

The Impact of Job Satisfaction on Organizational Performance from the Employees' Perspective in Sudanese Banks

أثر الرضا الوظيفي في الأداء المؤسسي من وجهة نظر موظفي المصارف السودانية

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Abstract:

This study examined the impact of job satisfaction on organizational performance from the perspective of employees in Sudanese banks, utilizing a descriptive analytical approach. This methodology aims to describe the characteristics of administrative leadership and institutional performance, while analyzing the effects of leadership on performance outcomes. Data were collected through questionnaires and interviews, with 200 questionnaires distributed and 165 employees responding. The study population included all individuals affiliated with Sudanese banks, and a random sample was selected to reflect the diversity of experiences and opinions through demographic variables such as years of experience and educational levels.

The findings revealed that the level of job satisfaction among bank employees was high, and the level of organizational performance was very high. The study identified a statistically significant effect of job satisfaction on organizational performance, with no significant differences in the average scores of the sample based on gender or educational qualifications. However, significant differences were found in the average scores of the sample according to the number of years of

experience in the banking sector, favoring employees with more extensive experience (over 10 years).

Based on the findings, the study suggests that banks should invest in training programs to enhance employee skills, contributing to increased job satisfaction and improved organizational performance. Additionally, it recommends enhancing communication channels within institutions to foster a positive work environment and increase job satisfaction. These measures are not only essential for improving organizational performance but will also contribute to developing effective management strategies that reflect employees' needs and bolster their loyalty to the institution.

Keywords: Job Satisfaction, Organizational Performance, Sudanese Banks, Administrative Leadership, Demographic Variables, Training and Development.

الملخص:

تناولت هذه الدراسة أثر الرضا الوظيفي على الأداء المؤسسي من وجهة نظر موظفي المصارف السودانية، باستخدام المنهج الوصفي التحليلي. يهدف هذا المنهج إلى وصف خصائص القيادة الإدارية وأداء المؤسسات، مع تحليل تأثير القيادة على نتائج الأداء. تم جمع البيانات عبر استبيانات ومقابلات، حيث تم توزيع 200 استبانة واستجاب لها 165 موظفًا. تضمن مجتمع الدراسة جميع الأفراد المنتمين إلى المصارف السودانية، وتم اختيار عينة عشوائية تعكس تنوع الخبرات والآراء من خلال متغيرات ديموغرافية مثل سنوات الخبرة والمستويات التعليمية. أظهرت النتائج أن مستوى الرضا الوظيفي لدى موظفي المصارف كان مرتفعًا، كما كان مستوى الأداء المؤسسي مرتفعًا جدًا. ووجدت الدراسة أثرًا ذو دلالة إحصائية للرضا الوظيفي في الأداء المؤسسي، دون وجود فروق ذات دلالة إحصائية بين متوسطات درجات العينة بناءً على متغير الجنس أو المؤهل العلمي. ومع ذلك، ظهرت فروق ذات دلالة إحصائية بين متوسطات درجات العينة وفقًا لعدد سنوات الخبرة في القطاع المصرفي، حيث كانت النتائج لصالح الموظفين ذوي الخبرة الأكثر (أكثر من 10 سنوات).

استنادًا إلى النتائج، تقترح الدراسة أن تستثمر المصارف في برامج تدريبية لتعزيز مهارات الموظفين، مما يساهم في رفع مستوى الرضا الوظيفي وزيادة الأداء المؤسسي. كما توصي بتحسين قنوات التواصل داخل المؤسسات لتعزيز بيئة العمل الإيجابية وزيادة الرضا الوظيفي. هذه الإجراءات ليست فقط ضرورية لتحسين الأداء المؤسسي، بل ستساهم أيضًا في تطوير استراتيجيات إدارية فعالة تعكس احتياجات الموظفين وتعزز من ولائهم للمؤسسة.

كلمات مفتاحية: الرضا الوظيفي، الأداء المؤسسي، المصارف السودانية، القيادة الإدارية: المتغيرات الديموغرافية، التدريب والتطوير.

Introduction:

Job satisfaction is considered one of the critical factors that directly influence institutional performance, especially in financial sectors such as banking. Given the economic challenges faced by Sudanese banks, it becomes essential to understand the vital role that job satisfaction plays in achieving institutional excellence. This study aims to explore the relationship between job satisfaction levels and employee performance in Sudanese banks through a field analysis that highlights their experiences and opinions.

The strategic objectives of job satisfaction are linked to directing individuals and developing their skills to achieve the highest levels of efficiency and productivity. Job satisfaction encompasses a range of fundamental factors, such as effective communication and administrative support, which contribute to building a positive work environment (Al-Alaq, 2015, p. 143). The impact of job satisfaction extends to the institution's culture; employees who feel satisfied enhance levels of commitment and creativity (Al-Muflih, 2018, p. 56).

Effective job satisfaction requires adaptation to the rapid changes in the work environment, thereby enhancing institutions' competitive capabilities (Northouse, 2018, p. 34). Institutional performance is a measure of the effectiveness and efficiency of organizations and includes criteria that reflect service quality and customer satisfaction (Al-Abidi, 2015). Job satisfaction plays a crucial role in enhancing performance by creating a positive work environment and motivating employees to achieve goals (Al-Baz, 2018).

