

**THE EFFECT OF JOB SATISFACTION FACTOR AS A MEDIATING ON
THE EMPLOYEE' ENGAGEMENT, EMPLOYEE COMMUNICATION,
TOP MANAGEMENT SUPPORT AND MOTIVATION VARIABLES ON
THE EMPLOYEE PERFORMANCE WATER COMPANY**

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Abstract:

Communication is a crucial and vital variables that serve as an important tool in various fields, due to the nature of what communication offers and contributes in the field of human and human interaction, as it cannot do without the individual to communicate with the external and internal surroundings and strive to meet the various needs and serums and is one of the most important means To create interaction within the society in general and the institution in particular, which are human organizational groups seeking to achieve their own goals, it serves as a link between different individuals in their multiple organizational levels, through a range of means of communication, as well as a set of networks Employed by type and nature of the institution that seeks to achieve its objectives to which internal communication contributes significantly. The communication procedure between staff within the organization may be effective (actual) and ineffective (ineffectual). If the communication procedure is effective, the staffs are pleased and enthusiastic to or finish their responsibilities and so succeed or achieve work. The research tool used in this research was explained and we used PLS for analysis. in particular, the relevant section highlights the creation of a tool to collect data related to the measurement of final data collection on administrative difficulties at the national water company by measuring job satisfaction with employee performance and employee 'engagement with job satisfaction, employee communication with job satisfaction, top management support with job satisfaction ,motivation with job satisfaction, employee 'engagement with employee performance and employee communication with employee performance, top management support with employee performance, motivation with employee performance. The analysis was carried out based on the information gathered through the use of questionnaire, the researcher distributed a total number of five hundred (500) questionnaires to the workers of water companies in Saudi Arabia; meanwhile four hundred and thirty-six (436) questionnaires were filled and returned, representing a response rate of 87.2%.

Keyword: Employee job satisfaction, Employee engagement, Top management support.

1- RESEARCH'S ACKGROUND

Communication is a crucial and vital variables that serve as an important tool in various fields, due to the nature of what communication offers and contributes in the field of human and human interaction, as it cannot do without the individual to communicate with the external and internal surroundings and strive to meet the various needs and serums and is one of the most important means To create interaction within the society in general and the institution in particular, which are human organizational groups seeking to achieve their own goals, it serves as a link between different individuals in their multiple organizational levels, through a range of means of communication, as well as a set of networks Employed by type and nature of the institution that seeks to achieve its objectives to which internal communication contributes significantly, especially those related to human resources, the workers and employees who can be considered as a development cycle within the institution, (Ana,2017). Successful institutions today have known how to exploit internal communication to drive and motivate their human resources to achieve an optimal performance resulting from employee satisfaction with different working conditions, the ideal performance will not be achieved unless satisfied with all his work, as Lawler said that the individual The literature on organizational behavior often indicates that job satisfaction is an personage goodwill with the work and its environment, which is ideally rewarded with high productivity efficiency resulting from the desire of the worker to perform and discriminate (Erogluer,2016). Thus, developed institutions have a sophisticated management that cares about the welfare of employees and their needs and listen to their concerns, and attaches great importance to providing a suitable regulatory environment for work, In parallel with these developments, the management of the National Water Company is committed to developing new management methods of struggle even in more difficult competition conditions, and to provide a suitable working environment characterized by cooperation and good human relations achieved through the use of internal communication, methods, means and networks to achieve employee satisfaction. Over the last years, the management of the

National Water Co. has been overriding many of the ethics that forms the shape of the relation between the organization company and its employees. There are, of course, some rules that manages this relation between the management and the employees which concerns how the company should respect the sake of the individuals and also how the individuals should care for the public interest (SHENGELIA, 2017). Over the last few years a gap was found between the employees caused by the huge difference in their salaries. That created two parties: one of which the average salary is low, and the other of which the average salary is higher.

