectations, therefore, measuring the quality of services must be formed on the basis of finding and expressing the metrics associated with customer perceptions.

That is, the concept of quality of service differs from the concept of service in general as defined by the standard specifications, there is a discrepancy between the quality recognized by customers and the standard quality.

Perceptions are what the beneficiary actually touches, and actually notes in the company he interacts with, and expectations are the beneficiary's perceptions of the level of service he aspires to provide from the company he intends to belong to (Barakat, 2010).

Based on the above concept, five different dimensions can be identified to measure the quality of services as follows:

#### I. Concrete:

Concrete and service aspects such as buildings, modern techniques used therein, in-house facilities for buildings, installations for service delivery, staff appearance, etc.

#### II. Reliability:

It expresses the ability of the enterprise from the customer's point of view to provide the service at the time requested by the customer and with a precision that satisfies his ambition as well as the extent to which the enterprise has fulfilled its obligations towards the client.

#### III. Response:

It is the ability to effectively deal with all customer requirements and respond to their complaints and work to resolve them quickly and efficiently so as to convince customers that they are valued and respected by their respective organization, in addition, the response expresses the initiative in providing service by the staff.

#### IV. Safety:

It is the assurance before that the service provided to customers is free from error, danger or suspicion including psychological and physical assurance.

#### V. Sympathy:

It is to show a spirit of friendship and care for the client and notify him of his importance and the desire to provide the service according to his needs.

#### 2-3-Quality and customer satisfaction:

Satisfaction can be defined as the reaction to service delivery, and satisfaction can also be defined as pre-consumption experience, in which the customer compares the service he perceives with the expected quality.

Thus, there is a difference between the components of the relationship between satisfaction and quality. Satisfaction affects the quality assessment and the quality of service evaluation affects satisfaction, perhaps the fundamental difference between the two concepts is that quality relates to service delivery, while satisfaction reflects the client's expectations of such service (Mustapha, 2003).

### **3-service:**

#### 1-3-Service Concept:

Service is defined as: "Any activity, achievement or benefit provided by a party to another party, which is essentially intangible, does not result in any ownership, and its production and delivery may or may not be linked to a tangible material product (Almoathin,2002).

The Service is defined as: "An activity accompanied by a number of intangible elements which include some interaction with customers or with the possession characteristic, not as a result of its transfer to the owner (Ajarma,2005).

#### 2-3-Service Characteristics:

Services have four main characteristics that can affect the design of marketing programs, namely intangible service, inseparable, diversity, and fading service provided.

#### I.Intangible Services:

That is, the service cannot be seen, tasted, sniffed or heard before purchasing it, this is the most important distinction that distinguishes it from material goods (Mustapha: 65:2003) the service represents an effort or work that one individual can offer to another or another organization or organization of a person, therefore, the beneficiary collects information with a view to obtaining good indicators of the quality of the service (Samaidi, 2000).

#### II.Non-secession (asymmetry):

The second characteristic of services is contiguity, by which we mean the close interrelationship between the service itself and the person providing it, which entails that the applicant must be present at the service's premises (Almoathin, 2002).

#### III.Asymmetry or homogeneity:

Another characteristic of services is the inability to stereotype services, especially those whose delivery is highly and clearly human-dependent, which means that it is difficult for a service provider to provide similar or homogeneous services at a time, and therefore cannot guarantee a certain quality level for them.

#### IV. Fade or courtyard:

Many services are not storable, and the more intangible the service the lower the chance it will be stored, the more services of an extraordinary nature cannot be stored in stock form (Almoathin, 2002).

Services are valued only from the time they are performed, as they cannot be stored for later use, and as a result of this characteristic, service organizations may achieve significant losses as a result of not making full use of their potential (Mustapha, 2003).

#### 3-3-Classification of Services:

(The Ajarma) study states that the service can be classified into three items depending on the nature of the service:

##### I.Exclusive Service:

The institution provides a single service without being linked to a physical product or other accompanying services such as insurance services, education, nurseries, etc. These services also require the customer's personal presence.