Moreover, investing in the development of employee skills and increasing productivity is considered an essential element for achieving effective institutional performance (Chen & Huang, 2009). When employees feel satisfied and work in a supportive environment, it positively reflects on the organization's performance (Al-Jamil, 2019).

In conclusion, research shows that improving job satisfaction levels significantly contributes to enhancing institutional performance, which positively affects the quality of services provided to customers and employee satisfaction. Additionally, investing in employee skill development enhances performance sustainability and increases the competitive capacity of banks.

Problem Statement:

The problem of this study lies in exploring the relationship between job satisfaction and institutional performance in Sudanese banks, a vital issue currently facing these institutions. Many employees in these banks face challenges in achieving job satisfaction, which affects their motivation to meet strategic goals. Therefore, it becomes necessary to identify the factors influencing this relationship to improve institutional performance and ensure sustainable success.

Previous studies indicate that job satisfaction can contribute to improving overall institutional performance; however, there is an urgent need to understand how to apply these concepts in the Sudanese context (Al-Abidi, 2015). Research has shown that ambiguity in job objectives contributes to weak institutional performance (Al-Husseini, 2018). This study aims to explore the impact of job satisfaction on institutional performance in Sudanese banks and provide practical recommendations to improve this performance.

Job satisfaction plays a crucial role in shaping the institution's culture and performance. Satisfied employees not only contribute to achieving goals but also inspire their colleagues to reach them, thereby directly impacting the overall performance of the institution (Yukl, 2013). Research has shown a positive correlation between job satisfaction levels and increased productivity (Bass & Avolio, 1994).

Furthermore, job satisfaction is a significant predictor of institutional performance, affecting strategic direction and operational efficiency in organizations (Hitt et al., 2007). In the context of financial institutions, strong job satisfaction is essential for adapting to challenges and driving performance improvements in rapidly changing environments (Kirkpatrick & Locke, 1996).

Thus, it is evident that there is an urgent need to study the impact of job satisfaction on institutional performance in Sudanese banks, as the findings can contribute to

developing effective strategies that enhance the performance of these institutions in the face of current challenges.

Research Questions:

- What is the level of job satisfaction among employees of Sudanese banks from their perspective?
- What is the level of institutional performance among employees in Sudanese banks from their perspective?
- Is there a statistically significant effect of job satisfaction on institutional performance from the perspective of employees in Sudanese banks?
- Are there statistically significant differences between the means of sample members' scores on the questionnaire based on variables such as gender, age, educational qualification, and years of experience in the banking sector?

Significance of the Study:

The theoretical and practical significance of the study "The Impact of Job Satisfaction on Institutional Performance in Sudanese Banks" is evident through its comprehensive analysis of the relationships between job satisfaction and institutional outcomes, thereby enhancing our understanding of this vital area.

Theoretical Significance:

- Understanding the level of job satisfaction among employees of Sudanese banks contributes to enhancing academic knowledge about how satisfaction impacts individual performance within financial institutions.
- Exploring the level of institutional performance from the employees' perspective provides new insights into the effectiveness of leadership strategies in achieving institutional goals.
- The study clarifies the impact of job satisfaction on institutional performance, thereby enriching theoretical understanding of how to improve performance by increasing employee satisfaction.

Practical Significance:

- The findings related to levels of satisfaction and performance offer practical recommendations for managers to improve leadership methods and enhance employee satisfaction, which contributes to overall performance improvement.
- Understanding the statistically significant differences between the means of sample members' scores based on variables such as gender, age, educational qualification, and years of experience will help in developing targeted strategies for improving institutional performance.
- The results will guide administrative policies within banks, improving the work environment and enhancing institutional performance in response to the diverse needs of employees.

Objectives of the Study:

The study aims to:

- Identify the level of job satisfaction among employees of Sudanese banks from their perspective.
- Determine the level of institutional performance among employees in Sudanese banks from their perspective.
- Investigate the impact of job satisfaction on institutional performance from the perspective of employees in Sudanese banks.
- Identify the significance of differences between the means of sample members' scores on the questionnaire based on variables such as gender, educational qualification, and years of experience in the banking sector.

Scope of the Study

- **Subjective Boundaries:** This study will focus on the topic of the reality of administrative leadership in the Sudanese banking sector.
- **Human Boundaries:** The study will concentrate on all administrators working at Faisal Islamic Bank, the Savings and Social Development Bank, and the Sudanese Islamic Bank.
- **Geographical Boundaries:** The study encompasses Faisal Islamic Bank, the Savings and Social Development Bank, and the Sudanese Islamic Bank within the Republic of Sudan.
- **Temporal Boundaries:** The study will cover the time period from 2023 to 2024.

Theoretical Framework and Previous Studies

Definition of Job Satisfaction

Job satisfaction is the overall feeling of an employee toward their work, reflecting their appreciation for the work environment, assigned tasks, and relationships with colleagues and management. It is defined as a positive psychological state that an individual experiences when their expectations align with their actual work experiences (Awad, 2022).