LITERATURE REVIEW

Human development that occurred in the past century, especially in the field of technology and culture, led to the emergence of personal needs and desires, which led to the emergence of countless problems if there was no evaluation, study and successful solutions to them. Often the problem is considered negative and it is a questionable issue. Despite this traditional view of the problem, it also has its positive aspects as it can be seen as a positive thing in the event that it represents an opportunity for creativity, enlightenment and improvement, and the modification of non-good conditions to better conditions. To consider the problem as an opportunity to address the deficit and to place the position of sufficiency and the ability to work, and accordingly it can be said that the problem is a question or sacrifice revolving around doubt or unease that is intended to be freed from it and it is a question posed for discussion with the aim of reaching creative solutions such as the problem is defined as a deviation or imbalance. The difference between what is and what should be, given that the problem is an undesirable outcome (Jubouri, 2016). The problem is defined as a realistic situation that manifests in the perception of the system from carrying out its functions and achieving its goals, and needs to be diagnosed and analyzed that requires a solution, and he also added that any problem related to management functions is reflected in the failure of the administrative system to achieve its purposes. The state of the administrative system is not compatible with the desired condition to be in the current situation (Shams, 2016). And what disturbs the workers is not their problems, but rather

others' view of it and the difficulty of balancing the adaptive action to prepare the effects resulting from it and the corrective action to solve the problem. From this incomplete reality, the difficulty of coexisting with problems arises because of the failure to communicate that is called the epidemic of contemporary management and shows a gap between what should be done to solve the problem and between the actual reality of work, and this phenomenon is evident in the field of administrative work due to the lack of strategy pattern for the future or the vision in dealing with what is existing or will and not to what has gone from events and adherence to routine solutions with new problems that require no success characterized by creativity and creative thinking in solving problems (marzok, 2015).

2- HYPOTHESIS DEVELOPMENT

2-1. Job satisfaction With Employee' Performance

Job satisfaction has been explained by different minds, scientist. Greenberg and Baron (2008), defined job satisfaction as the perception that enable positive or negative production through one's function and responsibilities at work. He added that it is serious to sense the impression of job satisfaction and there is no single way to give inclination to all employee' in the workplace. Job satisfaction allow employees to be passionate about job concerning different dynamics result in finding pleasure, well-being, confidence, rewards, personal growth and various optimistic opportunities, including upward mobility, appreciation and appraisal with pecuniary value as compensation. Greenberg and Baron (2008) defined it as an optimistic feeling. According to Nmadu (2013), performance is a degree of achievement of assignment that make up efficiency. Employee' performance is the accomplishment of a given task measured against pre-group standards of rigorous, precision, cost and speed. Superiors must ensure that employee's activities and output contribute to the organizational goals. This process requires knowledge of what activities and outputs to be considered, observing whether they occur and providing feedback to improve employee's morale and to meet expectation (Nmadu, 2013). Moreover, employee' performance is connected with efficiency which translates to number of output, quality of output, appropriateness of output,

presence or attendance on the job, spirits at work, efficiency of the work completed and effectiveness of work completed (Mathis, Fredrick and Kenneth 2009). If employees' performance is recognized by superiors within the organization is often compensated by the management and with other benefits. Performance is not the only precondition for occupation improvement and effective in the work market. Although there might be exclusions, employee that perform successfully get promoted (Nmadu, 2013).

H1: Employee performance has a positive significant on job satisfaction in the water company of Saudi Arabia.

2-2.Employee Engagement with Job satisfaction

Employee engagement is a serious concern in management's concept and pursuit. Nevertheless, there are modifications in the belief, theory, factors and outcomes of employee' engagement without a reliable gauge. The study checked and composed past study results of employee' engagement. There are two descriptions of employee' engagement which are identified; as a multi-faceted construct which cognition, emotions and behaviors; and as a unitary construct which contains a positive state of mind, a dedicated willingness, the opposite of burnout. Employee' engagement will have positive correlation with employee's performance through organizational commitment, positive behavior and it can be associated with organizational performance through client satisfaction and financial return. The research findings show that there are three flaw in past researches:

- i. Shortage of research on demographic variables and cross-cultural differences in employee' engagement
- ii. Shortage of research on the mediate or role of employee' engagement
- iii. Lack of intervention mechanism for employee' engagement.

H2: There is a significant positive effect of employee' engagement and job satisfaction in water companies in Saudi Arabia.

