THE IMPACT OF JOB RESOURCE REQUIREMENTS ON IMPROVING BEHAVIORAL WORK OUTCOMES (AN APPLIED RESEARCH IN THE IRAQI MINISTRY OF PLANNING)

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ABSTRACT

This study came to pay attention to work outputs as a necessary step for all organizations as they represent the ultimate goal that revolves around all the organizations' orientations, strategies and operations. Improving the level of outputs, includes behavioral, represents the ultimate goal of the leadership focus areas in those organizations that seek to sustain their presence in the labor market. The organizational and administrative phenomena that have a positive impact on the level of work outputs is one of the most important leadership trends in organizations, and one of these phenomena is what is known as the job resource demands model, which constitutes the two ends of job integration, as the demands represent the requirements that pertain to work, which may carry what is known as stress. Job burnout is offset by job resources, which are the control to reduce those negatives related to the job, as well as job resources. It is considered as an independent variable that is studied separately according to the directions of many researchers because it has implications for many results in the field of work.

KEYWORDS: Job Resources, Behavioral Work Outcomes, Iraq

Introduction

Paying attention to work outputs is a necessary step for all organizations as it represents the ultimate goal that revolves around all organizations' orientations, strategies and operations, improving the level of outputs, including behavioral, is representing the ultimate goal of the leadership that focus districts in those organizations that seek to sustain their presence in the labor market. Therefore, the search for the organizational and administrative phenomena that have a positive impact on the level of work outputs is one of the most important directions of leadership in organizations; one of these phenomena is what is known as the job resource demands model, which constitutes the two ends of the job integration.

The demands represent the requirements that are specific to the work, which may carry what is known as job stress and burnout, and which are matched by the job resources that are the control to reduce the negatives related to the job, in addition, job resources are considered an independent variable that is studied separately according to the orientations of many researchers because it affects many results in the field of work.

The first topic

Methodology

First: Research problem

Through the survey, a number of the following questions emerged to the researcher:

1. What is the impact of job resource requirements on behavioral work outcomes in the Iraqi Ministry of Planning?

2. Is there a statistically significant correlation between job resources X and behavioral work outcomes Y?

3. Is there a statistically significant effect of job resources X and its dimensions (functional independence X1 - training and development X2 - organizational learning X3) combined on the behavioral work outputs Y?

Second: Research importance

The research seeks to achieve the following objectives:

1- Providing a clear concept of the job resource requirements, and keeping them away from the behavioral work outputs in accordance with the modern administrative thought of the Iraqi Ministry of Planning.

2- Presenting and analyzing the reality of using functional resources, and behavioral work outputs, in addition to their role in achieving the overall outstanding performance of the Iraqi Ministry of Planning.

3- Diagnosing the nature of the relationship between job resources and behavioral work outputs and the impact of one on the other in the Iraqi Ministry of Planning.

4- Coming up with a set of conclusions and recommendations to the Iraqi Ministry of Planning and what contributes to the development of its performance

Research Hypothesis

1- There is no statistically significant correlation between job resource requirements and behavioral work outcomes.

2- There is no statistically significant effect of job resource requirements on the outcomes of the behavioral work.

3- There is no statistically significant multiple impact of job resource requirements with its dimensions on the outcomes of the behavioral work.

Research boundaries

1- **Time Boundaries**: The process of collecting data and information related to the research topic took place in a period of two months during the year 2022.

2- **Spatial boundaries**: The research was applied in the Iraqi Ministry of Planning.

3- **Human Boundaries**: The study was limited to employees in the Ministry of Planning and to job positions that included a general manager, an assistant director, a department head, and a division head on the grounds that they are the closest to the subject of the study.

Research Method

In this research, the descriptive analytical method was relied upon, which is concerned with the study, analysis and interpretation of the phenomenon to reach accurate conclusions about the phenomenon.

To achieve the objectives of the research, two main sources of information were relied upon:

1- **Primary sources**: in which the researcher prepared an applied and field aspect to address the analytical aspects and survey opinions on the subject of the research based on the questionnaire that was designed for this purpose, and which came to a sample of job positions in the ministry.

