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# THE ROLE OF GROUP INTERACTION IN ACHIEVING JOB SATISFACTION-AN APPLIED STUDY ON IRAQI UNIVERSITIES

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## Abstract

This study aims to assess the level of group interaction and job satisfaction among employees of Iraqi universities, determine the relationship between these variables, identify factors influencing group interaction effectiveness, and provide recommendations for improvement. Using an analytical descriptive approach, both secondary and primary data are utilized to measure dimensions of group interaction (verbal and non-verbal communication, collaboration, social behavior, trust) and job satisfaction (work nature, labor relations, supervision method, pay and reward).

that the study seeks to answer, this study relied on the descriptive analytical approach, which is a way to describe and measure the phenomenon studied by collecting, classifying, and analyzing the problem.

The study's findings revealed a strong emphasis on group interaction and job satisfaction within the company, with statistically significant impacts observed. Additionally, significant differences based on demographic variables are identified. Recommendations include promoting non-verbal communication training, fostering a culture of trust and collaboration, creating a supportive work environment, and implementing a transparent rewards system. These measures aim to enhance employee performance, job satisfaction, and overall organizational outcomes at Iraqi universities.

**Keywords:** Group interaction, job satisfaction, Iraqi universities, Collaboration, social behavior.

## **Introduction**

In recent years, there has been growing recognition of the important role that group interaction plays in achieving job satisfaction. Employees who experience positive group interactions in the workplace tend to have higher levels of job satisfaction, which in turn contributes to their overall well-being and productivity.

group interaction in the workplace refers to the quality and frequency of interpersonal relationships, communication, and collaboration among employees. It encompasses both formal interactions, such as team meetings and group discussions, as well as informal interactions, such as casual conversations and social gatherings. These interactions create a sense of belonging, support, and camaraderie among employees, fostering a positive work environment (Saha & Kumar, 2017).

The impact of group interaction on job satisfaction can be attributed to several factors. Firstly, positive group interactions promote a sense of social support and belongingness. When employees feel valued, respected, and supported by their colleagues and superiors, they are more likely to experience job satisfaction. group interactions provide opportunities for employees to connect, build relationships, and receive emotional and instrumental support, which enhances their overall job satisfaction (Saha & Kumar, 2017).

Secondly, group interaction facilitates effective communication and collaboration within teams and across different levels of the organization. When employees engage in open and constructive communication, it leads to better coordination, cooperation, and problem-solving. Effective teamwork and collaboration contribute to job satisfaction by creating a sense of accomplishment, shared goals, and mutual respect among team members (Alwali & Alwali, 2022).

group interaction can enhance the overall work environment by fostering a positive organizational culture. When employees feel comfortable and included, they are more likely to experience job satisfaction. Positive group interactions promote a culture of trust, respect, and teamwork, which in turn enhances job satisfaction and employee engagement (Saha & Kumar, 2017).

While the importance of group interaction in achieving job satisfaction is widely recognized, it is essential to understand that the nature and quality of group interactions can vary across organizations and individuals. Factors such as organizational culture, leadership style, team dynamics, and individual preferences can influence the extent to which group interaction impacts job satisfaction (Beck, et al, 2021).

This study focuses on exploring the role of group interaction in achieving job satisfaction within the context of Iraqi universities, a prominent real estate developer. By examining the specific case of this organization, we aim to gain insights into the dynamics of group interaction and its implications for job satisfaction.

The objective of this study is to investigate how group interaction influences employee job satisfaction in Iraqi universities. By understanding the factors that contribute to positive group interactions and their impact on job satisfaction, organizations can develop strategies to enhance employee satisfaction and create a more productive work environment.

To accomplish this study objective, a mixed-methods approach will be utilized, combining qualitative and quantitative data collection techniques. The qualitative phase will involve

conducting interviews and focus groups with employees to gather in-depth insights into their experiences of group interaction and its relationship with job satisfaction. The quantitative phase will include distributing surveys to a representative Population of employees to measure their perceptions of group interaction and job satisfaction.

The findings of this study are expected to provide valuable insights into the role of group interaction in achieving job satisfaction. The results will not only contribute to the existing literature on employee satisfaction but will also offer practical recommendations for Iraqi universities and other organizations seeking to improve job satisfaction through fostering positive group interaction.

In conclusion, this study aims to shed light on the importance of group interaction in achieving job satisfaction. By understanding the dynamics of group interaction and its influence on employee satisfaction within the context of Iraqi universities, this study will contribute to the overall understanding of how organizations can create a more satisfying work environment. Ultimately, the outcomes of this study will benefit both employees and organizations by promoting higher job satisfaction and increased.

## **1. PREVIOUS STUDIES:**

### **2.1 Studies in Group interaction:**

- **Study (Boos, 2021)).**

**About: Communicating Group Leadership: How Do Different Leadership Processes Influence Group Interaction?** The aim of this study was to provide an overview of scientific research related to leadership processes in teams, including leadership as a role and a type of influence, and to examine structural influences on communication in collective leadership. The focus of this chapter is on the role of communication in the main leadership theories. Communication is considered a fundamental and critical process in teams and collaborative teams.

The result of this study highlights the importance of communication in collective leadership and in various theories and contexts related to leadership. This information can be used to develop management practices and improve leadership processes in organizations and collaborative teams. The study recommends a focus on developing communication and interaction skills in collective leadership as a means of improving performance and achieving organizational goals.

- **Study (Qiu, et al, 2021).**

**About: OKC-enabled online knowledge integration: role of group heterogeneity and group interaction process.** The aim of this study was to identifies online knowledge integration factors by considering group heterogeneity and group interaction process. a research model that reflects the antecedent's factors and mediating factors of online knowledge integration was developed and empirically examined based on data collected.

This study reached several results, the most important of which are: That Group interaction process plays an essential mediator role in online knowledge integration.

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Group knowledge heterogeneity negatively influences online knowledge integration and group experience heterogeneity positively, they both positively promote online knowledge integration through group interaction process with different paths.

- **Study (Schecter, et al, 2021).**

**About: Interaction in Group Networks.** The study aims to analyze group interaction networks, focusing on relationships among individuals in communication and collective activities. These networks reveal behavioral patterns, offering insights into group communication, psychological states, and their impact on team performance. Interaction networks, recorded as specific events over time, are conducive to network analysis methods. The study benefits from precise digital tracking data, enabling comprehensive research in this area.

In this study, theories of structure and time as they relate to group networks and interactions were reviewed. An event-based and process-directed relational model was presented for studying group interaction networks as a potential alternative to previous methods. The chapter concludes with a comparison of related social network approaches as well as a discussion of potential future research.