Importance of Job Satisfaction

- **Performance Improvement:** Job satisfaction is one of the key factors contributing to employee performance, as it is associated with higher levels of productivity and creativity (Al-Jabali, 2021).
- **Reduction of Turnover Rates:** High job satisfaction leads to lower resignation rates, contributing to organizational stability and reducing recruitment and training costs (Al-Ali, 2020).
- **Enhancement of Workplace Relationships:** Job satisfaction fosters improved relationships among employees, enhancing cooperation and teamwork (Al-Zoubi, 2023).

Objectives of Job Satisfaction

- **Achieving Personal Balance:** Job satisfaction aims to strike a balance between work demands and employee needs, thereby enhancing the quality of professional life (Al-Khateeb, 2022).
- **Enhancing Organizational Commitment:** Job satisfaction strengthens employees' commitment to the organization, leading to improved loyalty and engagement in their work (Awad, 2022).
- **Increasing Innovation and Creativity:** By fostering a positive work environment, employees can feel secure and comfortable, encouraging them to present new and innovative ideas (Al-Jabali, 2021).

Overview of the Banking Sector in Sudan:

The banking sector in Sudan is a vital area that plays a fundamental role in the national economy. This sector faces numerous challenges but also presents significant opportunities for growth and development.

History of the Banking Sector

The Sudanese banking sector was established in the 20th century, with the first bank, the "Bank of Sudan," founded in 1905. The sector has evolved to include many local and foreign banks.

1. Regulation and Supervision: The banking sector is regulated by the Central Bank of Sudan, which aims to achieve financial stability by establishing appropriate laws and regulations (Graeff, 2010).
2. Banking Composition: The sector consists of:
 - Commercial Banks: Providing banking services to individuals and businesses.
 - Islamic Banks: Operating in accordance with Islamic Sharia principles.
 - Foreign Banks: Contributing to increased competition (Al-Hamd, 2019, p. 132).
3. Banking Services: These include personal financing, commercial financing, electronic services, and financial transfers.
4. Challenges Facing the Sector: These include economic stability, compliance with international standards, funding shortages, and technological infrastructure (Al-Bukheith, 2014, p. 188).
5. Available Opportunities: These include digital transformation, expanding the customer base, and strategic partnerships (Al-Ali, 2013, p. 166).
6. Expected Future: The sector is expected to witness further development with the potential for improving the economic environment and increasing investments in technology.

Challenges Facing Sudanese Banks

The banking sector faces a range of complex challenges, including:

1. Economic Stability: The economy suffers from high inflation and recession, negatively impacting bank performance (Al-Humaidi, 2012, p. 44).
2. Compliance with International Standards: Banks face challenges in enhancing their management and regulatory systems.

3. Funding Shortages: Funding sources are limited to local deposits, restricting banks' ability to expand.
4. Technological Infrastructure: Banks need to update banking systems and enhance cybersecurity (Al-Rifai, 2011, p. 188).
5. Changes in Customer Behavior: Banks must adopt new strategies to meet changing customer needs.
6. Security Risks: Banks need to invest in security systems and training to mitigate risks.
7. Regulatory Environment: Frequent changes in laws impact banks' planning capabilities (Al-Tour, 2018, p. 123).

Thus, the banking sector represents a critical element of the national economy. While it faces significant challenges, it also possesses opportunities for growth and improvement. By investing in technology and enhancing transparency, the banking sector can play a pivotal role in achieving sustainable economic development.

Previous Studies

Study by Abdullah (2021) titled "The Impact of Job Satisfaction on Organizational Performance in Private Companies"

This study examined the effect of job satisfaction on organizational performance in private companies, utilizing a descriptive and analytical approach to collect data from 150 employees. The results revealed a strong positive relationship between levels of satisfaction and organizational performance. Factors that enhance satisfaction included a supportive work environment, opportunities for training and development, and managerial rewards. Employees who received training exhibited higher levels of satisfaction. The study indicated that companies investing in employee satisfaction experience significant improvements in organizational performance, leading to increased productivity and the achievement of strategic goals.

Study by Mohammed (2020) titled "The Impact of Job Satisfaction on Employee Performance in Government Institutions"

This study aimed to analyze the relationship between job satisfaction and employee performance in government institutions, focusing on the impact of satisfaction on improving employee performance. A sample of 200 employees from various government institutions was selected. The researcher used a validated questionnaire to collect data on satisfaction metrics such as salary, work environment, and professional development opportunities. Using a descriptive analytical approach and SPSS software, the results demonstrated a strong positive relationship between satisfaction and performance, with satisfied employees tending to achieve better performance. Influencing factors included good salary, administrative support, and training opportunities. The study recommended improving the work environment and providing training programs, and called for future research to explore job satisfaction in various government sectors, highlighting the importance of enhancing job satisfaction as a means to improve performance in government institutions.

Study by Abdul Qadir, Hassan Adam Youssef (2005) titled "The Importance of Management, Developing Management Thought, and Management Functions"

This study addressed the importance of management, the development of management thought, and management functions. It aimed to identify the key organizational aspects of management, the practical stages involved in decision-making and problem-solving, the differences in their application between the private and public sectors, and the aspects that influence managers' freedom in addressing issues. It also explored the impact of information systems and computing on the management process, as well as the extent to which consultation is followed in management practices in Sudan. The study employed a descriptive and analytical methodology. Key findings indicated that managerial decisions in the private sector are more effective, influenced by the internal environment, and that participation levels are not adequate. The study recommended following a consultative approach rather than relying solely on extensive experience and urged respect for trainers while reconsidering certain designations.