2- **Secondary sources**: They included Arabic and foreign books, magazines and periodicals, and specialized scientific research, in addition to articles, pamphlets, local, Arab and international reports, and various Internet sites.

Research form variables

Based on the opinions of a number of researchers in previous studies, which reviewed the independent variable represented by the job resource requirements in its three dimensions (functional independence, training and development, organizational learning), and its impact on the dependent variable (behavioral work outputs), as shown in Figure (1).
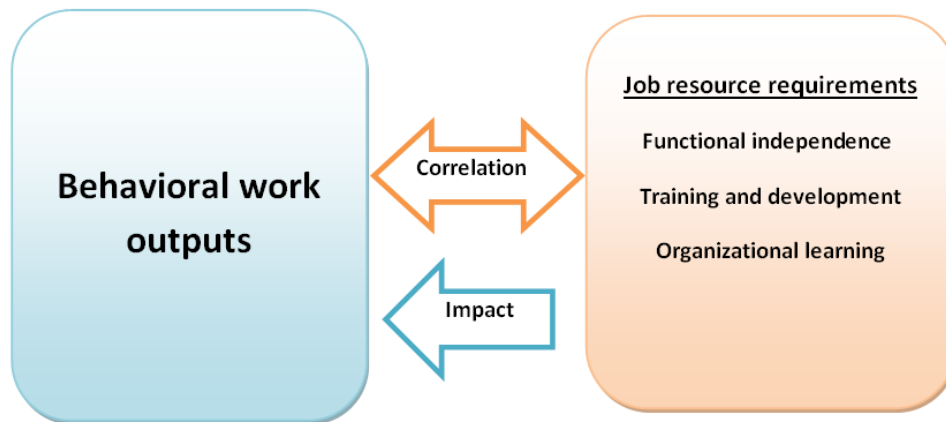
Figure 1: The research hypothesis

(Prepared by the researcher)

Measurement of honesty and reliability

1- **Honesty measurement**: The researcher presented the questionnaire form to a group of arbitrators with expertise in the field of research, and the researcher responded to the arbitrators' opinions and made the necessary changes in light of the proposals presented, and produced the questionnaire in its final form.

2- **Reliability measurement**: Cronbach's alpha was used to calculate the reliability coefficients for survey tools that use response groups of the type of Likert scale, whether it is triangular, pentagonal, or heptagonal, Cronbach's alpha estimates the reliability of tool responses (questionnaire) assessed by subjects indicating tool reliability. Cronbach's alpha ranges from zero to one with higher values indicating that the items measure the same dimension. Conversely, if Cronbach's alpha is low (near 0), then some or all of the elements do not measure in the same dimension. There can also be negative numbers; a negative number indicates something is wrong with the data, acceptable Cronbach's alpha values of 0.60 and above are good.

Table 1: Testing the reliability of the research variables using Cronbach's α-coefficient

No.	Variables	Cronbach's α-coefficient
1	Job resources requirements	0.872
2	Behavioral outputs	0.977
Total		0.913

It is clear from the results shown in the above table that the value of Cronbach's alpha coefficient is high for the research. The total value of the search variables for the alpha coefficient was (0.913), it is greater than the acceptable ratio (0.60), which is a high stability value. This result confirms the validity and reliability of the study questionnaire

and its validity for application to the main study sample. Analyzing the results, answer the study questions and tests its hypotheses.

The second topic

Theoretical Review

First: Job resources

Functional resources and the main resources in most professions, such as job control or as the field of decision-making (decision-making authority) and using employees skills in the job (skill appreciation), which combines the opportunity of management and decision-making related to an individual's job (Pilar et al, 2007:622).

Job resources play a ی n important and motivational role because it promote employee growth, learning and development, and/or it may play an external motivational role because they play a key role in achieving business goals. Job resources refer to the physical, psychological, social or organizational aspects of the job that lead to: (Al-Damamy, 2021: 28

1- Functionally, achieving business goals.