## 2.2 Studies in Achieving job satisfaction:

- **Study (Latifah, et al, 2023).**

**About: Factors affecting job satisfaction and employee performance: a case study in an Indonesian sharia property company.** This study aimed to discover the factors affecting employee performance by testing the relationship of change management, job satisfaction, organizational commitment, and leadership style on employee performance in Indonesian sharia property companies.

The utilization of SEM in Smart PLS for change management with the ADKAR method had a negative value of 6.2% in affecting employee performance and 4.6% in affecting job satisfaction. Job satisfaction insignificantly affected employee performance by 7.5%. Leadership style and organizational commitment positively affected performance by 57.9% and 25.6%, respectively.

- **Study (Ekmekcioglu & Nabawanuka, 2023).**

**About: How discretionary HR practices influence employee job satisfaction: the mediating role of job crafting.** This study aims to examine the relationship between discretionary human resource (HR) practices and job satisfaction, as well as the mediating role of job crafting in the relationship between discretionary HR practices and job satisfaction.

The findings suggest that discretionary HR practices are significantly and positively related to employees' job satisfaction. The results also show that discretionary HR practices stimulates job satisfaction through job crafting.

- **Study (Deb, et al, 2023).**

**About: Mediating effect of emotional intelligence on the relationship between employee job satisfaction and firm performance of small business.** The aim of this study is to measure the mediating effect of emotional intelligence on job satisfaction and firm performance of small business and to identify the critical success constructs and significant path of emotional intelligence in relation to job satisfaction and firm performance.

This study revealed that infrastructure, leadership and management, salary, working hours, working environment and emotional intelligence are very crucial for job satisfaction and firm performance. Emotional intelligence mediated the relationship between five job satisfaction factors (working hours, organizational infrastructure, leadership, and management, working environment, salary, and other benefits) and firm performance. Thus, this study can contribute to enhancing firm performance and developing a new dimension of small business.

#### **2.4 Commentary on Previous Studies:**

After reviewing the most important studies reached and related to the subject of the current study, and reviewing and analyzing the results of those studies can draw some conclusions on the aspects of agreement and the difference between the current study and previous studies and get out of the research gap, as follows:

- **Compatibility with previous studies:**

Through a review of previous studies, it is clear that they are similar to the current study in dealing with the issue of Group interaction and Achieving job satisfaction in different organizations and business sectors. Most of the previous studies emphasized the importance of these issues in business organizations in general.

- **Research Gap and Difference in the Current Study:**

After reviewing previous studies, it was found that while there is diversity in applied fields, there has been a shortage and deficiency in research regarding the Iraqi universities:

The research gap can be summarized as follows:

- Lack of study on group interaction in urban development companies.
- Shortage of study on job satisfaction in urban development companies.
- Deficiency in research on the relationship between group interaction and job satisfaction in urban development companies.

Therefore, this current study aims to fill this gap by investigating the impact of group interaction on job satisfaction, specifically within the context of Iraqi universities.

## **2. STUDY PROBLEM:**

In light of the contemporary environmental conditions and changes, companies are facing a multitude of challenges, including quality, market share, and profits. Traditional methods of addressing these challenges are no longer effective, and companies must search for innovative strategies to achieve excellence in their business performance and promote entrepreneurship.

With the input of management, it has become clear that focusing on group interaction and activating its role in promoting strong job satisfaction is crucial to meeting these challenges and achieving strategic objectives. However, it has also become apparent that there are shortcomings in the application of group interaction within Iraqi universities. Specifically, there are phenomena indicating that the company is not fully utilizing the potential benefits of group interaction to enhance job satisfaction. Some of these phenomena may include low employee engagement, ineffective communication, lack of collaboration, and poor teamwork. Addressing these shortcomings by investigating the impact of group interaction on job satisfaction can help the organization to improve its performance, retain skilled employees, and remain competitive in the industry.

From this standpoint, this study revolves around demonstrating the relationship Between Group interaction and Job satisfaction by applying to Iraqi universities. Therefore, this study seeks to answer them which can be summarized as follows:

- What is the strength of group interaction in Iraqi universities?
- What is the strength of job satisfaction in Iraqi universities?
- Does group interaction affect job satisfaction at Iraqi universities??
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### **3. OBJECTIVES OF STUDY:**

The study aims to achieve the following objectives:

- To assess the level of group interaction in Iraqi universities and identify any areas of improvement.
- To evaluate the level of job satisfaction among employees of Iraqi universities and identify any factors contributing to low job satisfaction.
- To determine the relationship between group interaction and job satisfaction in Iraqi universities.
- To identify the factors that influence the effectiveness of group interaction on job satisfaction in Iraqi universities.
- To provide recommendations to Iraqi universities on how to enhance group interaction and job satisfaction among employees, ultimately improving their overall performance.

These objectives will guide the research methodology and analysis, and ultimately help to address the research gap and problem identified earlier.

### **4. STUDY HYPOTHESES:**

**The main hypothesis:** "There is a Statistically Significant impact of Group interaction (Verbal and non-verbal communication- Collaboration- Social behavior- Trust- Evaluation and Improvement) on Job satisfaction in Iraqi universities". Several hypotheses emerge from this main hypothesis:

- There is a statistically significant impact of Group interaction on Work nature in Iraqi universities.



- There is a statistically significant impact of Group interaction on Labor relations in Iraqi universities.
- There is a statistically significant impact of Group interaction on Super collaboration method in Iraqi universities.
- There is a statistically significant impact of Group interaction on Pay and reward in Iraqi universities.

## **5. STUDY SIGNIFICANCES**

The importance of the current study is due to its scientific and practical additions as follows:

- The importance of this study lies in an attempt to contribute to bridging the research gap of studies and research on the concept of Job satisfaction, specifically with regard to organizational practices that contribute to achieving Group interaction, and the study is also a response to what many previous studies called for in conducting more studies and research on this Topics, and because of their great importance in enriching the academic library and scientific research centers, especially those interested in administrative studies. This study can also provide a database to help researchers and scholars to conduct more research in this field.
- The importance of the study lies in the increasing role of Companies' interest in Job satisfaction, as a vital value necessary for the Companies in facing challenges, achieving goals. The importance of the study also lies in the fact that it deals with a vital administrative topic that touches the core of the work of the Iraqi universities, which operates in an environment characterized by development, change and renewal, where quality and efficiency are considered among its most important priorities. The main means that enable it to reach the stage of excellence in achieving its goals.
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## **6. STUDY VARIABLES**

### **7.1 Independent variable: Group interaction.**

The independent variable of this study is group interaction, which refers to the degree of communication, collaboration, social behavior, and trust among employees within Iraqi universities. It is expected that group interaction will have a significant impact on job satisfaction among employees.