##### II.The service attached to the material product:

The Foundation can provide a basic service to be completed with some products or services such as air transport services that provide a basic service of transport but include several products and services such as newspapers, magazines, beverages, nutrition, etc., as well as a doctor who needs equipment to provide nursing services.

##### III.Product attached to several services:

In this case, the enterprise offers its products with several services such as the sale of TVs and washing machines with warranty for a certain period, or transportation, the more the product is technologically sophisticated such as cars and automated media, the more the sale requires attached services such as transportation, maintenance, warranty.

### **STUDY METHOD:**

The analytical descriptive curriculum was used in this study because it gathers accurate descriptions and information on the problem to be sought, as it is considered to be one of the most widely used in humanity and society, the documentary descriptive method was used to collect information on the topic of the study in theory by reviewing reports, official documents, research and studies related to the topic of the current study, and the analytical survey descriptive method, in order to collect data and information from the senior management of the institution and the departments involved in providing the services of the institution in order to determine the role of the job satisfaction in improving the quality of the services provided by the institution, in order to describe the phenomenon studied in terms of its nature and degree of existence, The SPSS program was used to analyses the results of the field study.

**STUDY TOOL:**

The collection of field data for the study was based on the questionnaire tool, which was completed in three main parts: Part I included demographic data of study samples (gender, age, scientific qualification, years of experience, career level, nature of work) Part II includes job satisfaction dimensions (job content satisfaction, salary satisfaction and incentives, opportunities for development and promotion) (18) Paragraph while part III contains the five-dimensional dimensions of quality of services (reliability, concrete, responsive, safe and sympathetic) and contains (21) paragraph, similar to the use of the five-year license scale (I vary strongly (5), I vary (4), neutral (3), I agree (4), I fully agree (1)).

**KEY OUTCOMES AND RECOMMENDATIONS:**

The analysis revealed a significant positive relationship between job satisfaction, encompassing satisfaction with work content, salary, incentives, and opportunities for development and promotion, and the perceived service quality among employees of GTC. Additionally, demographic variables, with the exception of age categories, did not exhibit significant differences in relation to job satisfaction and service quality perceptions.

Determining the significance of the relationship between the job satisfaction scale and the dimensions of the service quality scale and their factors:

Using the Pearson correlation coefficient between the job satisfaction scale and its dimensions indicates the presence of a statistically significant positive linear relationship between the scale and all its dimensions, at a significance level of 0.05, the information presented in Table no (3)

Table (3) Pearson correlation coefficient for the job satisfaction scale and its dimensions.

axes	The job satisfaction scale		
	Pearson correlation coefficient	The calculated significance level	No
Satisfaction with work content	.779(**)	.000	152
Salary satisfaction and incentives	.867(**)	.000	152
Opportunities for development and promotion	.688(**)	.000	152
** Correlation is significant at the 0.01 level (2-tailed).			

\* Source: Prepared by the researcher.

Using the Pearson correlation coefficient between the dimensions of the service quality scale and their factors reveals the presence of a statistically significant positive linear relationship between the scale and all its dimensions, at a significance level of 0.05, the information presented in Table no (4).

Table (4) Pearson correlation coefficient for the service quality scale and its dimensions.

axes	The scale of service quality dimensions		
	Pearson correlation coefficient	The calculated significance level	No
Reliability	.766(**)	.000	152
Tangibility	.830(**)	.000	152
Responsiveness	.877(**)	.000	152
Assurance	.907(**)	.000	152
Empathy	.894(**)	.000	152
** Correlation is significant at the 0.01 level (2-tailed).			

\* Source: Prepared by the researcher.

Using the correlation matrix of Pearson correlation coefficients between the scales and all their dimensions, it is evident that there exists a statistically significant positive linear relationship between the scales and all their dimensions, at a significance level of 0.05, the information presented in Table no (5).