2-3. Employee Communication with Job Satisfaction

Employee' satisfaction is of maximum significance for organizations to increase and too pull out the disconnect throat competition. Don't Forget, employee' are your right property and it is major that they stay glad and satisfied with their business for them to strove tough and deliver their level best. Communication plays a serious part in employee satisfaction, maximum of the ruble emerge when employee' are not glad with their supervisors. On top of it, sort of than talking the matter face to face with their quick inform supervisor, they choose to smell them back their backs. Realizing that this is not the solution. Supervisors need to understand one thing that there are so little employees who really have the bravery to arrive up with their complaint in forehead their magnate. For them, the simplest solution is to sit, softly and do nothing or effortlessly look for other career. Communicate with your employee' members effectively. Sit with them, discuss to them and discover what additional ability do for them to confirm hundred percent dedication and cooperation from their finish. Do not permit the employee' to hold during themselves. Employee' are the maximum satisfied when they share an excellent relationship with their bosses. Communicating with them on a uniform base support you understand whether they are truly glad with their careers or not. If they are enjoying their business, you are doing an excellent work and if they are not, you truly must look into the issue on high base if you truly want to keep your employee'. Company would become a load for employees if you do not let them to react with any other. Not only the employee' would be depressed but improve a sense of hate across magnate as well as their organization. Let employee' speak to any other and sort out trouble through themselves.

H3: There is a significant positive effect of employee communication and job considerable in water companies in Saudi Arabia.

2-4. Top Management Support with Job Satisfaction

Management plays an essential function in as long as and making the wanted cases for the project effective (Staehr, 2010). Further, high management mostly, play a substantial function in the area of a project and chosen of employee as well (Boonstra, 2013).

H4: There is a significant positive effect of top management support for example on job satisfaction in water companies in Saudi Arabia.

2-5.Motivation with Job Satisfaction

Company needs their employees to implant their power and they should try to supply all the important purse and an excellent job environment in order to that keep their employee' motivated. Moreover, motivation is a hard factor to make due to every one need or base does not always match with what the employee' supply. Motivation and job satisfaction are correlated, if employee is satisfied on job performance, he domes to be motivated. So that, employee comprehend the ability to grant best premeditation leading to human motivation. Frankl (1984) suggested that, motivation makes employees study for sense and that job satisfaction may reason the degree to which employee have establish sense in their business. Grant to Sylvia and Hutchinson (1985), right job satisfaction is get from the relation of top order wants like social relations, respect, and self-actualization sort of lower-order wants. Motivation takes important part in an organization for the time being, but not each one pleasure when the motivation in operation. This might cause company not to motivate their employees. There are should be plan to support the job satisfaction such as salary, benefits and conditions of service, money, employees training, information availability and communication. To use salaries as an influencer, managements should look for best important like salary chart such as job rate, payment, personal or special allowances, associated with factors and side benefit. Job rate is relating to the importance the organization attached to each job. The payment is to promote employees by giving them grants for their performance. Personal or special allowances, connected with other factors are the scarcity of special skills or kinds of important information with long service. In addition, there should be side benefit like vacation with payment, wages, and so on. It is too essential to confirm the salary plan of the organization will keep the rank of the market salary structure. In spite of, through seen of different, scientist, the notion has been lacking in new or last studies. Also, paper can support the high management to develop their plans and conduct across got of project past. High management ability take a project across pass or fail, but this is good reasonable to

decide about the fate of a project. This available research emphasizes on the previous research by importing a fantastic scope utilizes integrative more by taking top management support as an important factor in a company. The research is starting the fresh level of chance for moreover consider to finish interrelatedness of suggest connection with the support of experimental research. Last, the notion operation the powerful theoretical help and is do advanced requisition for further and fantastic experimental research to talk the notion more obviously. Interestingly, the literature display that the notion holds similar significance and ability be talked in improve or developing countries.

H5: There is a significant positive effect of motivation on job satisfaction in water companies in Saudi Arabia.

2-6.Employee' Engagement with Employee' Performance

Concentration in work, the centrality of work employee' life, and the personal satisfaction lead to job performance. Another things of engagement contain is the support provided by the organization, like a force expedition, trusting leaders, active work operation, and hardworking management performance. If employee are highly motivated they will perform well, employee engagement is just a catalyst to speed up the rate employee perform in any organization. When employee joined any organization, after they start to work, the level of their engagement start to decrease as long as they remain in the organization. (Ayers, 2013) revealed that after 10years of service, only 40% of the employee are engaged which give chance to look forward to employ more workers. The top management are not taken any step or strategies to retain and sustain the commitment of employee because they do not know they play an important role in the development of the organization. The literature survey on organization between job engagement and different performance kinds shows the increasing benefit of investigations in the subject. To put it in case, fifty out of the seventy one resolved journals have been written in the past 5 years. Researchers have managed experimental researches in twenty five countries. In varied geographical zone, found data from different manufacture like financial service, educational, construction, or hospitality.