Group interaction is defined as the collaboration of several individuals to achieve a common goal that serves the interests of the organization and benefits individuals in the work environment. This only occurs in healthy work environments that encourage healthy competition aimed at exchanging experiences among individuals. The importance of teamwork lies in its contribution to the success of organizations. (De Leede & Nijland, 2016). *Based on the foregoing, Group interaction refers to how individuals communicate and engage within a specific group setting, whether social, work-related, or educational. It involves exchanging information, ideas, and emotions among group members and is essential for relationship-building, collaboration, and achieving common goals within the group.*

The Group interaction variable was measured through the following dimensions

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- **Verbal and non-verbal communication:** is one of the dimensions of group interaction, which is the independent variable in the study. Verbal communication refers to the exchange of information, ideas, and messages through spoken or written words. It includes conversations, meetings, emails, memos, and other forms of direct communication. Non-verbal communication, on the other hand, involves the transmission of messages through facial expressions, body language, gestures, and tone of voice (Hall, et al, 2019).
  - **Collaboration:** Collaboration is another dimension of group interaction, which is an essential aspect of effective teamwork and cooperation within an organization. It refers to the process of individuals working together towards a shared goal, combining their knowledge, skills, and efforts to achieve desired outcomes (Dyer, et al., 2010)..
  - **Social behavior:** In the context of the study, social behavior refers to how employees in Iraqi universities interact with one another on a personal and social level. It includes aspects such as cooperation, supportiveness, respect, empathy, and willingness to help others (Newstrom, 2015).
  - **Trust:** Trust is a crucial dimension of group interaction that plays a significant role in fostering positive relationships and effective collaboration within an organization. It refers to the confidence, reliance, and belief individuals have in the integrity, abilities, and intentions of others.

## 7.2 Dependent Variable: Achieving job satisfaction.

The dependent variable of this study is job satisfaction, which refers to an individual's overall sense of contentment, fulfillment, and positive emotional state towards their work. It is a subjective assessment of one's experiences, perceptions, and attitudes towards various aspects of their job. Organizations that prioritize and foster job satisfaction are likely to experience benefits such as reduced turnover rates, increased employee loyalty, improved teamwork, and enhanced overall organizational performance. Job satisfaction is expected to be influenced by group interaction within the organization (Li, 2019).

*Accordingly, achieving job satisfaction refers to an individual's overall positive feelings, contentment, and fulfillment in their work. It is a subjective assessment of their experiences and attitudes towards their job. Organizations promoting job satisfaction enjoy benefits like reduced turnover and increased employee loyalty. Job satisfaction is influenced by interpersonal interactions within the organization.*

The job satisfaction variable was measured through the following dimensions:

- **work nature** Work nature refers to the characteristics and attributes of the tasks and responsibilities involved in a job. It encompasses the specific duties, activities, and functions that individuals perform as part of their work role. The work nature dimension of job satisfaction focuses on how individuals perceive and evaluate the nature of their job tasks (Saks, & Gruman, 2020).
- **Labor relations** Labor relations refer to the interactions, dynamics, and relationships between employees and their employers or management. It encompasses the overall working relationship and the ways in which employees and management engage, communicate, and collaborate with each other. The labor relations dimension of job satisfaction explores how



individuals perceive and evaluate their interactions with their superiors, colleagues, and the organization (Budd, 2021).

- **Supervision method** Supervision method refers to the style, approach, and effectiveness of supervisory practices employed in the workplace. It involves how supervisors interact with and oversee their subordinates, provide guidance, and support, and monitor their performance. The supervision method dimension of job satisfaction explores how individuals perceive their interactions with supervisors and the impact it has on their overall job satisfaction (Khairy, 2011).

- **Pay and reward** Pay and reward refer to the financial compensation and non-financial incentives provided to employees in recognition of their work performance, contributions, and achievements. It is an important dimension of job satisfaction as it directly impacts an individual's perception of the value and fairness of their compensation package (Beck-Krala, 2020).

The following form can be presented to represent the general framework of the study, as follows:

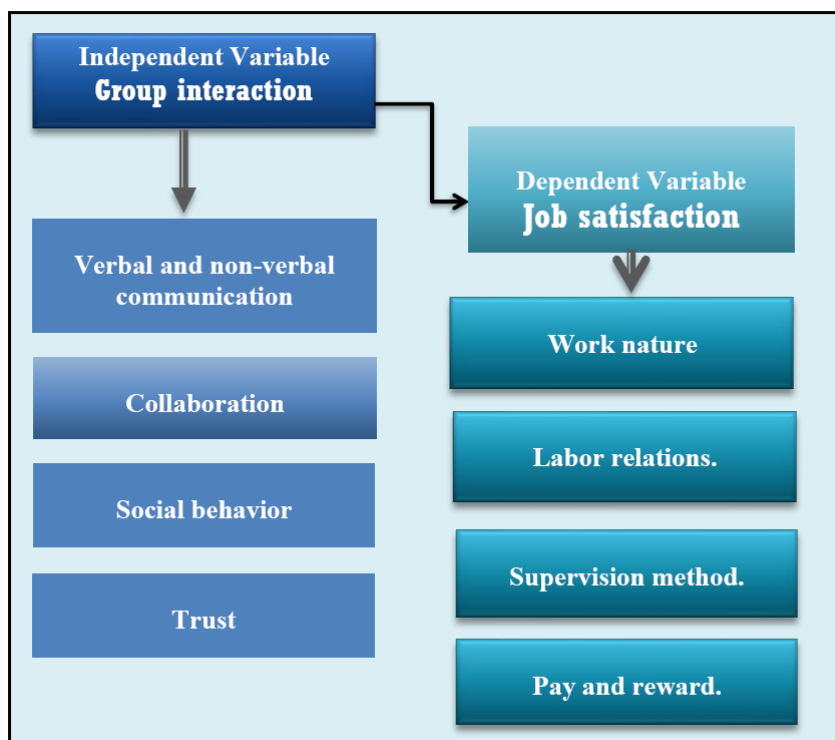


Figure (1): Model framework of the study.

## 7. STUDY DESIGN:

Depending on the nature of the subject of the study and the information that must be obtained to reveal the effect of **Group interaction** (as an independent variable) on **Achieving job satisfaction** (as dependent variable), and through the questions that the study seeks to answer, this study relied on the **descriptive analytical approach**, which is "a way to describe and measure the phenomenon studied by collecting, classifying, and analyzing the problem.