Table (5) Pearson correlation coefficient for the two scales and their dimensions.

The matrix of simple linear relationships for Pearson correlation coefficient						
The scale of service quality dimensions	Reliability	Tangibility	Responsiveness	Assurance	Empathy	axes
.553(**)	.496(**)	.453(**)	.502(**)	.453(**)	.496(**)	Satisfaction with work content
.523(**)	.475(**)	.434(**)	.442(**)	.434(**)	.475(**)	Salary satisfaction and incentives
.413(**)	.304(**)	.305(**)	.348(**)	.305(**)	.304(**)	Opportunities for development and promotion
.677(**)	.583(**)	.569(**)	.587(**)	.569(**)	.583(**)	The job satisfaction scale
** Correlation is significant at the 0.01 level (2-tailed).						

\* Source: Prepared by the researcher.

Using simple linear regression model with job satisfaction scale as the independent variable and service quality dimensions scale as the dependent variable, it's evident that there exists a statistically significant positive linear relationship between the variables, as indicated by the positive regression coefficient (slope of the straight line), which amounted to ( $B = +0.836$ ), and highly significant with a significance level of ( $P = 0.000$ ), through the scatterplot of the linear relationship between the variables, the information presented in Table no (6) and figure no (2).

Table (6) Linear relationship between the variables

The simple linear regression coefficient for the Business Process Reengineering scale as the independent variable and the dimensions of service quality scale as the dependent variable.					
Model	The regression coefficient B	The standard error of the regression coefficient	The standard value Beta	The t-value	The computed significance level
Regression constant	.496	.249		1.990	.048
The job satisfaction scale	.836	.077	.677	10.930	.000
The scale of service quality 1.00 Dependent Variable					

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677(1)	.459	.455	.48959
The job satisfaction scale 1.00 Predictors (Constant)				

\* Source:  
Prepared by the

researcher.

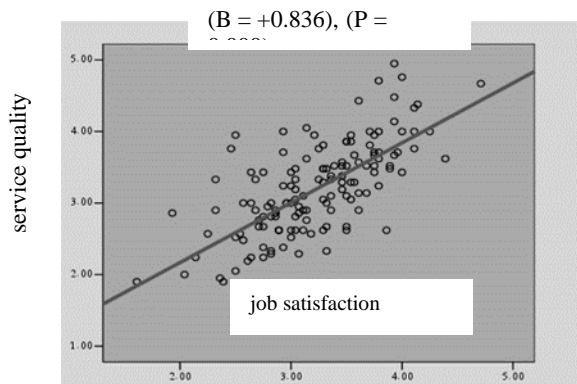


Figure No. (2) Study variables model and dimension

The significance level was less than 0.05, and the correlation values were positive, this means that the relationship between each dimension of job satisfaction and the process of improving service quality in the organization is statistically significant and is a strong positive relationship, that is, as the level of implementing job satisfaction dimensions' increases, it leads to an increase in the level of service quality in the organization, and vice versa, this was also demonstrated by the results of simple linear regression between the job satisfaction scale as the independent variable and the service quality process scale as the dependent variable, showing a positive significance of the simple linear regression coefficient between the variables, reflecting the positive relationship between them.

## CONCLUSION OF THE STUDY:

The findings underscore the importance of addressing factors contributing to job satisfaction to enhance service quality within (PTC), recommendations include improving incentive and reward systems, providing training opportunities, sponsoring further education, ensuring fair distribution of internal grants, and raising awareness about the dimensions of service quality among employees.

The following tables illustrate the recommended levels for applying the job satisfaction scale and measuring the dimensions of the quality of its services, centres, expressions, hypotheses, and study results.

Testing the first main hypothesis: to test the validity of the first main hypothesis, which states (There is no statistically significant correlation between the job satisfaction and the improvement of the quality of the services of the State Telecommunications Corporation), and the results were as follows:

- The table indicates that the coefficient of determination (R-squared) is (0.17), meaning that the independent variable job satisfaction with its three dimensions (Satisfaction with work content, Salary satisfaction and incentives, Opportunities for development and promotion) explains (17%) of the variations in service quality, the remaining percentage (83%) is attributed to other factors not covered by the model.

