



***The Job Satisfaction and its Effect on Employee's Productivity:
An Analytical Study of Opinions of a Sample of Employees
in Self-Financing Companies in Diwaniyah Governorate***

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Abstract

The goal of this research is to focus on the subject of job satisfaction for the employees of the self-financing companies in Diwaniyah Governorate in order to measure the effect of this variable on the productivity of the employees of the self-financing companies. A random sample of 150 employees was selected with 50 employees in each of the three companies (The textile laboratory, the rubber factory, the dairy factory). The researcher adopted a questionnaire that was counted as a measure in this research, distributed to the sample members, and (129) valid answers were retrieved. In order to analyze the results and choose the offers, The research reached some conclusions, the most important being the level The job satisfaction of women workers is higher compared with the level of job satisfaction among male employees, and the levels of production with satisfaction and the conditions surrounding the work are closely and uniformly linked. In addition, the research presented some recommendations. The most important is the need for the Ministry of Industry to assume greater importance for job satisfaction In particular, companies operating in the province of Diwaniyah because of their significant impact on increasing their productivity on the one hand and achieving higher levels of industrial development in the country.

Key words : The Job Satisfaction , Employee's Productivity , Self-Financing Companies.

1. Introduction

The Iraqi industrial sector witnessed a significant deterioration during the period leading up to 2003 (especially the period of economic siege imposed on the country at that time). The Iraqi industry was not better after this year (2003) than in the previous period. Other conditions prevented the improvement of production levels In the local industry and



suffer many problems as well as the low wages of workers in these companies, which are known as self-financing companies, which in turn reflected on the decline in production of workers also came in the current research examines the method of scientific analysis of the impact of satisfaction of workers in the productivity of self-financing companies, The most prominent causes of this phenomenon, which have been affected in recent years because of the country suffers from the state of low oil prices, which is the main source of economic income (budget), this make them pay attention to administrators and researchers and find ways to address them and make the necessary recommendations and recommendations on them to the management of those companies.

The first topic: Research methodology:

Firstly : the research problem:

Through the field visits conducted by the researcher for self-financing companies operating in Diwaniyah Governorate (textile factory, tire factory, dairy factory) and to get acquainted with the reality of the situation in the productive departments and hold some meetings with some of the employees on the subject under study. To the problem of research uncertainty of the degree of satisfaction of workers and their impact on production and the implications of that on their performance and the adoption of the market on the output of these companies, on the other hand to crystallize the following question:

- Is there an impact on the satisfaction of laborers in self-financing companies (under consideration) in their productivity.

Second: The importance of research:

The importance of research is that it deals with one of the subjects that is one of the critical success factors of the organizations, especially the productive ones, because they are closely related to the morale of the employees and the impact on their productivity. The managers are aware of the importance of the subject of employee satisfaction and to a large extent, especially in organizations with successful performance, , Because it has a great impact on their motivation to work, and to provide the best performance they have. And that the importance of this study is illustrated by bridging the gap in job satisfaction among workers in self-financing companies and their impact on their production:



Third: Research Objectives:

The research aims to:

- 1- To identify the job satisfaction of the employees in these companies.
- 2 - Identify the levels of productivity of workers.
- 3- Identifying the effect of employee satisfaction on productivity.
- 4 - Identify the functional basics related to the level of job satisfaction in the employees (salaries, job security, working conditions, relationship between presidents and subordinates, promotions and incentives).

Fourth: The hypotheses of research: The research starts from two main hypotheses:

1. There is a statistically significant relationship between employee satisfaction and productivity.
2. There is a significant impact of the satisfaction of workers in self - financing companies (under consideration) in their productivity.

Fifth: The place of conducting the research:

The General Company for the Rubber Industry, and the General Dairy Company in Diwaniyah Province, one of the Ministry of Industry and Minerals in Iraq.

Sixth: The Research Sample:

150 employees were selected as sample workers in the self-financing companies in the province of Diwaniyah. The sample of the sample was (129) employees from these companies, who are distributed in terms of administrative titles, observers, people, units and employees.