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## 8. STUDY PROCEDURES:

Two types of data were used to achieve this approach from the following sources:

### 1- Secondary Data:

It is the data obtained to build theoretical framework of the study, where it was relied on to identify theoretical background of the study, on the various references of books and articles and previous studies of academic theses of the relevant and published research, which dealt with the topics of Group interaction and Achieving job satisfaction.

### 2- Primary Data:

These data were collected in the field through the survey list in the field study to test the validity of the assumptions on which the study was based. By obtaining this data from Employees in the field of Iraqi universities.

## 9. POPULATION AND SAMPLE DESIGN:

### 1- Population:

The academic community in Diyala province, Iraq, comprises individuals working in administrative and academic positions at various universities. These universities include government-run institutions such as Diyala University, which encompasses thirteen faculties specializing in both scientific and humanities disciplines. It also houses several research and consultancy centers. Additionally, there is the Central Technical University.

In the private sector, there is Yarmouk University, which consists of seven departments: English Language Department, Law Department, Computer Science Department, Computer Technology Engineering Department, Medical Analysis Technology Department, Dentistry Department, and Pharmacy Department. Imam Jafar Al-Sadiq University and Al-Rafidain University College are also part of the academic landscape.

### 2- Sample Design:

A stratified random sample was selected from the staff of both government and private universities in Diyala province. The sample size can be determined using the following equation (Abdul-Hameed, 2011: 119): [Please note that the equation is not provided in the original text, so I cannot provide the specific formula here (Sekaran, Bougie, 2010):

$$n = \frac{NP(1 - P)x^2}{(N - 1)d^2 + P(1 - P)x^2}$$

whereas:

n: Sample size required.

N: Size of the study population.

P: The ratio of the community is equal to.

$d^2$ : The percentage of error that can be exceeded and the maximum value is 0.05.

$x^2$ : the value of the kai square with one degree of freedom = 3.841 at 95% confidence level or 5% significance level.

**Table (1): Distribution of the Study Sample Among the Employees of Iraqi universities in Diyala province.**

Universities	Administrative Jobs	Academic Jobs	Total	Sample	Response
<b>Population and Sample</b>					
<b>Government Universities</b>	<b>2114</b>	<b>1157</b>	<b>3271</b>	<b>207</b>	<b>200</b>
<b>Private Universities</b>	<b>1173</b>	<b>1237</b>	<b>2410</b>	<b>152</b>	<b>150</b>
<b>Total</b>	<b>3287</b>	<b>2394</b>	<b>5681</b>	<b>359</b>	<b>350</b>

**Source:** Compiled by the researcher based on data from the Iraqi Ministry of Higher Education and Scientific Research, 2020.

The questionnaire was distributed to the individuals within the study sample, resulting in 350 valid responses for statistical analysis. The sample was distributed among employees in administrative and academic positions at Iraqi universities in Diyala province. The following table illustrates the distribution of the study sample among respondents according to demographic variables, including gender, education level, job nature, and years of experience:

**Table (2): Distribution of the Study Sample by Demographic Variables (n = 350)**

Personal Variables			Frequency	Percentage (%)
<b>Gender:</b>	1-	<b>Male</b>	<b>192</b>	<b>54.85</b>
	2-	<b>Female</b>	<b>158</b>	<b>45.15</b>
<b>Job Nature:</b>	1-	<b>Administrative</b>	<b>197</b>	<b>56.28</b>
	2-	<b>Academic</b>	<b>153</b>	<b>43.71</b>
<b>Gender:</b>	1-	<b>Less than High School</b>	<b>28</b>	<b>8.00</b>
	2-	<b>High School</b>	<b>59</b>	<b>16.85</b>
	3-	<b>University</b>	<b>195</b>	<b>55.71</b>
	4-	<b>Postgraduate Studies</b>	<b>68</b>	<b>19.42</b>
<b>Gender:</b>	1-	<b>Less than 5 years</b>	<b>101</b>	<b>28.85</b>
	2-	<b>to less than 10 years 5</b>	<b>187</b>	<b>53.42</b>
	3-	<b>years or more 10</b>	<b>62</b>	<b>17.71</b>

As observed from the previous table (Table 10), the study included a vocabulary of 350 respondents who are employees at the studied universities. The table highlights the following key findings:

- Approximately 55% of the total sample consists of males, while approximately 45% are females.
- Roughly 56.2% of the total study sample work in administrative positions, and approximately 43.8% work in academic positions.

- Around 55.7% of the total study sample hold university-level qualifications, followed by approximately 19.4% of the sample holding postgraduate degrees such as doctorates, master's degrees, and postgraduate diplomas.
- Approximately 53.4% of the total study sample have been employed at the university for more than 5 years but less than 10 years, and about 28.8% of the sample have been employed for less than 5 years. This indicates diversity in the study's vocabulary, demonstrating that the sample is representative of the academic community.

**10. Descriptive statistics**

**10.1 Group interaction variable:**

The strength of the dimensions of the independent variable (Group interaction) was measured to assess their availability, and these dimensions were ranked in order of importance from the perspective of the study participants, as follows:

**Table (3): Descriptive Statistics for the Group interaction Variable.**

N	Phrases	Mean	Standard Deviation	Importance Ranking
1	I actively participate in group discussions by expressing my ideas and opinions.	4.07	1.10	1
2	I feel that my team members actively listen to me when I speak.	3.95	1.08	2
3	I effectively use non-verbal cues, such as body language and facial expressions, to convey my thoughts and intentions to my team members.	3.49	1.24	5
4	I believe that non-verbal cues, such as eye contact and gestures, are important for effective communication within our team.	3.63	1.34	3
5	I receive open and constructive feedback from my team members, which helps improve our communication.	3.63	1.44	4
<b>Verbal and non-verbal communication</b>		<b>3.75</b>	<b>0.99</b>	<b>third</b>
1	I feel that my co-workers actively contribute to our group's shared goals and objectives.	3.61	1.22	3
2	I find my co-workers willing to collaborate with each other to solve problems and make decisions.	3.39	1.13	5
3	I believe that teamwork is essential for achieving successful outcomes in our projects.	3.97	1.29	1
4	I observe my co-workers willingly sharing their knowledge, skills, and resources to support each other's work.	3.43	1.10	4