2- Reducing work demands, the physiological and psychological costs that associated with them.

3- Stimulating personal growth and learning. (Amold et al., 2006:6)

It is also noted through the roles of job resources that the focusing is largely on external resources (organizational and social) from internal sources (cognitive features and work patterns) because it can be considered as stable or independent circumstantial and can be managed through job design (Demerouti, 2001: 500).

The workers' lack of resources leads to dealing negatively with work requirements and they will eventually fail to achieve the goal. Therefore, work requirements such as material workload, time pressures, and contact with the recipient, and physical environment, and shift work, lead to psychological burnout. These burdens can be overcome by providing motivation, which is job resources such as feedback, rewards, job control, participation, job security, and support for supervisors or subordinates. The effects of job resources are summarized as follows: (Schaufeli & Salanova, 2002:73)

Job resources are the most important factor for predicting employee feelings because job requirements are primarily responsible for job burnout and job resources mainly affect participation. The impact of job resources on job burnout is less than the impact of job requirements. It can be summarized that higher work requirements and fewer resources are linked to job burnout. This indicates an intersection between job

requirements and job resources, meaning that fatigue comes from the imbalance between work requirements and job resources.

The scales of studies of interest in the subject of job resources show a discrepancy in subtracting the dimensions to measure job resources, according to the nature, purpose and content of each proposition and studies literature, as many studies have presented the dimensions of job resources in a different manner according to the goal and nature of each study in order to measure the dimensions of job resources, which differ from one proposal to another. According to the type of jobs and tasks for the subject of study most of the literature was not able to reach a final formula about the dimensions of job resources, so the current study adopted the latest model for studying job resources, which presents three dimensions for measuring job resources. The following is an explanation of the dimensions of the job resources according to (Al-Dawamy, 2021: 33-34).

1- Job independence

Job independence refers to the degree of freedom, independence, and discretion that an employee enjoys in accomplishing job tasks, job autonomy affects organizational effectiveness and job satisfaction positively, because employees who have more independence have more flexibility in dealing with organizational rules, and when it conflicts with their emotions, they suffer less emotional work, however employees who are free to make their own decisions about carrying out their responsibilities are happier, more committed, more productive, and more loyal than those who are assigned every job. Independence is considered as a key factor in employees' sense of interaction with their work, organization, and decisions to meet at work or search for new and elsewhere (BLOSSOM et al, 2011:169).

2. Training and development

It is a systematic and continuous process for the purpose of providing employees with the required knowledge, skills and abilities they need it during performing their work in accordance with the set goals, in addition to develop the corresponding behavioral aspects that are necessary for their best performance (Shakeel & Lodhi, 2015).

The importance of training and development emerges from several aspects, the most important of which are: (Al-Nusour, 2009: 185)

1- Labor organizations seek to keep speed with modern technologies through training.

2- It is necessary to believe in the role of training and development in improving the skills and capabilities of individuals, which will reflect positively on improving the individual's social and economic level and sense of job security.

3- Increasing the training of employees to face the intensity of competition.

4- Improving the quality of products and providing the best services to customers requires good training.

3. Organizational learning

The level of organizational learning refers to the change in attitudes and behavior as a result of practice and experience, and expresses the cumulative changes in work outcomes as a result of previous experiences and experiences., where experience and knowledge are gained over time, and this is evident in the behavior and behavior differently from the forms of behavior that he performs before going through this experience, experience and learning, therefore, the level of organizational learning is one of the measures that benefit the organization and employees in clarifying and understanding work outcomes in terms of attitudes and behavior and how certain attitudes can be strengthened or weakened (Abraham & Daphna, 2009:83)

Third: The outcomes of the behavioral work

It is represent the general attitudes and behaviors that indicate a comprehensive level of satisfaction with the job environment through a variety of job attributes including (work, pay, supervision, co-workers, promotion opportunities, the extent to which behavioral work attitudes are reflected, in addition to loyalty and commitment to the organization). The organizational commitment is the psychological link of the individual with the organization, which is represented in the emotional connection with the organization and the assimilation of its values, goals and desire, the basis of symmetry with the values and objectives of the organization (Jiménez & Kraak, 2018: 1195).