Seventh: Previous Studies:

- Darwish Yusuf Study (1999) ((Analysis of the relationship between satisfaction with internal and external justice and the level of actual physical return of the job, organizational loyalty and job performance)

Which was conducted on a sample of (567) employees in government institutions in the United Arab Emirates, which found that satisfaction with the external justice of the material return from the job as well as satisfaction with the level of actual material return affect positively in organizational loyalty, while satisfaction does not affect Internal justice of the material return of employment in organizational loyalty.

- Study of Fouad Al-Omari (2000) ((job satisfaction in the public bodies in the State of Kuwait comparative study)).

(501) found a difference between the grades of job satisfaction according to the work environment, the management methods and the expectations of the employee from his job, and the personal characteristics such as (gender, scientific qualification), which were conducted by two independent governmental bodies represented by the General Authority for Minors Affairs and the General Organization for Social Insurance. , Functional factors (number of years of experience, and career level) have no clear effect or slight impact on satisfaction responses among sample members, except for gender, females were less satisfied than males with regard to promotion opportunities.



The second topic: theoretical framework

1. The Job satisfaction:

Job satisfaction is defined as an internal state of the human being that contributes to the creation of feelings and positive attitudes towards work, as it is a set of beautiful feelings (acceptance, happiness and enjoyment) that the employee feels the same direction and function and the institution in which he works and which turns his life and then his work into real fun.

Or that the degree of satisfaction of the individual that makes him satisfied with his work is receptive to him and achieve his aspirations and desires and professional tendencies and proportionate to what the individual wants to work and what he gets in reality (Abdel Salam, 2005). The Job satisfaction is usually influenced by several factors, the most important of which are personal factors such as age, level of education, factors related to the circumstances of the individual's lifestyle, the nature of his work, the salary he receives, working hours and the nature of the relationship with his colleagues and bosses. The interest in job satisfaction began at the beginning of the twentieth century, There is a difference about defining a specific definition or concept for this term because it is related to the feelings of the individual and is often difficult to interpret because it is exciting to change the feelings of individuals in different situations.

There have been many definitions of the concept of job satisfaction, which led to differences and mismatches in some cases due to several reasons including:

- Confused by researchers between the concept of job satisfaction and other concepts such as morale, trends and tendencies.
- The difficulty in defining a comprehensive definition of the concept of job satisfaction as it relates to the emotional aspect of human life.
- The complex and interrelated interaction of factors that can affect satisfaction, man is affected by the surrounding environment and cannot be fragmented.

"All the theories of motivation, motivation and some of the theories of need are that getting more than what he wants makes him more satisfied and satisfied," says Keller. "The degree of satisfaction is the difference between what one actually achieves and what one aspires to achieve" (Nasser, 1999) , 190).

2 - Factors affecting job satisfaction:

Some believe that job satisfaction has different aspects and components that lie in the content of the job and its organizational conditions and factors that directly affect or work to find job satisfaction and determine the extent of:

- Self-factors related to the workers themselves.



Regulatory factors related to organization, conditions and conditions of work.

- Factors related to the environment and other systems in which the organization is organized or dealt with.

3 - Measuring Job Satisfaction:

Job satisfaction represents a range of intangible feelings and sensations, so the ability to recognize them is not easy. Overall, there are two types of job satisfaction measures: (Al Dosari, 2010, 44)

- The Objective measures: In this type, job satisfaction is measured through behavioral effects such as employee absences and leaving the service.

Self-Metrics: It measures direct satisfaction but self-assessment techniques by asking individuals about their feelings about different aspects of work or how satisfied they are.

4. Productivity:

The concept of productivity is often mixed with other concepts such as efficiency, which means the proportion of the organization's resources (physical, human, technological, informational) that contribute to production during the process of manufacturing, efficiency and means the use of the resources of the organization to achieve its goal And more commercial than the non-profit establishment (Abdul Khaliq, 1982, 29). The difficulty of determining productivity has been reflected in the method of measuring and evaluating the productivity of government employees in general. Some of the traditional measures of productivity in the government sector have been dominated by actual output, labor volume and level of service.