N	Phrases	Mean	Standard Deviation	Importance Ranking
5	I trust my team members to fulfill their responsibilities and contribute to our collective success.	3.68	1.21	2
<b>Collaboration</b>		<b>3.62</b>	<b>0.97</b>	<b>first</b>
1	I find my co-workers supportive and encouraging in both personal and professional matters.	3.39	1.11	3
2	I notice that my co-workers actively listen and show interest in what others have to say during group discussions.	3.42	1.15	1
3	I feel that my co-workers demonstrate empathy and understanding towards one another.	3.14	1.18	5
4	I feel that my co-workers respect and value my opinions and contributions.	3.40	1.29	2
5	I believe that my co-workers are supportive of my personal and professional growth.	3.23	1.27	4
<b>Social behavior</b>		<b>3.31</b>	<b>1.01</b>	<b>second</b>
1	I trust that my co-workers will fulfill their commitments and responsibilities.	3.43	1.08	1
2	I have confidence in my co-workers' abilities to contribute effectively to our group's objectives.	3.18	1.22	3
3	I believe that my co-workers are honest and transparent in their interactions with me.	3.08	1.27	4
4	I trust that my co-workers will respect confidential information shared within the team.	3.23	1.17	2
5	I believe that my co-workers have my best interests in mind when making decisions.	2.81	1.23	5
<b>Collaboration</b>		<b>3.15</b>	<b>0.98</b>	<b>second</b>
<b>Overall Indicators</b>		<b>3.82</b>	<b>0.658</b>	

From the previous table, we find that the most available dimensions of G.I are respectively: The first (Verbal and non-verbal communication) the Mean is (3.75) and a rate of (75.05%), The second (Collaboration) the Mean is (3.62) the rate is (72.32%), The third (Social behavior) the Mean is (3.31) the rate is (66.27%), the fourth (Trust) the Mean is (3.15) the rate is (62.91%).

Therefore, there is a high availability of G.I dimensions, and opinions tend to agree, with the overall average of the dimensions being (3.46), with an agreement rate (69.14%).



**10.2 job satisfaction variable:**

The dimensions of the dependent variable (Achieving job satisfaction) were measured to assess their availability, and these dimensions were ranked in order of importance from the perspective of the study participants, as follows:

**Table (4): Descriptive Statistics for the Achieving job satisfaction Variable.**

N	Phrases	Mean	Standard Deviation	Importance Ranking
1	My work gives me a chance to learn new things.	3.60	1.33	2
2	My work provides me with an opportunity to benefit society.	3.44	1.16	4
3	Working in the Housing and Development field gives a high social status.	3.30	1.04	5
4	My job duties provide me with an opportunity to use my own capabilities.	3.49	1.21	3
5	My job involves a variety of tasks.	3.67	1.34	1
<b>Work nature</b>		<b>3.97</b>	<b>0.782</b>	<b>first</b>
1	There are good friendships and relationships between me and my co-workers.	3.69	1.13	1
2	My relationship with my co-workers is based on mutual respect.	3.68	1.32	2
3	I share information and experiences with my co-workers.	3.60	1.22	3
4	I get an appropriate amount of encouragement from colleagues.	3.39	1.15	5
5	I am treated equally with others without any discrimination.	3.49	1.20	4
<b>Labor relations</b>		<b>3.80</b>	<b>0.523</b>	<b>second</b>
1	My superiors deal with me with appreciation and respect.	3.86	1.13	1
2	My superiors understand my work.	3.70	1.11	2
3	The superiors explain business goals to me in a motivating way.	3.35	1.19	5
4	I find appreciation from my superiors if I perform a distinguished or additional work.	3.41	1.22	3
5	My superiors value my ideas and suggestions and take them seriously and with interest.	3.35	1.16	4
<b>Supervision method</b>		<b>3.74</b>	<b>0.642</b>	<b>third</b>
1	I am happy with the income I get from my work.	3.10	1.24	1

N	Phrases	Mean	Standard Deviation	Importance Ranking
2	I feel that my job and tasks are commensurate with the salary I get.	2.91	1.19	4
3	There is justice in the company in distributing the rewards.	2.67	1.27	5
4	The annual bonus provided is remunerative.	2.92	1.22	3
5	My salary is not less than that of my colleagues at the same level of employment in the department.	2.95	1.28	2
<b>Pay and Reward</b>		<b>3.74</b>	<b>0.642</b>	<b>third</b>
<b>Overall Indicators</b>		<b>3.84</b>	<b>0.621</b>	

From the previous table, we find that the most available dimensions of J.S are respectively: The first (Labor relations) the Mean is (3.57) and a rate of (71.41%), The second (Supervision method) the Mean is (3.54) the rate is (70.73%), The third (Work nature) the Mean is (3.00) the rate is (70.00%), the fourth (Pay and Reward) the Mean is (2.91) the rate is (58.23%). Therefore, there is a high availability of J.S dimensions, and opinions tend to agree, with the overall average of the dimensions being (3.38), with an agreement rate (67.59%).

### 11. Test the Hypotheses of the Study:

The objective of the study is to examine the validity of the main hypotheses of the study and its sub-hypotheses. These tests are the main objective of the study, through which the researcher seeks to know the essence, strength, and direction of this effect.

#### The main hypothesis:

**There is a Statistically Significant impact of Group interaction (Verbal and non-verbal communication - Collaboration- Social behavior- Trust- Evaluation and Improvement) on Job satisfaction in Iraqi universities.** Four hypotheses emerge from this hypothesis.

- **The first hypothesis** of the main hypothesis states that: "There is a statistically significant impact of Group interaction on Work nature in Iraqi universities."

This hypothesis was divided into four sub-hypotheses, Multiple linear regression was used to find out the effect of the independent variable (Group interaction (G.I)) on the dependent variable (Work nature), and then use the relationship to predict the value of one of the two variables in terms of the other variable. The regression analysis was used by (F&T) testing as follows:

**Table No. (5): Results of a regression analysis of impact of Group interaction on Work nature.**

N	Dimensions	(R <sup>2</sup> )	(F)	Coef (β)	(T)	p-value
1-	<b>Verbal and non-verbal communication.</b>	0.336	177.15	0.581	13.31	0.000
2-	<b>Collaboration.</b>	0.412	245.06	0.655	15.654	0.000
3-	<b>Social behavior.</b>	0.466	305.92	0.670	17.49	0.000
4-	<b>Trust.</b>	0.520	379.42	0.728	19.48	0.000
	<b>Total</b>	<b>0.433</b>	<b>119.17</b>	<b>0.862</b>	<b>3.21</b>	<b>0.000</b>

Statistical significance at level (0.01).