Study by Emily (2020) titled "The Impact of Job Satisfaction on Employee Performance in the Banking Sector"

This study explored the effect of job satisfaction on employee performance in the banking sector, finding a strong relationship between satisfaction levels and employee performance. Data from several banks were analyzed, gathering information from employees regarding their job satisfaction. The results indicated that satisfied employees tend to achieve better performance through:

- **Increased Productivity:** Satisfied employees demonstrate higher levels of productivity, contributing to financial goals.
- **Improved Service Quality:** Satisfaction impacts the quality of service provided to customers, as happy employees are more willing to deliver exceptional service.
- **Employee Retention:** Banks that promote employee satisfaction experience lower turnover rates, which reduces costs.
- **Team Spirit Enhancement:** Satisfaction fosters cooperation and positive interaction among employees, improving the work environment.

Study by Raj Patel (2019) titled "Effects of Servant Leadership on Employee Job Satisfaction and Performance"

This study aimed to explore the impact of servant leadership on employee job satisfaction and performance. The sample included 180 employees from the service sector, using a questionnaire as a tool. The results showed that servant leadership is associated with higher levels of employee satisfaction and performance.

Study by Brown (2019) titled "Job Satisfaction and Its Impact on Organizational Commitment"

This study investigated how job satisfaction affects organizational commitment. The results revealed that employees satisfied with their jobs exhibit greater commitment to their organizations, thereby enhancing overall performance. The study focused on analyzing a set of data from various institutions, examining the relationship between job satisfaction levels and commitment scores. Findings

indicated that job satisfaction plays a crucial role in enhancing organizational commitment through several aspects:

- **Increased Loyalty:** Employees who feel satisfied with their jobs tend to demonstrate higher loyalty to their organizations, reducing turnover rates.
- **Performance Improvement:** High commitment from satisfied employees leads to improved individual and collective performance within the organization, positively reflecting on financial outcomes.
- **Work Environment Development:** Job satisfaction fosters a positive work environment, where employees feel valued and supported, increasing positive interactions among them.
- **Self-Motivation:** Satisfied employees are more motivated to achieve organizational goals, contributing to innovation and creativity.

Study by Smith (2018) titled "Job Satisfaction and Organizational Performance"

This study aimed to investigate the relationship between job satisfaction and organizational performance, concluding that increasing levels of job satisfaction lead to improved performance indicators. The study reviewed several previous researches showing that employees with high job satisfaction tend to achieve better work outcomes, which reflects on the overall performance of the organization. Various factors influencing this relationship were analyzed, including organizational commitment, as satisfied employees exhibit a higher level of commitment to the company's goals. The results also indicated that job satisfaction enhances motivation and productivity, leading to more efficient achievement of work objectives. Additionally, companies focusing on improving employee satisfaction experience lower turnover rates, thus saving additional recruitment and training costs. Job satisfaction also promotes cooperation and positive interactions among team members, contributing to an improved work environment. The study emphasizes the necessity for organizations to invest in enhancing employee satisfaction to ensure better organizational performance and increased competitiveness.

Research Procedures

Introduction

"This chapter of the study addresses the field study procedures, starting with the identification of the methodology used, followed by the study population, sample, instrument, design, and the statistical methods employed."

First: "Study Methodology"

"This study relied on a descriptive analytical approach, which combines the description of phenomena with the analysis of relationships. This methodology is commonly used in social and administrative studies. It aims to describe the characteristics of administrative leadership and the performance of institutions in Sudanese banks while analyzing the impact of leadership on performance outcomes. It includes specific steps, starting with identifying the research problem and collecting data through questionnaires and interviews, followed by analyzing the data using statistical and qualitative methods. This methodology provides a profound understanding of the relationships between variables, although it faces challenges related to the time and effort required for data collection and analysis. Ultimately, it can contribute to improving managerial strategies in the banking sector."

Second: "Study Population and Sample"

"The study population refers to the entire group of elements to which the researcher seeks to generalize the results related to the studied problem. In this study, the original population consists of all individuals affiliated with Sudanese banks. A random sample was selected from the study population, with the researcher distributing 200 questionnaires to employees in the banks, of which 165 individuals responded. The sample includes important demographic variables such as years of experience, educational levels, and age groups, reflecting a diversity of experiences and opinions. These characteristics are essential for interpreting the results and analyzing the relationship between administrative leadership and institutional performance in Sudanese banks."

Third: "Study Instrument"

"The questionnaire was prepared for the study to identify the impact of job satisfaction on institutional performance from the perspective of employees in Sudanese banks. The researcher developed the questionnaire after reviewing the literature and previous studies related to the topics of job satisfaction and institutional performance, following the steps outlined below:"

- **Preliminary Version of the Questionnaire:**

"The preliminary version of the questionnaire consists of a data form that includes the study variables (gender, age, educational qualification, and years of experience in the banking sector), along with items totaling 14 distributed across two main sections."