The third topic

Empirical Analysis and Test

First: Honesty confirmatory constructivism

1- Job Resources X

Analysis Factor Confirmatory: It is used to evaluate the ability of the factors model to express in the actual data set in the comparison of factors in this field. The AMOS V 25 program was used to test the conformity of the scale model with the data to ascertain the hexagonal structure of the scale factors of the independent variable (job resource X).

The results of the application of the (AMOS V.25) program were as shown in the table and figure below:

1. The ratio between the chi-square and the degree of freedom (CHI-SQUARE<=5.00): Its value was (4.788), which is significant, as its value is less than (5) and this indicates the quality of model matching.

2. The value of the Root Mean Squared Error Approximate Index (RMSEA<0.080): Its value was (0.061), which is less than the ideal ratio of (0.080), and this confirms that the model was identical to the data of the sample members in this paragraph.

3. Root mean residual squares (RMR < 1.00): its value was (0.018), which is less than (1.00), and thus it is highly compatible with the model.

4. Tucker Lewis Index (TLI > 0.90): Its value is (0.901), which is greater than the ideal (0.90), and it indicates the matching of the model in this paragraph.

5. Comparison fit index (CFI=>0.90): its value was (0.951), which indicates that there is an appropriateness for comparing the variable data as the ratio is greater than the ideal ratio (0.90) in this paragraph.

6. Goodness of fit index (GFI=>0.90): its value was (0.973), which indicates that there is a match for the variable of job resources X being greater than the ideal ratio (0.90) in this paragraph.

Table 2: Analyze Confirmatory Factor for the Independent Variable

(Job resources X)

Indication	Acceptable values	Extracted values
Chi square X^2	Its value is not a function of zero 0.000	2221.292
Degree of freedom	DF	DF = 388
Root mean squares of residuals	RMR<0.1	RMR=0.018
Goodness of fit index	GFI=>0.90	GFI=0.973
Comparison fitting index	CFI=>0.90	CFI=0.951
Chi square and degree of freedom	CHI-SQUARE<=5.00	CMIN/DF=CHI-SQUARE=3.725
mean approximated error squares	RMSEA<0.080	RMSEA=0.061
Tucker Lewis index	TLI > 0.90	TLI =0.901

Since the ratio between the chi-square and the degree of freedom (CHI-SQUARE<=5.00): its value was (3.725), which is significant, as its value is less than (5) and this indicates the quality of model matching.
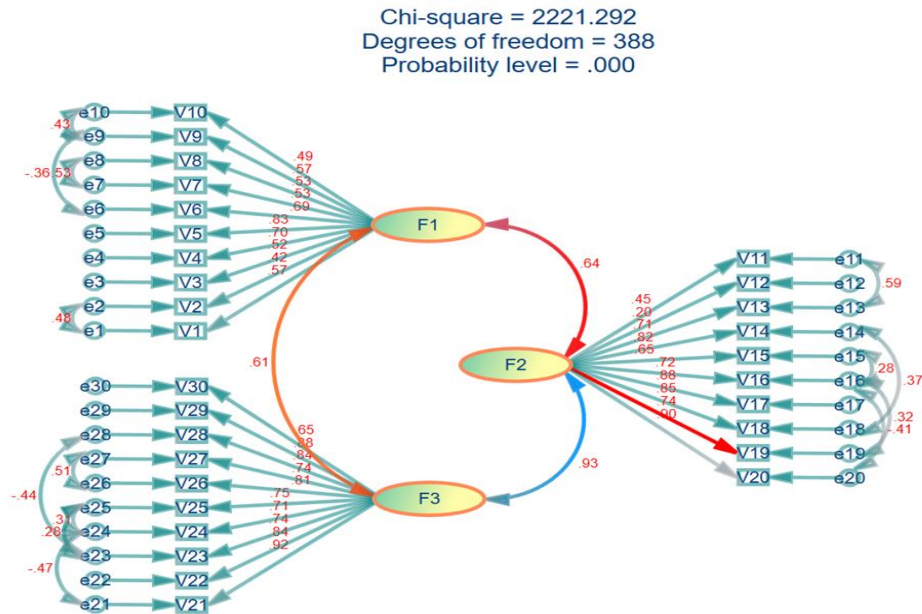
Figure 2: Analysis Factor Confirmatory for the Independent Variable (Job Resources X)