From the previous table, we find that at the level of significance (0.01) and degrees of freedom (347), the value of the (F) test indicates the quality of the relationship model and the validity of the dependence without errors, where the value of (F) was equal to (119.17), which is statistically significant at a significant level (0.01).

The value of the determination coefficient (R<sup>2</sup>), which equals (0.579), indicates that the (Group interaction(G.I)) variable explains the change in (Work nature) by approximately (57.9%), and the percentage of random errors represented in the accuracy of the units of measurement remains for the variables, where it (33.6%) explains Of the variation in the dimension (Verbal and non-verbal communication), and (41.2%) of the variance is explained in the dimension (Collaboration), and (46.6%) of the variance is explained in the dimension (Social behavior), and (52.0%) of the variance is explained in the dimension (Trust), which indicates the role and impact of the dimensions of a variable (Group interaction(G.I)) in the interpretation of the Work nature.

#### **Sub-Hypothesis:**

1. There is a statistically significant impact of Verbal and non-verbal communication on Work nature.

Table No. (5): shows that there is a positive direct effect of Verbal and non-verbal communication on Work nature, since ( $\beta=0.581$ ,  $t=13.31$ , sig. 0.01,  $p > 0.05$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Verbal and non-verbal communication has an effect on Work nature at ( $\alpha \leq 0.01$ ).

2. There is a statistically significant impact of Collaboration on Work nature

Table No. (5): shows that there is a positive direct effect of Collaboration on Work nature, since ( $\beta = 0.655$ ,  $t=15.654$ ,  $p < 0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Collaboration has an effect on Work nature at ( $\alpha \leq 0.01$ ).

3. There is a statistically significant impact of social behavior on Work nature.

Table No. (5): shows that there is a positive direct effect of social behavior on Work nature, since ( $\beta = 0.670$ ,  $t=17.49$ ,  $p < 0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the social behavior has an effect on Work nature at ( $\alpha \leq 0.01$ ).

4. There is a statistically significant impact of Trust on Work nature.

Table No. (5): shows that there is a positive direct effect of Trust on Work nature, since ( $\beta = 0.728$ ,  $t=19.48$ ,  $p < 0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Trust has an effect on Work nature at ( $\alpha \leq 0.01$ ).

• **The second hypothesis** of the main hypothesis states that: "There is a statistically significant impact of Group interaction on Labor relations in Iraqi universities."

This hypothesis was divided into four sub-hypotheses, Multiple linear regression was used to find out the effect of the independent variable (Group interaction (G.I)) on the dependent variable (Labor relations), and then use the relationship to predict the value of one of the two variables in terms of the other variable. The regression analysis was used by (F&T) testing as follows:

**Table No. (6): Results of a regression analysis of impact of Group interaction on Labor relations.**

N	Dimensions	(R <sup>2</sup> )	(F)	Coef (β)	(T)	p-value
1-	Verbal and non-verbal communication.	0.353	191.29	0.591	13.83	0.000
2-	Collaboration.	0.496	344.85	0.713	18.57	0.000
3-	Social behavior.	0.519	377.57	0.701	19.43	0.000
4-	Trust.	0.514	370.24	0.718	19.24	0.000
	<b>Total</b>	<b>0.604</b>	<b>132.14</b>	<b>0.99</b>	<b>3.885</b>	<b>0.000</b>

Statistical significance at level (0.01).

From the previous table, we find that at the level of significance (0.01) and degrees of freedom (347), the value of the (F) test indicates the quality of the relationship model and the validity of the dependence without errors, where the value of (F) was equal to (132.14), which is statistically significant at a significant level (0.01).

The value of the determination coefficient (R<sup>2</sup>), which equals (0.604), indicates that the (Group interaction(G.I)) variable explains the change in (Labor relations) by approximately (60.4%), and the percentage of random errors represented in the accuracy of the units of measurement remains for the variables, where it (35.3%) explains Of the variation in the dimension (Verbal and non-verbal communication), and (49.6%) of the variance is explained in the dimension (Collaboration), and (51.9%) of the variance is explained in the dimension (Social behavior), and (51.4%) of the variance is explained in the dimension (Trust), which indicates the role and impact of the dimensions of a variable (Group interaction(G.I)) in the interpretation of the Labor relations.

Sub-Hypothesis:

1. There is a statistically significant impact of Verbal and non-verbal communication on Labor relations.

Table No. (6): shows that there is a positive direct effect of Verbal and non-verbal communication on Labor relations, since ( $\beta=0.591$ ,  $t=13.83$ , sig. 0.01,  $p > 0.05$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Verbal and non-verbal communication has an effect on Labor relations at ( $\alpha \leq 0.01$ ).

2. There is a statistically significant impact of Collaboration on Labor relations

Table No. (6): shows that there is a positive direct effect of Collaboration on Labor relations, since ( $\beta = 0.713$ ,  $t=18.57$ ,  $p < 0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Collaboration has an effect on Labor relations at ( $\alpha \leq 0.01$ ).

3. There is a statistically significant impact of social behavior on Labor relations.

Table No. (6): shows that there is a positive direct effect of social behavior on Labor relations, since ( $\beta = 0.701$ ,  $t=19.43$ ,  $p < 0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the social behavior has an effect on Labor relations at ( $\alpha \leq 0.01$ ).

4. There is a statistically significant impact of Trust on Labor relations.

Table No. (6): shows that there is a positive direct effect of Trust on Labor relations, since ( $\beta = 0.718$ ,  $t=19.24$ ,  $p < 0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Trust has an effect on Labor relations at ( $\alpha \leq 0.01$ ).

- **The third hypothesis** of the main hypothesis states that: "There is a statistically significant impact of Group interaction on Supervision method in Iraqi universities."

This hypothesis was divided into four sub-hypotheses, Multiple linear regression was used to find out the effect of the independent variable (Group interaction (G.I)) on the dependent variable (Supervision method), and then use the relationship to predict the value of one of the two variables in terms of the other variable. The regression analysis was used by (F&T) testing as follows:

**Table No. (7): Results of a regression analysis of impact of Group interaction on Supervision method.**

N	Dimensions	(R <sup>2</sup> )	(F)	Coef (β)	(T)	p-value
1-	Verbal and non-verbal communication.	0.208	91.82	0.449	9.58	0.000
2-	Collaboration.	0.256	120.72	0.508	10.99	0.000
3-	Social behavior.	0.295	146.20	0.524	12.09	0.000
4-	Trust.	0.312	158.82	0.554	12.60	0.000
	<b>Total</b>	<b>0.354</b>	<b>47.55</b>	<b>0.791</b>	<b>2.42</b>	<b>0.016</b>

Statistical significance at level (0.01).