And the production of the self-financing companies belonging to the Ministry of Industry and Minerals linked to many of the stimuli, data and circumstances surrounding the workers in Iraq and the extent of their awareness of the attitudes and trends and tendencies and their association with the economic situation of the state in general and the legislation related to staff and the availability of administrative competences and communication as well as social problems such as nepotism and weak incentive system.

And the weakness of product marketing in these companies and the lack of acceptance of markets for products and the use of products neighboring countries or others, such as China as an alternative to the national product of the factors that negatively affect the revenues of these companies and thus on the financial returns through which the salaries and incentives are provided at the present time and the employee's confidence in financial inputs Provide adequate and simple livelihoods (such as food, drink, rent,



and other essential items), as well as other recreational aspects of private transport and a guaranteed living space for all.

The third topic: The applied part

3.1 The Research Methodology:

The descriptive approach refers to the expression of the phenomenon to be examined as it is in fact quantitative and qualitative (Hamdi, 1996, 114). This research will use the description, analysis and interpretation of job satisfaction and its impact on the productivity of some self-financing companies in Diwaniyah.

The researcher relied on the field side to collect and analyze the data related to the field study by means of the questionnaire collected to serve the subject of the study and was distributed and collected to analyze and interpret the effect between them. The sample was distributed to 150 employees in these companies (50) (Male, female) and mostly women for ease of dealing with them by the researcher, and was canceled several forms for not answering fully or repeat the answer to one alternative and not resolve the answer to most of them where it became Eye After the exclusion of non-valid (129) form.

3.2 Questionnaire:

The researcher has relied on the questionnaire or questionnaire on job satisfaction and productivity of the employees in these companies in several procedures including:

3.2.1 Validation of the questionnaire (job satisfaction):

This questionnaire was prepared by the researcher in its initial form through the use of literature, studies and scientific sources that were able to be obtained in the field of study and were presented to some specialists through personal interviews regarding the psychological aspect of job satisfaction and making some adjustments and their comprehensiveness to achieve the goal to be studied. (5) at the level of significance (0.05) and the degree of freedom (1) indicating the veracity of the questionnaire and the possibility of its dependence on the study sample.

3.2.2 Stability of the questionnaire:

The validity of this questionnaire was verified through the distribution of (15) form for the employees of these companies and the study community. They were redistributed over the same sample after (7) days and through the use of the simple correlation law (Pearson) (0.05) and degree of freedom (28). This indicates the stability of the questionnaire and its applicability to the study sample.

3.3 Statistical Methods and Methods of Research:

The data was statistically processed through the Statistical Pouch (SPSS), issued 20, and the researcher used the following statistical methods:



- The arithmetic average for the extraction of the average order of each of the terms of the study axes, the standard deviation and percentages for each of the areas of the questionnaire.

The standard deviation measures the dispersion range of the responses for each statement. The researcher followed the following measurement in this study:

- A standard deviation of less than (1) means concentration of responses and non-dispersion of mean responses, indicating that there is a convergence of responses in the majority.

- The standard deviation is greater and equal (1) means that the responses are not concentrated and dispersed and indicate the divergence of responses. The majority of respondents from the sample are from the content of the phrase.

Correlation coefficient (Pearson).

- Test (T) to derive differences related to variables and level of job satisfaction.

- Use the square (kay).

- The Lycart scale was used for terms related to production from (26-31) and the remainder from (22-40), and used the scale of the (Thrextton) and the mean arithmetic mean as follows:

1. The average (3.5 - 5.0) indicates the high importance of the content of the phrase.

2. The average (2.5 - 3.5) indicates the intermediate importance of the content of the phrase.

3. The average of less than (2.5) indicates the weak importance of the content of the phrase.

The fourth topic: search results

4. Characteristics of the research sample:

4-1 Gender:

Table (1) shows the distribution of the sample according to gender

Gender	Repetition	Percentage
Males	81	62.790%
Females	48	37.210%
Total	129	100%

Table (1) shows the distribution of the sample according to gender, which amounted to (129) employees. The researcher found that the majority in the sample are males (81), 62.790%, females 48 and 37.210%. In these companies the ratio is considered logical.