Testing the second main hypothesis: to test the validity of the first main hypothesis, which states there are no statistically significant differences in job satisfaction and the quality Public Telecommunication Corporation services due to demographic and organizational variables (gender, age group, scientific qualification, number of years of experience, functional level and nature of work), According to the results, we accept the null hypothesis of no statistically significant differences in demographic variables as follows:

- Gender variable (males, females), except for statistically significant differences at the 0.05 significance level in the commitment and satisfaction with top management axis, attributed to the gender variable in favor of the male category.
- Educational qualification variable (diploma after high school or less, bachelor's degree, postgraduate studies).
- Years of experience variable (less than 10 years, 10-14 years, 15 years or more), except for statistically significant differences at the 0.05 significance level in the empowerment of employee's axis and the business process reengineering scale, attributed to the years of experience variable in favor of the category with 15 years or more.
- Job level variable (department manager or higher, department head, section head, specialist), except for statistically significant differences at the 0.05 significance level in the commitment and satisfaction with top management axis and the business process reengineering scale, attributed to the years of experience variable in favor of the department head category.
- Nature of work variable (technical, administrative).
- We reject the null hypothesis of no statistically significant differences in the age categories variable (less than 30 years, 30-39 years, 40 years or older) in the scales and in all axes in favor of the age category of 40 years or older.



Based on the above, there are several ways in which job satisfaction can impact the improvement of service quality:

- Increased Engagement and Initiative: When employees have a high level of job satisfaction, they are more engaged in their job roles and more willing to take initiative in delivering services more effectively.
- Enhanced Relationships between Employees and Customers: When employees are satisfied with their jobs and committed to the organization, they are more likely to build good relationships with customers and provide services that meet their needs effectively.
- Improved Performance: Employees who feel job satisfaction tend to improve their job performance, ultimately leading to the improvement of service quality.
- Retention of Talent and Attraction of Competence: When an organization provides a work environment that fosters job satisfaction, there is a higher likelihood of retaining talented employees and attracting new talents, which contributes to enhancing service quality in the long run.

In summary, it can be said that job satisfaction is an important factor in improving service quality, and investing in job satisfaction management is a vital investment for achieving success and sustainability in the workplace.

Based on the study, the impact of job satisfaction on service quality was demonstrated, and the following recommendations can be provided:

- Development of Training and Development Programs: Companies should focus on developing continuous training programs for employees to enhance their skills and motivate them to achieve job satisfaction, these programs should focus on developing personal and interpersonal skills in addition to technical and professional skills.
- Improvement of the Work Environment: Companies should provide a healthy and supportive work environment for employees, which includes factors such as positive leadership, effective communication, and appreciation for efforts made.
- 3. Providing Growth and Professional Development Opportunities: Providing opportunities for growth and professional development for employees is one of the key factors in achieving job satisfaction, companies should provide opportunities for internal promotions and training on new processes to enhance professional skills.
- Enhancing Communication and Interaction with Employees: Management should regularly interact with employees and listen to their concerns and suggestions, this can be achieved through regular team meetings, employee satisfaction surveys, and individual communication sessions.
- Promoting a Culture of Recognition and Rewards: Companies should promote a culture of recognition and rewards to appreciate the efforts of employees and motivate them to achieve high performance. This can be done through providing financial and non-financial rewards such as certificates and promotions.
- Balancing Work and Personal Life: Companies should promote a culture of work-life balance for employees, which helps create a healthy and supportive work environment that enhances job satisfaction.
- Implementing these recommendations may contribute to enhancing job satisfaction among employees, which positively reflects on the quality of services they provide and contributes to improving overall organizational performance.

### **COMPETING INTERESTS**

The authors have no competing interest to declare.

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