From the previous table, we find that at the level of significance (0.01) and degrees of freedom (447), the value of the (F) test indicates the quality of the relationship model and the validity of the dependence without errors, where the value of (F) was equal to (47.55), which is statistically significant at a significant level (0.01).

The value of the determination coefficient (R<sup>2</sup>), which equals (0.354), indicates that the (Group interaction(G.I)) variable explains the change in (Supervision method) by approximately (35.4%), and the percentage of random errors represented in the accuracy of the units of measurement remains for the variables, where it (20.8%) explains Of the variation in the dimension (Verbal and non-verbal communication), and (25.6%) of the variance is explained in the dimension (Collaboration), and (29.5%) of the variance is explained in the dimension (Social behavior), and (31.2%) of the variance is explained in the dimension (Trust), which



indicates the role and impact of the dimensions of a variable (Group interaction(G.I)) in the interpretation of the Supervision method.

Sub-Hypothesis:

1. There is a statistically significant impact of Verbal and non-verbal communication on Supervision method.

Table No. (7): shows that there is a positive direct effect of Verbal and non-verbal communication on Supervision method, since ( $\beta=0.449$ ,  $t=9.58$ , sig. 0.01,  $p >0.05$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Verbal and non-verbal communication has an effect on Supervision method at ( $\alpha \leq 0.01$ ).

2. There is a statistically significant impact of Collaboration on Supervision method

Table No. (7): shows that there is a positive direct effect of Collaboration on Supervision method, since ( $\beta =0.508$ ,  $t=10.99$ ,  $p <0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Collaboration has an effect on Supervision method at ( $\alpha \leq 0.01$ ).

3. There is a statistically significant impact of social behavior on Supervision method.

Table No. (7): shows that there is a positive direct effect of social behavior on Supervision method, since ( $\beta =0.524$ ,  $t=12.09$ ,  $p <0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the social behavior has an effect on Supervision method at ( $\alpha \leq 0.01$ ).

4. There is a statistically significant impact of Trust on Supervision method.

Table No. (7): shows that there is a positive direct effect of Trust on Supervision method, since ( $\beta =0.554$ ,  $t=12.60$ ,  $p <0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Trust has an effect on Supervision method at ( $\alpha \leq 0.01$ ).

• **The fourth hypothesis** of the main hypothesis states that: "There is a statistically significant impact of Group interaction on Pay and reward in Iraqi universities."

This hypothesis was divided into four sub-hypotheses, Multiple linear regression was used to find out the effect of the independent variable (Group interaction (G.I)) on the dependent variable (Pay and reward), and then use the relationship to predict the value of one of the two variables in terms of the other variable. The regression analysis was used by (F&T) testing as follows:

**Table No. (8): Results of a regression analysis of impact of Group interaction on Pay and reward.**

N	Dimensions	(R <sup>2</sup> )	(F)	Coef( $\beta$ )	(T)	p-value
1-	Verbal and non-verbal communication.	0.041	14.89	0.192	3.86	0.000
2-	Collaboration.	0.079	30.02	0.272	5.48	0.000
3-	Social behavior.	0.073	27.42	0.251	5.24	0.000
4-	Trust.	0.098	38.20	0.301	6.18	0.000
	<b>Total</b>	<b>0.102</b>	<b>9.87</b>	<b>0.323</b>	<b>5.90</b>	<b>0.000</b>

Statistical significance at level (0.01).

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From the previous table, we find that at the level of significance (0.01) and degrees of freedom (447), the value of the (F) test indicates the quality of the relationship model and the validity of the dependence without errors, where the value of (F) was equal to (9.87), which is statistically significant at a significant level (0.01).

The value of the determination coefficient ( $R^2$ ), which equals (0.102), indicates that the (Group interaction(G.I)) variable explains the change in (Pay and reward) by approximately (10.2%), and the percentage of random errors represented in the accuracy of the units of measurement remains for the variables, where it (4.1%) explains Of the variation in the dimension (Verbal and non-verbal communication), and (7.9%) of the variance is explained in the dimension (Collaboration), and (9.8%) of the variance is explained in the dimension (Social behavior), and (10.2%) of the variance is explained in the dimension (Trust), which indicates the role and impact of the dimensions of a variable (Group interaction(G.I)) in the interpretation of the Pay and reward.

Sub-Hypothesis:

1. There is a statistically significant impact of Verbal and non-verbal communication on Pay and reward.

Table No. (8): shows that there is a positive direct effect of Verbal and non-verbal communication on Pay and reward, since ( $\beta=0.192$ ,  $t=3.86$ , sig. 0.01,  $p > 0.05$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Verbal and non-verbal communication has an effect on Pay and reward at ( $\alpha \leq 0.01$ ).

2. There is a statistically significant impact of Collaboration on Pay and reward

Table No. (8): shows that there is a positive direct effect of Collaboration on Pay and reward, since ( $\beta = 0.272$ ,  $t=5.48$ ,  $p < 0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Collaboration has an effect on Pay and reward at ( $\alpha \leq 0.01$ ).

3. There is a statistically significant impact of social behavior on Pay and reward.

Table No. (8): shows that there is a positive direct effect of social behavior on Pay and reward, since ( $\beta = 0.251$ ,  $t=5.24$ ,  $p < 0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the social behavior has an effect on Pay and reward at ( $\alpha \leq 0.01$ ).

4. There is a statistically significant impact of Trust on Pay and reward.

Table No. (8): shows that there is a positive direct effect of Trust on Pay and reward, since ( $\beta = 0.301$ ,  $t=6.18$ ,  $p < 0.01$ ) Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the Trust has an effect on Pay and reward at ( $\alpha \leq 0.01$ ).

## **12. DISCUSSION:**

The study by Boos (2021) emphasizes the vital role of communication in collective leadership. Effective communication is highlighted as a foundational element, crucial for successful team dynamics and decision-making processes. The study suggests organizations should prioritize communication skill development among leaders, which can significantly enhance team performance and contribute to achieving organizational goals.

The study by Qiu et al. (2021) revealed that group interaction processes play a crucial mediating role in online knowledge integration. Group knowledge heterogeneity negatively impacts online knowledge integration, while group experience heterogeneity positively influences it. Both factors operate through distinct pathways within the group interaction process.

The study by Schechter et al. (2021) focuses on analyzing group interaction networks and their impact on team performance. By examining relationships among individuals in communication and collective activities, the study uncovers behavioral patterns and provides insights into group communication and psychological states. Precise digital tracking data is utilized, enabling in-depth network analysis methods. The study introduces an event-based and process-directed relational model for studying group interaction networks, offering a novel approach in this field. The chapter concludes with a comparison of related social network approaches and discusses potential future research directions.