4-2 Age:

Table (2) shows the distribution of the sample according to age

Age	Repetition	Percentage
Less than (20) years	-	0%
From (20) - (29) years	16	12.403%



From (30) - (39) years	38	29.457%
From (40) - (49) years	45	34.884%
From (50) years and above	30	23.256%
Total	129	100%

In Table (2), the sample was distributed according to age. The highest percentage of employees was aged (40-49), 45 recurrences (34.884%), because they were not recruited in recent years because these companies are not productive. The majority of employees after the political separation or leaving work in that period, we notice that the largest percentage of the period (30 - 39) years by (29.457%) and then (50) years by (23.256%) and most of them in retirement.

4.3 Academic Qualifications:

Table (3) shows the distribution of the sample according to the scientific qualification:

Scientific qualification	Repetition	Percentage
Primary	45	34.884%
Intermediate	33	25.581%
Secondary	37	28.682%
Bachelor degree	13	10.078%
Higher certifications	1	0.775%
Total	129	100%

Table (3) shows the distribution of the sample according to the scientific qualifications and the highest percentage of employees fall within this qualification is (primary), which is repeated (45) by (34.884%). Note that the other largest proportion of repeat (37) and 28.682% (25.581%). Most of those who were appointed in the previous period, and most of them came to these companies for the very high incentives then, where the monthly salary of most of the state employees did not exceed (3) thousand dinars only The incentives in these companies exceeded (100) thousand with other requirements such as fabrics and others.

4-4 years' Experience:

Table (4) shows the distribution of the sample according to the years of experience

years' Experience	Repetition	Percentage
From (1-4) years	0	0%
From (5-9) years	10	7.752%
From ((10-14 years)	44	34.109%
From ((15-19 years)	43	33.333%
From ((20) years and above	32	24.806%
Total	129	100%

Table (4) between the distribution of the sample according to the years of experience and the highest percentage of working experience falls



within (10-14) and repeated 44 (34.109%) and note that the other largest proportion of (15-19) years by repeating (43) (33.333%) and then (20) years and over with a frequency of (32) and a ratio of (24.806%). This means that the large proportion of occupants of the job of young age, despite the large percentages of other ages.

4-5 Monthly Salary:

Table (5) shows the distribution of the sample according to the monthly salary

years' Experience	Repetition	Percentage
Less than (200) thousand	2	1.551%
From (200) - (399) thousand	15	11.628%
From (400) - (599) thousand	28	21.705%
From (600) - (799) thousand	36	27.907%
(800) thousand and more	48	37.209%
Total	129	100%

Table (5) shows the distribution of the sample according to the monthly salary and that the highest percentage of employees fall within the salary of (800 thousand and over) and the recurrence of (48) by (37.209%) we note that the other largest percentage of salary (600 - 799 thousand) 27.907%) for the periods of years of service in the previous table within the salary scale of the nominal salary and the allowances of the certificate and the spouses and children have improved the salaries of this sample.

Table (6) shows the T test to indicate the differences between job satisfaction and variables (gender, age, school qualification, years of service and salary)

Variables		Arithmetic means	Standard Deviation	Value (t)	Level of significance
Gender	Male	1.13	0.22	3.482	*0.05
	Female	1.21	0.35		
Age	Less 30-39	1.41	0.51	1.627	0.05
	40 years and over	1.29	0.47		
Educational qualification	Medium Qualifications	3.57	0.72	9.413	*0.05
	Good qualifications	2.00	0.43		
Years' experience	14 years and less	1.76	0.47	2.019	0.05
	15 years and over	1.81	0.53		
Salary	400 thousand and less	1.23	0.41	12.711	*0.05
	500 thousand and more	2.92	0.79		

Table (6) shows that the results of work satisfaction by gender for females were found to be 1.21 and 0.35 and 3.82 respectively). The researcher attributed this to the fact that males are responsible and physically committed to their families and society, In some cases, they



have this property if the husband is not employed or does not work in the private or public sector or has special needs.