H6: There is a significant positive effect of employee' engagement on employee' performance in water companies in Saudi Arabia.

H10: There is a significant positive effect of employee' engagement on employee' performance mediates by job satisfaction.

2-7. Employee communication with Employee' Performance

This give concern about leaders in an organization, as it is recognized as an important element in determining the degree of organizational effectiveness, innovation and effectiveness. The expression employee' communication is firm in many study, although it was believed in general, as functional consultancy. Though, the concept is attracting greater attention from scholars in disciplines such as business and management, psychology and organizational behavior. There are many researchers have realized that effective communication has effect on employee' performance. It is a hard to know how employee' communication is associated with employee' performance from practice to and summary but each research on employee' communication scout it down in several case. As a result, there is absence of communication between employees, there won't be chance for sharing ideas and information. In addition to this, employee' communication has been correlating with job satisfaction based on established constructs such as organizational commitment, organizational citizenship behavior, job involvement, etc.

H7: There is a significant positive effect of role of employee communication on employee' performance in water companies in Saudi Arabia.

H11: There is a significant positive effect of employee' communication on employee' performance mediates by Job satisfaction

2-8. Top Management Support with Employee Performance

Top Management Support (TMS) does not accept on a joint outlook of the notion. There is Lack of top management support. The plurality argue top management support is a group of, consequent work emerges from the conduct of managements. Other dispute for administrative understanding, some argue for both, which have failed to fascinate many employees. This decision further adds to

the confusion on the state of the concept. Hence, it has become obvious that the concept has rarely been studied in adequate depth. The study specifies that when top management extend support, there is a high possibility of achieving better performance at organizational levels. These levels with the intent of understanding the treatment based on the concept of behavior of and Importance of top management support. This give most reasonable facts for behavior based top management support to be more popular in the possibility of observing and reporting the actions, either by the manager or employee who are in need of supportive actions and in project management top management support covers a big number of action that are load out by the management. These activities no doubt help improve organizational and employee' performance. However, the term has not been employed theoretical or empirical rigor when compiling definitions. Hence, many researchers tend to initiate and follow many different notions (Becker, 2010).

H8: top management support depends on employee performance

H12: job satisfaction mediates the relationship between top management support and employee performance

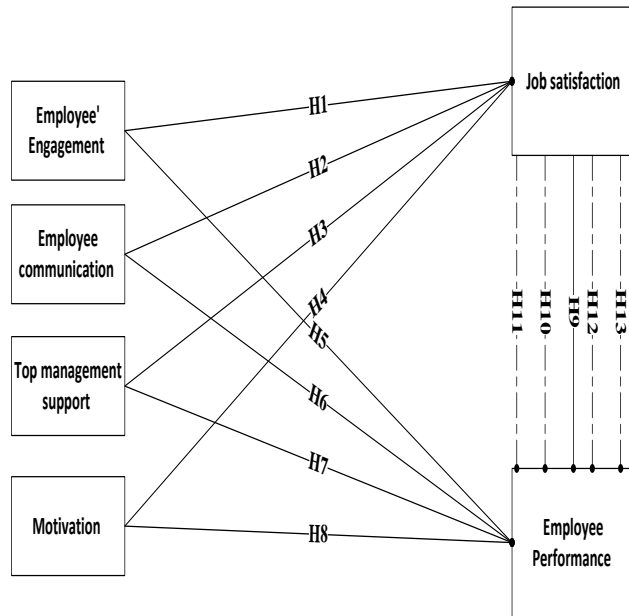
2-9.Motivation with Employee' Performance

It is seen that an employee's performance has an influence on the organization's objective. And it is thus imperative that every employee's performance should be managed. This operation of performance management contains staff valuations and rival display. In modern time performance management system have become more important because managers are under persistent pressure to get best progress and performance of their management by motivate their staff. In spite of the motivation performs it is important to get some information the impediment that may be impact the performance of staff. These impediments might the outcome know capabilities, unsuitable performance target, or shortage of feedback about performance. There is some element which is touching overall employee's performance. (Hall, 2017). This survey specific the relation for motivational factors and work performance of admin staff in one