The confirmatory structural validity of the variable (behavioral job outputs Y)

Analysis Factor Confirmatory: It is used to evaluate the ability of the factors model to express in the actual data set in the comparison between factors in this field, and AMOS V. 25 program was used to test the extent to which the scale model matches the data to verify the hexagonal structure of the factor scale of the dependent variable (behavioral work outputs Y).

The results of the application of the (AMOS V.25) program were as shown in the table and figure below:

The ratio between the chi-square and the degree of freedom (CHI-SQUARE <=5.00): its value was (3.399), which is significant, as its value is less than (5) and this indicates the quality of model matching.

1. The ratio between the chi-square and the degree of freedom (CHI-SQUARE <=5.00): its value was (3.399), which is significant, as its value is less than (5) and this indicates the quality of model matching.

2. The value of the Root Mean Squared Error Approximate Index (RMSEA<0.080): Its value was (0.071), which is less than the ideal ratio of (0.080), and this confirms that the model was identical to the data of the sample members in this paragraph.

3. Root mean residual squares (RMR < 1.00): its value was (0.080), which is less than (1.00), and thus it is highly compatible with the model.

4. Tucker Lewis Index (TLI > 0.90): Its value is (0.939), which is greater than the ideal (0.90), and it indicates matching the model in this paragraph.

5. Comparison fit index (CFI=>0.90): its value was (0.979), which indicates that there is appropriateness for comparing the variable data because the ratio is greater than the ideal ratio (0.90).

6. Goodness of fit index (GFI => 0.90): its value was (0.994), which indicates that there is a match for the behavioral work output variable Y being greater than the ideal ratio (0.90) in this paragraph.

Table 2: Analysis Factor Confirmatory for the Dependent Variable (Behavioral work outcomes Y)

Indication	Acceptable values	Extracted values
Chi square X^2	Its value is not a function of zero 0.000	1081.439
Degree of freedom	DF	DF = 169
Root mean squares of residuals	RMR<0.1	RMR=0.080
Goodness of fit index	GFI=>0.90	GFI=0.994
Comparison fitting index	CFI=>0.90	CFI=0.979
Chi square and degree of freedom	CHI-SQUARE<=5.00	CMIN/DF=CHI-SQUARE=3.399
mean approximated error squares	RMSEA<0.080	RMSEA=0.071
Tucker Lewis index	TLI > 0.90	TLI =0.939

Since the ratio between the chi-square and the degree of freedom (CHI-SQUARE<=5.00): its value was (3.399), which is significant, as its value is less than (5) and this indicates the quality of model matching.
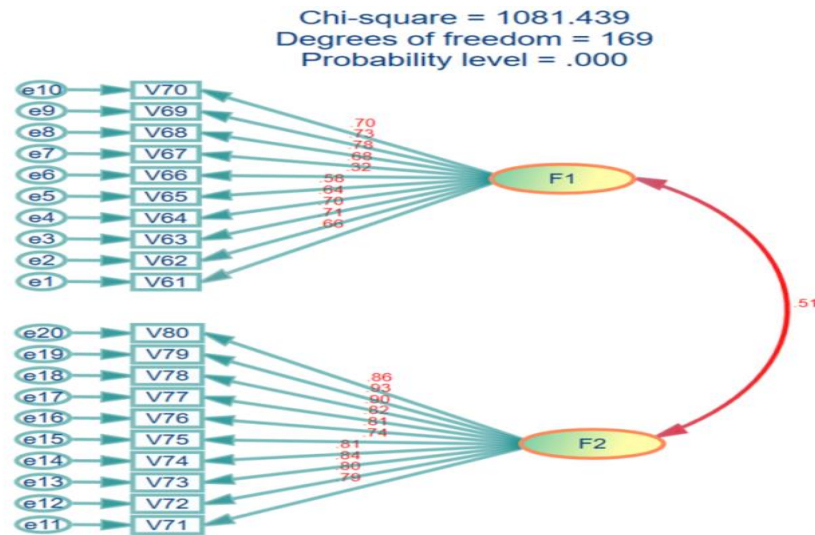
Figure 2: Analysis Factor Confirmatory for the Dependent Variable (Behavioral work outcomes Y)