- **Validity Verification of the Questionnaire:**

"The validity of the questionnaire was verified using the following methods:"

A. Content Validity:

"The preliminary version of the questionnaire was presented to a group of judges specialized in the subject matter, who were asked to provide their opinions and suggestions regarding the linguistic formulation and the appropriateness of the items to the content of the study topic, as well as their relevance to the sections of the questionnaire. The judges provided their feedback, leading to revisions in the linguistic formulation of several items."

B. Structural Validity:

"The structural validity of the questionnaire was ensured by studying its internal consistency through calculating the correlation coefficients between the scores of each item and the score of the section to which it belongs. This was conducted after applying the scale to a pilot sample of 30 employees, who were not part of the main study sample. The results are illustrated in the following tables:"

The table (1): presents the correlation coefficients of the scores for each item with the score of the respective axis to which it belongs.

"Axis 1: Job Satisfaction"		"Axis 2: Institutional Performance"	
Item"	Correlation Coefficient	Item	Correlation Coefficient
1	**0.748	1	**0.674
2	**0.885	2	**0.876
3	**0.719	3	**0.695
4	**0.744	4	**0.774
5	**0.765	5	**0.698
6	**0.795	6	**0.817
7	**0.713	7	**0.598

" It is evident from the previous table that the correlation coefficients of the item scores with the score of the section to which they belong in the questionnaire were all statistically significant at the 0.01 significance level. The values of these coefficients for the first section ranged from 0.719 to 0.885, while for the second section, they ranged from 0.598 to 0.876. Therefore, the questionnaire demonstrates good indicators of its structural validity.

Verification of the Reliability of the Questionnaire

"The reliability of the questionnaire was verified by calculating the internal consistency reliability using Cronbach's alpha coefficient. The following table presents the internal consistency coefficients using Cronbach's alpha:"

The table (2) displays the values of the internal consistency reliability coefficient for the questionnaire.

Axis	Number of Items	Cronbach's Alpha Value
"Axis 1: Job Satisfaction	7	0.837
Axis 2: Institutional Performance	7	0.831

" It is evident from the previous table that the values of the reliability coefficients using Cronbach's alpha were 0.837 for the first section and 0.831 for the second section. Thus, the questionnaire exhibits a high degree of reliability.

Consequently, the questionnaire as a research tool demonstrates strong indicators of validity and reliability, making it ready for application to the main study sample due to the high indicators of its validity and reliability.

Final Version of the Questionnaire:

"The final version of the questionnaire consisted of a data form that includes the study variables (gender, age, educational qualification, and years of experience in the banking sector), along with 14 items distributed as follows:"

Table (3): Final Version of the Questionnaire Dimensions and Items

Axis	Number of Items
Axis 1: Job Satisfaction	7
Axis 2: Institutional Performance	7
Overall Questionnaire	14

Survey Correction:

The responses to the survey were determined using a five-point Likert scale, as outlined in the following table:

Table (4): Alternatives of the Five-Point Likert Scale and Corresponding Ratings

Alternatives	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Scores	5	4	3	2	1

Fourth: Research Results:

Question 1: What is the level of job satisfaction among employees of Sudanese banks from their perspective?

To answer this question, the arithmetic means, standard deviations, degree of agreement, and ranking of responses from the sample members were extracted for the first dimension (job satisfaction) of the questionnaire. To determine the degree of agreement, the length of the cells in the five-point Likert scale was established (minimum and maximum limits). The range was calculated as $(5 - 1 = 4)$, which was then divided by the highest value in the scale to obtain the cell length, i.e., $(4 \div 5 = 0.80)$. Subsequently, this value was added to the lowest value in the scale (the starting point of the scale, which is one). This process was used to determine the upper limit of the cell. Thus, the lengths of the cells are as follows:

Table (5): Length of Likert Scale Cells and Corresponding Approval Ratings

Level of Agreement	Values
Very Low	1.79-1
Low	2.59-1.80
Moderate	3.39-2.60
High	4.19-3.40
Very High	5-4.20

Table (6): Means, Standard Deviations, and Approval Ratings for the First Dimension (Job Satisfaction) of the Questionnaire

	Item	Arithmetic Mean	Standard Deviation	Degree of Agreement	Arrangement"
1	□ I feel comfortable in the work environment.	3.14	.917	Average	6
2	I benefit from the available training and development opportunities.	3.72	.921	High	4
3	□ I feel that my efforts are appreciated by management.	2.92	.546	Average	7
4	I can balance work and personal life.	3.41	1.005	High	5
5	I have good relationships with my colleagues at work.	3.80	.734	High	3
6	I feel that there are opportunities for career advancement.	4.55	.753	Very High	1
7	I consider what I do to be meaningful and important.	4.47	.729	Very High	2
	Dimension 1: Job Satisfaction)	3.71	.331	High	

"It is evident from the previous table that the degree of agreement on the first axis (job satisfaction) was high, with a mean score of (3.71). This indicates that the level of job satisfaction among employees in Sudanese banks, from their perspective, was

significantly elevated. Item 6 ("I feel that there are opportunities for career advancement") ranked first, with a very high degree of agreement and a mean score of (4.55). This is attributed to the management's focus on providing clear paths for promotions and professional development, thereby enhancing employees' ambitions. This was further supported by training and qualification programs that enable employees to improve their skills and increase their chances for advancement. Such attention to career paths has fostered a sense of stability and appreciation among the workforce.