university, though the picture of this survey was little and it was small to one group higher education side with a small number of group, generally, investigators can attitude a many-stage survey by getting large group size from many types of management. As long as, it is said that further surveys are wanted to be manage on a lager people and taking size to raise the popularization of the results. The feedback of this survey referenced that there is an important to locate more other motivational factors that the staff might care about and have effects on their work performance. Since there are a lot of motivational factors in the progresses working environment, which have not been take in the this survey , also by add more for those factors so inclusively understanding about the effect of motivational factors on work performance of staff could be get it. Tomorrow, investigators must contain the moderate variables like satisfaction to inform its moderate impact on the work performance and productivity. Based on Deci, E.L. (1972) study, he sated there are different features disturbing the performance of staff in a management is seen in this chapter. The most important part of the literature is to add the previous study and also to add the one that has never be done or consider. A lot of motivation and performance have been studied for the main effect of motivation in any management and from the viewpoint of the specialists this literature was passed.

H9: Employee' performance and motivation are significantly positively related in water companies in Saudi Arabia.

H13: Motivation and employee' performance mediated by Job satisfaction are significantly positively mediated by job performance.



TECHNIQUE OF DATA ANALYSIS

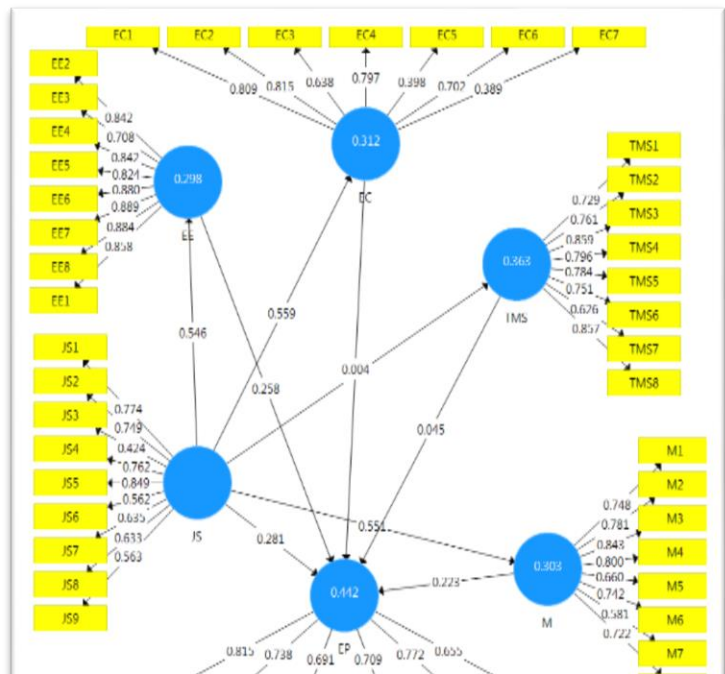
The statistical analysis tools for this research are SPSS Version 25 and AMOS Version 26.0. Firstly, the response rate and the profile of respondents were presented using the descriptive form. Then, the data were screened to check for the response bias, missing data, outliers, normality, linearity and multicollinearity. The pre-tests were analyzed using SPSS version 25 to check the nature of the data. Next, the inferential statistics were run using the (PLS-SEM). This software belongs to the second generation of equation models as developed by Wold (1985). The software has several advantages over other software like SPSS, which makes it preferable as tool of analysis in this research. Structural equation models have been proven superior in their performance estimations compared to regressions, particularly in moderating assessment (Iacobucci, Saldanha & Deng, 2007). First, AMOS provides measurement errors and presents highly accurate estimates of the mediating impacts (Chin, 1998b). Second, AMOS path modelling is more appropriate in applied research and in research that adopts a complex model (Hulland, 1999). Akter, Ambra, and Ray, (2011) opined that the PLS method has mild assumptions which enables it to easily develop and assess complex models as well as be effective in gauging large complex models. Third, PLS path modelling

does not require normal data (Chin, 1998). As such, the researcher selected PLS path modelling to steer clear from normality issues that might occur during data analysis. Fourth, AMOS appears to be among the most effective instruments of statistics within the context of social and behavioural sciences; it is capable of examining several relationships at the same time (Tabachnick & Fidel, 2001). Fifth, the AMOS path modelling is suitable for use in conducting confirmatory factor analysis (CFA) that is highly reliable and valid (Afthanorhan & Asyraf 2013). Sixth, AMOS offers several applications and is the newest and most efficient model when it comes to graphics (Afthanorhan & Asyraf, 2013). AMOS is an important software which is use in increasing the variance of latent constructs in a reliable and real manner, it also help researcher to get a accurate model and successfully performing his or her study, This current study use thirty -one variables alongside their respective connections were inspected within the structural model; therefore, using AMOS method was appropriate to achieve accurate predictions in this present research. Similarly, AMOS path modelling was utilized to develop measurement and structural models. On the other hand, the measurement model was utilized for assessing the research's constructs concerning their validity and reliability. The structural model was utilized to carry out bivariate correlational analysis, and, at the same time, regression analysis was used to present correlations, and the relationships that exist among the research's constructs.