Second: Research hypothesis test

This topic focuses on testing the research hypotheses that were adopted in the current study for the purpose of determining the validity of those hypotheses or not for the study sample. This topic consists of two main axes. The first axis included testing the correlation hypotheses using the Pearson Correlation Coefficient, as it fits with the current study, as for the second axis, it dealt with testing the hypotheses of the simple effect through the use of simple linear regression and the multiple effects.

1. **The first main correlation hypothesis**: "There is no statistically significant correlation between the resources of the job (X) with its dimensions and the behavioral work outcomes (Y)"

It is clear from Table No (4) and Figure (4) that there is a statistically significant correlation between job resources X with its dimensions (job independence X1 - training and development X2 - organizational learning X3) and behavioral work outcomes Y

The correlation coefficient recorded a positive significant correlation between job resources X, and behavioral work outputs Y with its dimensions, as it reached (0.832 ** - 0.581 ** - 0.828 ** – 0.841 **) respectively, and as shown in Table No. (4), which is a moral correlation at the level of significance (0.01), accordingly, this result confirms the existence of a positive significant correlation between the resources of the job X with its dimensions and the behavioral job outputs Y, as for the type of relationship, it is a direct relationship, that is, the greater the interest in developing the resources of the job by the researched ministry, the more this leads to the improvement of the behavioral work outcomes.

(There is a statistically significant correlation between job resources X with its dimensions and behavioral work output Y).

Table 4: Demonstrates a correlation between job resources X with its dimensions and behavioral work outcomes Y

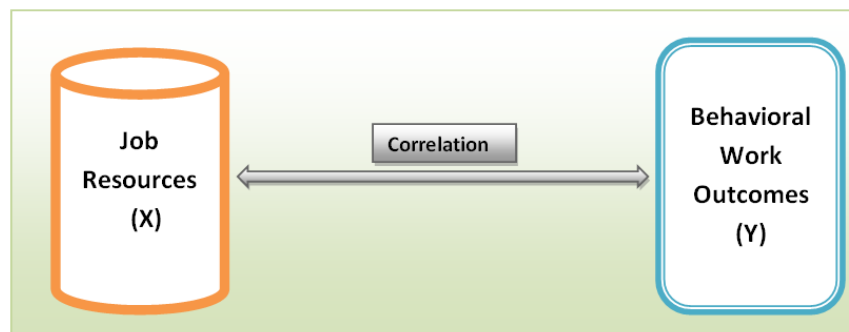|	job independence X1	training and development X2	organizational learning X3	Job resources X
behavioral work outcomes Y	**0.581	0.832**	0.828**	0.841**
P-Value	0.000	0.000	0.000	0.000
Significance level at ≤ 0.01	Significance	Significance	LUK,D	Signifvicance

Figure 4: The results of the correlation relationship between job resource variables and behavioral work outcomes

2 - The second main effect hypothesis: There is no statistically significant effect of job resources X on behavioral work outputs Y

Table No (5) shows the results of a simple linear regression analysis of the impact of job resources on the behavioral work outcomes, it is noted that the job resources had a significant effect on the behavioral work outcomes, as the calculated (F) value amounted to (329.210) and with significance (0.000), and under the degrees of freedom (1) and (151) which is less than the level of morale (0.01).