The mean age difference was (1.41), the standard deviation (0.51), the second age group (1.29), the standard deviation (0.47), the value of (0.47) This is due to the fact that many of the employees of these companies have spent many years in their work and have not achieved what they have done. They want him to be ambitious or tender at work and thus their level of satisfaction is low.

There were differences in favor of those with intermediate qualifications (primary, middle and middle), with an average of 3.57 and a standard deviation of 0.72 and a value of 9.413 at 0.05. Despite the existence of university degrees that fit with the administrative functions in these companies.

In the variance of the years of service, there were no differences between them, where the mean (1.76) and standard deviation (0.47) for (less than 14 years) and mean (1.81) and deviation (0.53) for persons (15 years and above) and value (T) (2.019) 0.05). The researcher attributed this to the low satisfaction in them does not differentiate whether the service is long or less because there are no incentives and job and psychological security in these companies for the decline in production and other factors.

There were differences in favor of the wage earners (500 thousand and more), where the mean was 2.92 and the standard deviation was 0.79 and the value was 12.711 at 0.05. (1993), which dealt with the relationship between job satisfaction and financial return, and found that there is a strong relationship between them.

table (7) shows the arithmetic mean, the standard deviation and the frequency of alternatives to answer the relationship between the superiors and subordinates

No.	Variables	Strongly Agree	Agree	Don't know	Not agree	Strongly not agree	Arithmetic Mean	Standard deviation	Arrangement
1	My direct manager contributes in helping me while I find it difficult	-	13	84	21	12	2.752	1.16	3
2	There is a fair in the distribution of labor duties among employees	2	23	65	18	11	2.666	1.32	4



3	There is clarity in the instructions issued by the administration	43	37	31	11	7	3.768	1.27	1
4	I feel the administration is careful to hear staff proposals	-	8	89	27	5	2.775	1.09	2
5	There is sufficient and appropriate delegation from the chief decision maker to work	-	11	76	29	13	2.659	1.14	5

Table (7) shows the results of the relationship between the presidents and subordinates of the study sample. The overall average of this variable is (2.924). The first rank (there is clarity in the instructions issued by the administration) is an average of (3.768) and a standard deviation (1.27). This paragraph, which indicates that only the official books and instructions that come from the ministry concerned with these companies can be delivered smoothly and follow-up by the administration and the possibility of interpretation of the work, that is, the workers in these companies have only received administrative orders to implement directly without cooperation between management Subordinates and The improvement of the other variables above is due to the status of these companies and their non-productivity and obtaining continuous profits covering the raw materials and incentives for employees to raise the level of pensions and improve production and thus achieve their desires on the various physical, social and psychological levels.

Table (8) shows arithmetic mean, standard deviation, and repeatability alternatives for safety at work

No.	Variables	Strongly Agree	Agree	Don't know	Not agree	Strongly not agree	Arithmetic Mean	Standard deviation	Arrangement
1	I feel the recognition and appreciation of the chiefs for my work	-	17	48	41	23	2.457	1.33	4
2	The method of evaluating performance is correct and fair	7	12	65	33	12	2.759	1.42	2
3	I am pleased to find the cooperation of my colleagues	49	54	17	9	-	4.109	0.883	1
4	The Department is committed to health insurance for employees	2	5	89	14	19	2.666	1.54	3



Table (8) shows the total mean of the terms of this variable (safety at work) at (2.997), and was in the first place (I am pleased to find the cooperation of my colleagues) The researcher attributed this rank to unite between the employees of these companies between them in all aspects, Physical, social, psychological, etc.) to adopt them against each other for the difficult periods during which the recession of the work in these companies and the lack of interest of the state in what they do or production and became their occupation concern (salary) only and the lack of production to enter the market in the recession of the national product And its dependence on external products in all the details of life, and became employees Guardian do not feel safe from superiors or administrators who want positions just to get more than others allocations and lack of attention to slide the lower ones.