5. Hypotheses Testing

Hypotheses testing is important in the structural model of PLS-SEM. For this purpose, PLS algorithm and bootstrapping algorithm are executed using SmartPLS 2.0 3M. In PLS-SEM analysis, path coefficients are very essential, but Hair et al. (2011) indicated that non-significant paths or those that show signs that contradict to the hypothesized direction means that the prior hypothesis cannot be accepted and hence, should be rejected. The hypothesized relationships are clarified below:

- H1: There is relationship between job satisfaction and employee performance in the company.
- H2: There is relationship between job satisfaction and employee engagement in the company.
- H3: There is relationship between job satisfaction and top management support in the company.
- H4: employee communication depends on job satisfaction in the company.
- H5: Employee communication depends on employee performance in the company.
- H6: There is relationship between employee performance and employee engagement in the company.
- H7: There is relationship between employee performance and top management support in the company.
- H8: There is relationship between employee engagement and top management support in the company.
- H9: Employee communication depends on employee engagement in the company.
- H10: There is relationship between employee communication and top management support in the company.



6. CONCLUSSION

This study has identified standards of foundation and skills with inclusion of job satisfaction as mediator to evaluate the performance of employee engagement examples, employee communication and top management support in Water Company of Saudi Arabia. The study has revealed some skills that need to be possessed by each employee in the company. The skills include the understanding of the job assigned, able to resolve unexpected schedules on time, maintaining good record of attendance in the company, understand the criteria of performing the review of the company, the job should be very interesting not boring, has a good communication skill, develop a team work. In addition, the study has also revealed that the top management should also enhance direct communication btw management and staff, provides employee with the required authority to do their work, provides employees with the require resources, understands the importance of implementation of TQM (Total quality management), Recognized and reward staff. The study has shown that male has the highest number of respondents, that is, male employee is more than female in Water Company. The study also revealed that employee with master degree is more than other qualification in the company. According to the analysis of the socio demographic characteristics, employees with age range of 20-30 years dominate the company, which implies that the company employ more youth than old age. And also it is concluded that employee with experienced were employed in the company along with the youth. The study also revealed that more than half of the employee earn about 50, 000 – 60, 000 income monthly. In testing for normality and multicollinearity of the data set, the skewness and kurtosis value obtained meet the requirement for the data set to be

normally distributed. In testing for multicollinearity, table 9 shows that there is no problem of multicollinearity in the data se base on the AMOS output as shown in chapter 4.

The model quality was evaluated, using indicator reliability (loading) and internal consistence reliability, 12 items was removed because the variance were lesser than the proposed value which is 0.70. Since PLS-SEM has been chosen in this study, in testing for the internal consistency reliability, composite reliability test will be used. The Cronbach Alpha value was significant which indicates that the variables were reliable and consistent. The correlation among constructs and discriminant validity as shown in chapter 4 confirmed that all variable were positively correlated and also significant at 1% confidence level. For the partial least square structural model (PLS SEM), the R square fit the model well, the predictive relevant of the model implies that the research model proposed has sufficient relevance.

The study has used information collected from the respondents to identify the effects of job satisfaction mediating employee' engagement, employee' communication, top management support on employee' performance, it was concluded that the first hypothesis was significant which implies that job satisfaction depends on employee performance. The second hypothesis was also significant, same with the third-seventh hypothesis. Only the 8th and 10th hypothesis was found to be non-significant which are employee engagement benefits and employee communication; employee engagement and top management support. The study also identified specific capabilities needed by employee in order to perform effectively in different operations and services one of the most skills that employee need to have is commitment to work effectively. Top management support was found to be the strongest predictor of job performance using job satisfaction as mediator. So, that employee needs to have full attention about the interpersonal skill and communicate well with the staff members.

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