This means that the effect of the independent variable (job resources) on the dependent variable (behavioral work outcomes) is statistically significant, the coefficient of determination (R^2) explained (68.6%) of the contributions made to the behavioral work outcomes, the percentage of (31.4%) is due to other factors that were not included in the regression model. Through table (5), we note that the value of the fixed term (a = 0.936) is statistically significant, as the calculated t-value reached (6.584), with a significance (0.000), and with a degree of freedom (151) which is less than the level of significance (0.01). This means that the fixed term is statistically significant, and the value of the marginal slope (b) amounted to (0.764), which is statistically significant because the calculated t-value of (18.144), with significance (0.000), and a degree of

freedom (151) which is less than the level of significance (0.01), this means that the marginal slope (b) is statistically significant.

These results indicate the rejection of the second main null hypothesis and the acceptance of the alternative hypothesis, which states **"There is a significant, statistically significant effect of job resources X on the behavioral work outcomes Y".**

Table 5: The effect of job resources X on behavioral work outcomes Y

Behavioral Work Outcomes (Y)								
The independent variable/job resources (X)	Constant term	Calculated t	Marginal Slope	Calculated T	Value of limitation coefficient R^2	Calculated Value F	Moral	Decision
Job resources	0.936	6.584	0.765	18.144	0.686	329.210	0.00	Sig
The value of (F) is calculated at a level of significance of 0.05 and two degrees of freedom (1,151)								
The value of (F) is calculated at a level of significance of 0.01 and two degrees of freedom (1,151)								
The value of (t) is calculated at a level of significance of 0.05 and two degrees of freedom (1,151)								
The value of (y) is calculated at a level of significance of 0.05 and two degrees of freedom (1,151)								

3- The third major multiple effect hypothesis: *There is no statistically significant effect of job resources X with its dimensions on the behavioral work outcomes Y.*

It is clear from Table (6) and Figure (5) that the calculated value of (F) amounted to (170.895), with a significance of (0.000), and below the degrees of freedom (3) and (149), which is less than the level of morality (0.01). This means that the effect of the independent variable (functional resources with its dimensions) combined on the dependent variable (behavioral work outcomes) is statistically significant. The coefficient of determination (R^2) explained the rate of (77.5%) of the contributions made to the behavioral work outcomes, and that the percentage (22.5%) was due to other factors that were not included in the regression model.

Through table (6), we note that the value of the fixed term (a = 0.988), which is statistically significant, the calculated t-value was (7.639), with significance (0.000), and with a degree of freedom (149), which is less than the level of significance (0.01). This means that the fixed limit is statistically significant. The value of the marginal slope (b) for each of (functional independence - training and development - organizational learning) respectively amounted to (0.318 - 0.276 - 0.711), it is statistically significant because the t-value calculated for it is (6.763 - 3.862 - 11.230), with a significant (0.000 - 0.000 - 0.000), and with a degree of freedom (149), which is less than the level of significance (0.01), this means that the marginal tendency (b) to exclude (functional independence - training and development - organizational learning) is statistically significant. Therefore, these results provide sufficient support to reject the third major multiple-effect hypothesis and to accept the alternative hypothesis that states that: **"There is a statistically significant effect of job resources X and its dimensions (Work independence X1 - training and development X2 - organizational learning X3) combined in the behavioral work outcomes Y".**

Table 6: The multiple effect of the sum of the dimensions of the variable (X) job resources on the behavioral work outputs Y