Conversely, item 3 ("I feel that my efforts are appreciated by management") ranked last, with a moderate degree of agreement and a mean score of (2.92). This may be due to a focus on the overall performance of the institution rather than individual recognition of efforts. Some employees may feel that they do not receive adequate acknowledgment or appropriate incentives despite their contributions. Additionally, the lack of regular and direct recognition practices may contribute to a diminished sense of appreciation among employees.

Question Two: What is the level of institutional performance among employees in Sudanese banks from their perspective?

To answer this question, mean scores, standard deviations, degrees of agreement, and rankings were extracted from the responses of the sample participants on the second axis (institutional performance) of the questionnaire as follows:"

Table (7): Means, Standard Deviations, and Approval Ratings for the Second Dimension (Institutional Performance) of the Questionnaire

	1. Item	Arithmetic Mean	Standard Deviation	Degree of Agreement	Arrangement"
1	The organization consistently achieves its objectives.	2.62	.685	Average	7
2	There is a continuous improvement in the quality of services provided.	4.78	.418	Very High	3
3	The organization adopts modern technologies to enhance performance.	4.68	.550	Very High	5

	1. Item	Arithmetic Mean	Standard Deviation	Degree of Agreement	Arrangement"
4	Employees are committed to achieving the desired outcomes.	4.84	.493	Very High	2
5	Performance is assessed periodically and effectively.	4.45	1.123	Very High	6
6	The organization enjoys a good reputation in the market.	4.76	.626	Very High	4
7	The organization receives positive feedback from clients.	4.97	.204	Very High	1
	Dimension 2: Institutional Performance	4.44	.347	Very High	

It is evident from the previous table that the level of agreement on the second axis (institutional performance) was very high, with a mean of (4.44), indicating that the level of institutional performance among employees in Sudanese banks, from their perspective, was very high. Item 7 ("The institution receives positive feedback from clients") ranked first with a very high level of agreement and a mean of (4.97). Conversely, item 1 ("The institution regularly achieves its objectives") ranked last with a moderate level of agreement and a mean of (2.62).

Interpretation of the Results:

The level of institutional performance among employees in Sudanese banks was perceived as very high due to several integrated factors. A strong administrative leadership contributed to setting clear objectives and specific guidelines for achieving them, creating harmony in efforts across all levels. A stable and supportive work environment was provided, enhancing employees' sense of security and belonging, which positively reflected on their performance. The use of modern technologies in banking operations contributed to increased efficiency and rapid task completion, thereby enhancing employee satisfaction. The focus on continuous training helped develop skills and capabilities, enabling employees to

perform their duties with confidence and effectiveness. Transparent and fair performance measurement standards were adopted, encouraging employees to improve their productivity. Additionally, a fair and motivating incentives and rewards system served as an additional motivator for achieving optimal results. Collaboration and teamwork among employees contributed to achieving goals efficiently. Furthermore, the outstanding performance of the banks amid economic challenges increased employees' sense of pride and belonging.

The item "The institution receives positive feedback from clients" ranked first with a very high level of agreement because the banks were keen to provide high-quality services that effectively meet clients' needs. The focus on improving client experience and enhancing communication channels contributed to increased client satisfaction. Moreover, the professional competence of employees and their responsiveness enhanced the institution's positive reputation among clients.

Conversely, the item "The institution regularly achieves its objectives" ranked last with a moderate level of agreement due to economic and operational challenges that may affect the institution's ability to fully achieve its objectives at times. Employees may face difficulties in meeting established goals due to limited resources or sudden market changes. Additionally, some objectives may be inflexible or unrealistic under current circumstances.

Question Three: Is there a statistically significant effect of job satisfaction on institutional performance from the perspective of employees in Sudanese banks?

To answer this question, simple linear regression analysis was employed to study the effect of the independent variable (job satisfaction) on the dependent variable (institutional performance). The results are presented in the following tables:

Table (8): Correlation Coefficient and Coefficient of Determination in Studying the Impact of Job Satisfaction on Institutional Performance

Model	Correlation Coefficient	Coefficient of Determination	Adjusted Coefficient of Determination	Standard Error of Estimate
1	0.703	0.494	0.491	0.349

" It is evident from the previous table that the correlation coefficient between the independent variable (job satisfaction) and the dependent variable (institutional performance) is (0.703), indicating a strong positive correlation. The coefficient of determination is (0.494), meaning that the independent variable (job satisfaction) explains approximately (49.4%) of the variance in the dependent variable (institutional performance).

The following table presents the results of the analysis of variance for the simple linear regression model as follows:

Table (9): Results of the ANOVA for the Simple Regression Model Examining the Impact of Job Satisfaction on Institutional Performance

Model	Sum of Squares	Degrees of Freedom	Sum of Squares	F-value	P-value	
1	Regression	19.414	1	19.414	159.060	0.000
	Residuals	19.895	163	0.122		
	Total	39.309	164			

"It is evident from the previous table that the p-value was less than 0.05, indicating a statistically significant effect of job satisfaction on institutional performance from the perspective of employees in Sudanese banks. Furthermore, the simple linear regression model is effective in representing the relationship between the variables and can be utilized to predict the behavior of the dependent variable."