The study by Latifah et al. (2023) investigated factors influencing job satisfaction and employee performance in an Indonesian sharia property company. Using SEM in Smart PLS, the study found that change management (using the ADKAR method) had a negative impact of 6.2% on employee performance and 4.6% on job satisfaction. Job satisfaction had a negligible effect on employee performance (7.5%), whereas leadership style and organizational commitment positively influenced performance by 57.9% and 25.6%, respectively.

The study by Ekmekcioglu and Nabawanuka (2023) explores how discretionary HR practices impact employee job satisfaction, with a focus on the mediating role of job crafting. The research found a significant and positive relationship between discretionary HR practices and employees' job satisfaction. Furthermore, the study revealed that discretionary HR practices enhance job satisfaction by stimulating job crafting activities among employees.

The study by Deb et al. (2023) focuses on the mediating effect of emotional intelligence on the relationship between employee job satisfaction and firm performance in small businesses. The research identified critical factors such as infrastructure, leadership, salary, working hours, and working environment that significantly influence both job satisfaction and firm performance. Emotional intelligence was found to mediate the relationship between these job satisfaction factors and firm performance. These findings suggest that enhancing emotional intelligence among employees could contribute to improved job satisfaction and ultimately enhance the performance of small businesses.

### **13. CONCLUSION:**

The analysis revealed a significant and positive impact of group interaction on job satisfaction in Iraqi universities in Egypt. The dimensions of verbal and non-verbal communication, collaboration, social behavior, and trust were found to play a crucial role in influencing job satisfaction in the organization.

The findings suggest that various dimensions of group interaction, including verbal and non-verbal communication, collaboration, social behavior, and trust, are essential for achieving job satisfaction in Iraqi universities. Collectively, these dimensions explained approximately

57.9% of the variation in job satisfaction, indicating a strong relationship between group interaction and job satisfaction.

- **Impact of Group interaction on Work nature:**

The impact of group interaction on work nature was assessed through a regression analysis. The results indicated a statistically significant impact of group interaction on work nature in Iraqi universities. The dimensions of group interaction, including verbal and non-verbal communication, collaboration, social behavior, and trust, were found to have a positive and significant influence on work nature.

The analysis revealed that approximately 33.6% of the variance in work nature could be attributed to group interaction. These findings indicate that effective group interaction, characterized by strong communication, collaboration, positive social behavior, and trust among employees, positively affects the nature of work in Iraqi universities.

- **Impact of Group interaction on Labor relations:**

The impact of group interaction on labor relations was examined through a regression analysis. The results revealed a statistically significant impact of group interaction on labor relations within Iraqi universities. The dimensions of group interaction, including verbal and non-verbal communication, collaboration, social behavior, and trust, were found to have a positive and significant influence on labor relations.

The analysis demonstrated that approximately 60.4% of the variance in labor relations could be explained by group interaction. These findings indicate that effective group interaction, characterized by strong communication, collaboration, positive social behavior, and trust among employees, positively impacts labor relations in Iraqi universities.

- **Impact of Group interaction on Supervision method:**

The impact of group interaction on supervision methods was assessed through a regression analysis. The results indicated a statistically significant impact of group interaction on supervision methods within Iraqi universities. The dimensions of group interaction, including verbal and non-verbal communication, collaboration, social behavior, and trust, were found to have a positive and significant influence on supervision methods.

The analysis revealed that approximately 35.4% of the variance in supervision methods could be attributed to group interaction. These findings suggest that effective group interaction, characterized by strong communication, collaboration, positive social behavior, and trust among employees, positively affects the choice and implementation of supervision methods in Iraqi universities.

- **Impact of Group interaction on Pay and reward:**

The impact of group interaction on pay and rewards was examined through a regression analysis. The results indicated a statistically significant impact of group interaction on pay and rewards within Iraqi universities. The dimensions of group interaction, including verbal and non-verbal communication, collaboration, social behavior, and trust, were found to have a positive and significant influence on pay and rewards.

The analysis revealed that approximately 10.2% of the variance in pay and rewards could be explained by group interaction. These findings indicate that effective group interaction, characterized by strong communication, collaboration, positive social behavior, and trust among employees, positively impacts the perception of pay and rewards in Iraqi universities.

#### **14. PRACTICAL IMPLICATIONS:**

From the results of the study, it is clear that there is a high degree of interest in Group interaction and Achieving job satisfaction in Iraqi universities. Accordingly, the following recommendations related to supporting and strengthening strengths can be presented as follows:

- **Encourage and provide training** on the importance of non-verbal communication within the company. Offer workshops or seminars to enhance employees' understanding and utilization of non-verbal cues in conveying messages effectively.
- Foster a collaborative work environment by promoting and supporting teamwork among employees. Encourage cross-functional collaboration and provide opportunities for employees to engage in collaborative projects or initiatives. This can be done through team-building activities, group problem-solving sessions, or project-based assignments that require collaboration across departments or teams.
- Focus on fostering a culture of trust and collaboration within Iraqi universities. Building trust among co-workers is crucial for effective teamwork and communication.
- Create a positive and supportive work environment where colleagues actively encourage and uplift each other.
- Focusing on developing a motivating and inspiring communication approach for explaining business goals to employees.
- Implement a comprehensive and transparent rewards system to address reward distribution injustice and boost job satisfaction. Prioritize fairness, transparency, and alignment with employee performance.

#### **16. Limitations and Recommendation for Future Researches:**

The current study has been defined in some respects, so it is suggested that work be done to complete the scientific application in this field with future studies for applicants for graduate studies programs, here are some suggested topics related to the current study topics:

- Study other recent topics in the relationship and impact with Group interaction, such as:
  - 1- The influence of technology-mediated communication on group interaction dynamics.
  - 2- The role of virtual teams and their impact on group interaction and performance.
  - 3- The effects of cross-cultural differences on group interaction and collaboration.
  - 4- The impact of social media and online platforms on group interaction and relationship building.
  - 5- The role of conflict resolution strategies in promoting positive group interaction.
- Study other recent topics in the relationship and impact with Job Satisfaction, such as:
  - 1- The influence of workplace diversity on job satisfaction and employee well-being.
  - 2- The effects of flexible work arrangements and their impact on job satisfaction.
  - 3- The role of leadership styles and their impact on employee job satisfaction.
  - 4- The impact of organizational climate and culture on job satisfaction.
  - 5- The effects of employee engagement programs on job satisfaction and organizational performance.



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