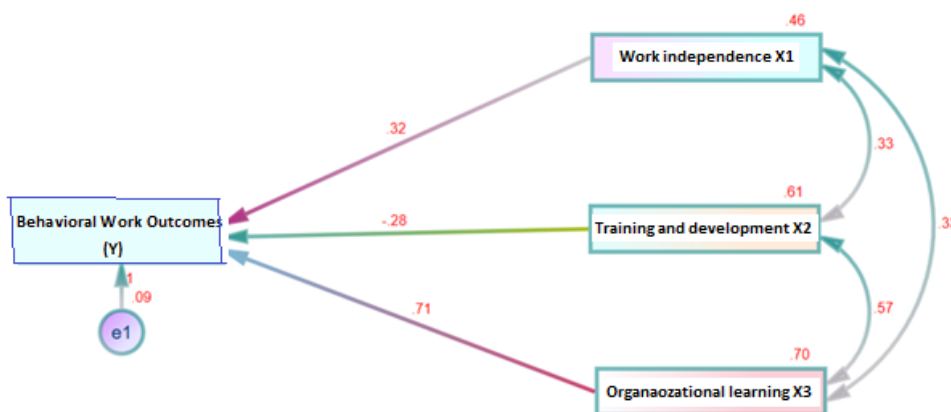| Behavioral Work Outcomes (Y)							
The independent variable/job resources (X)	Slope of regression	Calculated t	Moral	Value of limitation coefficient R^2	Calculated Value F	Moral	Decision
Constant term	.988	7.639	.000				
Work independence X1-	.318	6.763	.000				
training and development X2 -	.276	3.862	.000	0.775	170.895	0.000	No effect
organizational learning X3	.711	11.230	.000				
The value of (F) is calculated at a level of significance of 0.05 and two degrees of freedom (3.149)							
The value of (F) is calculated at a level of significance of 0.01 and two degrees of freedom (3.149)							
The value of (t) is calculated at a level of significance of 0.05 and two degrees of freedom (1.49)							
The value of (y) is calculated at a level of significance of 0.05 and two degrees of freedom (1,49)							

Figure 5: The multiple effect of the sum of the dimensions of the variable (X) job resources on the behavioral work outcomes Y

Conclusions and Recommendations

Conclusions

1. The statistical results show that there is a positive, significant, statistically significant correlation between job resources and behavioral work outcomes, it means that the feeling of the employees and how they perceive and visualize the work environment is good, which has consequences that are reflected on the behavior of individuals at work and are related to the situations they are exposed to, these attitudes refer to strong beliefs or feelings towards people, things, or a specific situation.

2. There is a statistically significant effect of the job resources on the behavioral work outcomes, that is, the researched ministry when it has good job resources and has

an effective influence on the behavioral work of the employees, this will help creativity in performing job tasks.

3. - It was found through the results of the model that there is a statistically significant multi-effect of the job resources and its dimensions (job independence - training and development - organizational learning) combined in the behavioral work outputs, these results confirm that the dimensions of job resources have a good effect on the changes or developments that may occur in the behavioral work output variables in the Ministry of Planning, the study sample. This indicates a good employment capacity for the job resources in the researched ministry and its ability to influence the attitudes and behaviors of job performance in light of the renewed work conditions and pressures, especially in light of the Corona pandemic.

4. The results of the study showed that the laws within the ministry do not apply to all employees without exceptions, which makes it difficult to coordinate and communicate with colleagues.

5. The results of the sample showed that the surveyed ministry does not allow the employees an opportunity to express their opinion, which weakens the workers' defense of its reputation when others criticize it.

6. The practical results confirm the dissatisfaction of the workers in the ministry with the wages they receive, whose wages do not match their qualifications, which prompted me to carry out additional tasks without complaining.

7. Through the statistical analysis, it became clear that the study sample members do not agree on valuing the researched ministry for their efforts, which could help in volunteering more in its service.

Recommendation

1. The study recommends that the laws within the ministry should be applied on all employees without exceptions, which facilitates the coordination and the communication between colleagues.

2. The ministry provided an opportunity to express my opinion, which confirms my defense of its reputation when others criticize it.

3. The Ministry works to match the workers' wages with their qualifications, which motivates them to perform additional tasks without complaining.

4. The Ministry appreciates the efforts of the workers, which helps encourage more volunteering in its service.

5. Distributing work equitably among workers, which makes workers cooperate if they face some problems.

6. The ministry provides workers with a safe environment from job-related and health hazards.

7. The Ministry shall determine the training needs of its employees according to accurate studies.

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