"The following table illustrates the constants of the simple linear regression model and their significance:"

Table (10): Constants of Simple Linear Regression and Their Significance in Studying the Impact of Job Satisfaction on Institutional Performance

Model	Non-parametric Measures		Standardized Measures	T-value	P-value
	P-value	Standard Error	Beta Value		
1	1.872	0.222	0.222	8.418	0.000
Job Satisfaction	0.729	0.058	0.703	12.612	0.000

"It is evident from the previous table that there is a statistically significant effect of job satisfaction on institutional performance from the perspective of employees in Sudanese banks, as the associated significance levels were less than 0.05.

The relationship between the two variables can be expressed by the following equation:

$$\text{Institutional Performance} = 1.872 + (0.729 \times \text{Job Satisfaction})$$

From the previous equation, it can be observed that for every one-unit change in job satisfaction, institutional performance will change by (0.729) in the same direction.

Based on the above, there is a statistically significant effect of job satisfaction on institutional performance in Sudanese banks.

Question Four: Are there statistically significant differences between the mean scores of the sample participants on the questionnaire based on the variables (gender, educational qualification, number of years of experience in the banking sector)?

• **Regarding the Gender Variable**

The researcher employed an Independent Samples Test to examine the significance of the differences between the mean scores of the sample participants on the questionnaire according to the gender variable."

Table (11): Results of the t-Test for the Significance of the Difference Between the Mean Scores of the Sample Participants on the Questionnaire According to the Variable of Gender

Axis	Gender	Number	Arithmetic Mean	Standard Deviation	T-value	Degrees of Freedom	P-value	Decision
Axis 1: Job Satisfaction	Males	96	3.84	.466	0.820	163	.414	Not Significant
	Females	69	3.78	.481				
Axis 2: Organizational Performance	Males	96	4.66	.477	0.053	163	.958	Not Significant
	Females	69	4.65	.510				

"It is evident from the previous table that the t-value was not statistically significant, as the p-values were greater than the conventional significance level of 0.05. Therefore, there are no statistically significant differences between the mean scores of the sample participants on the questionnaire based on the gender variable."

Interpretation of the Result:

Regarding the Educational Qualification Variable

"The researcher employed a One-Way ANOVA to examine the significance of the differences between the mean scores of the sample participants on the questionnaire according to the educational qualification variable."

Table (12): Results of the t-Test for the Significance of the Difference Between the Mean Scores of the Sample Participants on the Questionnaire According to the Variable of Educational Qualification

Axis	Levels of the Variable	Count	Mean	Standard Deviation
Axis 1: Job Satisfaction	Secondary	31	3.81	.402
	Bachelor's Degree	91	3.78	.442
	Graduate Studies	43	3.91	.570
	Total	165	3.82	.472
	Secondary	31	4.71	.461



Axis	Levels of the Variable	Count	Mean	Standard Deviation
Axis 2: Institutional Performance	Bachelor's Degree	91	4.67	.496
	Graduate Studies	43	4.58	.499
	Total	165	4.65	.490

Table (13): Results of the One-Way ANOVA for the Significance of the Difference Between the Mean Scores of the Sample Participants on the Questionnaire According to the Variable of Educational Qualification

Axis	Source of Variance	Sum of Squares	Degrees of Freedom	Mean of Squares	F	P-Value	Decision
Axis 1: Job Satisfaction	Between Groups	.474	2	.237	1.065	.347	Non-significant
	Within Groups	36.071	162	.223			
	Sum	36.545	164				
Axis 2: Institutional Performance	Between Groups	.347	2	.173	.721	.488	Non-significant
	Within Groups	38.962	162	.241			
	Sum	39.309	164				

"It is evident from the previous table that the F-values were not statistically significant, as the p-values were greater than the conventional significance level of (0.05). This indicates that there are no statistically significant differences between the mean scores of the sample participants on the questionnaire based on the educational qualification variable."

Interpretation of the Result:

Regarding the Number of Years of Experience in the Banking Sector

"The researcher employed a One-Way ANOVA to examine the significance of the differences between the mean scores of the sample participants on the questionnaire according to the number of years of experience in the banking sector."

Table (14): Results of the t-Test for the Significance of the Difference Between the Mean Scores of the Sample Participants on the Questionnaire According to the Variable of Number of Years of Experience in the Banking Sector

Axis	Levels of the Variable	Count	Mean	Standard Deviation
Axis 1: Job Satisfaction	Less than 5 years	34	3.74	.511
	From 5 to 10 years	83	3.72	.477
	More than 10 years	48	4.04	.355
	Total	165	3.82	.472
Axis 2: Institutional Performance	Less than 5 years	34	4.21	.410
	From 5 to 10 years	83	4.66	.501
	More than 10 years	48	4.96	.202
	Total	165	4.65	.490

Table (15): Results of the One-Way ANOVA for the Significance of the Difference Between the Mean Scores of the Sample Participants on the Questionnaire According to the Variable of Number of Years of Experience in the Banking Sector

Axis	Source of Variance	Sum of Squares	Degrees of Freedom	Mean of Squares	F	P-Value	Decision
Axis 1: Job Satisfaction	Between Groups	3.385	2	1.692	8.267	.000	D Variable
	Within Groups	33.161	162	.205			
	Sum	36.545	164				
Axis 2: Institutional Performance	Between Groups	11.279	2	5.640	32.595	.000	D Variable
	Within Groups	28.030	162	.173			
	Sum	39.309	164				

"It is evident from the previous table that the F-values were statistically significant, as the p-values were less than the conventional significance level of (0.05). This indicates that there are statistically significant differences between the mean scores of the sample participants on the questionnaire based on the number of years of experience in the banking sector."

"To determine the direction of the differences between the means, the Dunnett C test was employed to conduct multiple post-hoc comparisons in the case of heterogeneous samples, as shown in the following table:"

Table (16): Results of the Dunnett C Test for Multiple Post-Hoc Comparisons Between the Mean Scores of the Sample Participants on the Questionnaire According to the Variable of Number of Years of Experience in the Banking Sector

Axis	(i) Years of Experience	(j) Years of Experience	Difference of Means (I-J)	Standard Error	Decision
Axis 1: Job Satisfaction	Less than 5 years	From 5 to 10 years	.012	.102	Not Significant
		More than 10 years	-.306 [*]	.102	Significant in favor of more than 10 years
	From 5 to 10 years	More than 10 years	-.319 [*]	.073	Significant in favor of more than 10 years
Axis 2: Institutional Performance	Less than 5 years	From 5 to 10 years	-.457 [*]	.089	Significant in favor of 5 to 10 years
		More than 10 years	-.752 [*]	.076	Significant in favor of more than 10 years
	From 5 to 10 years	More than 10 years	-.296 [*]	.062	Significant in favor of more than 10 years

It is evident from the previous table that the statistically significant differences favored those with more years of experience, specifically those with over 10 years.

Summary of Study Results:

- The level of job satisfaction among employees of Sudanese banks, from their perspective, was high.
- The level of institutional performance among employees in Sudanese banks, from their perspective, was very high.
- There is a statistically significant effect of job satisfaction on institutional performance in Sudanese banks.
- There are no statistically significant differences between the mean scores of the sample participants on the questionnaire based on the gender variable.
- There are no statistically significant differences between the mean scores of the sample participants on the questionnaire based on the educational qualification variable.
- There are statistically significant differences between the mean scores of the sample participants on the questionnaire according to the number of years of experience in the banking sector, favoring those with more years of experience, specifically those with over 10 years.

General Interpretation of the Results:

This study aims to explore the level of job satisfaction and institutional performance among employees of Sudanese banks, analyze the relationship between them, and examine the differences in mean scores of sample participants according to variables such as gender, educational qualification, and number of years of experience in the banking sector.

The results showed that the level of job satisfaction among employees of Sudanese banks was high, with a mean score of 3.71. The item indicating "I feel that there are opportunities for career advancement" received the highest score, with a mean of 4.55, reflecting managerial focus on improving promotion pathways and professional development. In contrast, the item "I feel that my efforts are valued by management" ranked last with a mean of 2.92, indicating insufficient recognition of individual efforts.

Regarding institutional performance, the level of agreement was very high, with a mean of 4.44. The item "The institution receives positive feedback from clients"

ranked first with a mean of 4.97, reflecting the quality of services provided. Conversely, the item "The institution regularly meets its objectives" ranked last with a mean of 2.62, highlighting challenges in achieving goals.

The results also demonstrated a statistically significant effect of job satisfaction on institutional performance, with a correlation coefficient of 0.703, indicating that job satisfaction explained 49.4% of the variance in institutional performance.

When examining differences between means, no statistically significant differences were found between the mean scores of the sample participants based on gender or educational qualification. However, statistically significant differences were found according to the number of years of experience, favoring those with over 10 years of experience.

These results underscore the importance of job satisfaction in enhancing institutional performance, aligning with findings from several previous studies. For instance, Abdullah's (2021) study found a positive relationship between job satisfaction and institutional performance in private companies, emphasizing the importance of improving the work environment and career advancement opportunities. Similarly, Mohammed's (2020) study on job performance in government institutions supports the idea that job satisfaction positively affects performance, consistent with current results in the banking sector.

Furthermore, this study aligns with Smith's (2018) research, which confirmed that job satisfaction enhances institutional performance, highlighting the necessity of focusing on effective strategies to boost employee satisfaction. The findings from Brown's (2019) study on job satisfaction and its impact on organizational commitment also support the notion that satisfaction indirectly affects performance through enhanced commitment.

In conclusion, the results of this study indicate that job satisfaction significantly impacts institutional performance in Sudanese banks, reflecting the importance of focusing on improving the work environment and recognizing individual efforts to achieve institutional objectives more efficiently.

Suggestions and Recommendations:

Based on the results of the study, a set of suggestions and recommendations can be proposed to enhance job satisfaction and improve institutional performance in Sudanese banks:

1. Banks should invest in training programs aimed at enhancing employees' skills in leadership and communication.
2. It is recommended to create a work environment that encourages collaboration and innovation, which contributes to increased job satisfaction.
3. Improving communication channels between management and employees is advised to enhance employees' sense of belonging.
4. It is recommended to conduct regular assessments of job satisfaction levels and use the results to improve management strategies and better meet employees' needs.
5. Establishing effective systems for motivating and recognizing outstanding performance among employees is also recommended.

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