Table (9) shows the arithmetic mean, the standard deviation, and the frequency of the answer to the salary

No.	Variables	Strongly Agree	Agree	Don't know	Not agree	Strongly not agree	Arithmetic Mean	Standard deviation	Arrangement
1	I am paid a salary commensurate with my situation	-	13	1	31	84	1.558	1.45	5
2	There are various incentives	-	8	-	51	70	1.581	1.62	3
3	My salary is commensurate with the living requirements	-	4	-	61	64	1.566	1.48	4
4	Salary is appropriate with my colleagues in the same profession	-	6	26	59	38	2.00	1.39	2
5	The salary commensurate with the importance of the work I do	-	3	31	60	35	2.016	1.58	1

Table (9) showed that the job satisfaction of employees in these companies is not satisfied with the salary they receive. The total average of this variable is (1.744), ie the employees are not satisfied with the salary, Indicates that the lack of physical security for them, the human is working against the return of financial incentive and if this revenue is less certainly give it, the successful management must take into account the motivations of individuals and their needs so that the system of incentives and wages appropriate and may be reflected in the level of performance and to the resentment of workers and In several ways (absenteeism, delay in work) Etc.). The driving factors are those whose availability depends on the amount of performance and is directly proportional to that performance (Mohammad Kassem, 1990, 131)



able (10) shows the arithmetic mean, the standard deviation and the frequency of the answer alternatives for the upgrade

No.	Variables	Strongly Agree	Agree	Don't know	Not agree	Strongly not agree	Arithmetic Mean	Standard deviation	Arrangement
1	I have the opportunity to train and qualify for promotion	2	14	85	13	15	2.086	1.36	4
2	The work gives me an opportunity to develop good and better ways to perform my work	-	12	96	16	5	2.891	1.29	2
3	There is justice in obtaining the promotion	-	9	91	18	11	2.759	1.18	5
4	The upgrade is related to efficiency and proficiency	38	47	42	2	-	3.937	1.78	1
5	My work allows me to learn and gain new experiences	-	21	79	20	9	2.968	1.45	3

from Table (10), which means the variable (promotion) with a total average (3.052) and came first (promotion is linked to efficiency and proficiency), as all the above factors in other government institutions may be ranked first for the existence of considerations that achieve this, but these Companies may be non-existent not to send cadres work to the training of special competencies and organs working on them as well as the lack of modern equipment and sophisticated need to such exercises to develop In this aspect, the promotion is competent to the owners of competencies and have the ability to continuous innovation and perform the work at the highest level and development of the wedge This is a standard in which they prefer to upgrade to a higher administrative position.



Table (11) shows the arithmetic mean, standard deviation, and frequency of response alternatives to the appropriate working conditions

No.	Variables	Strongly Agree	Agree	Don't know	Not agree	Strongly not agree	Arithmetic Mean	Standard deviation	Arrangement
1	My use of sophisticated methods positively affects my performance	-	12	54	46	17	2.472	1.21	3
2	There is coordination between different departments in the work	9	27	37	43	13	2.465	1.53	4
3	Working hours and working periods are appropriate	88	32	9	-	-	4.612	0.439	1
4	Touch appropriately to provide quality services to perform the work effectively	-	15	87	13	14	2.798	1.33	2

In Table (11), the overall average (3.086) for this variable was ranked first (working hours and working hours). The researcher attributed this to the presence of more than one time in these companies. There may be three working hours per day such as The tissue factory in Diwaniyah may be two working hours and work divisions in these companies in accordance with their production whether it is morning, evening or night, and the possibility of the employee to choose one of these times to work in accordance with his living and his appropriate time, so others may feel some security for the need for time in private work for more of the money for decent living or the association of female workers with domestic work is always observed in the morning.

Table (12) shows the arithmetic mean, the standard deviation, and the frequency of the answer to productivity

No.	Variables	Excellent	Very good	Good	Admitted	Weak	Arithmetic Mean	Standard deviation	Arrangement
1	How to evaluate your performance for your business	-	21	34	74	-	2.589	1.25	1
2	What is your	-	5	12	112	-	2.171	1.12	4



	direct assessment of your production								
3	What assessment did you get in the annual report for the last year?	-	-	37	92	-	2.286	0.812	3
4	What is the overall level of your production in your department	-	13	39	77	-	2.503	1.13	2

Table (12) shows the results of all productivity within the estimate of the alternative (acceptable) in these variables for the lack of interest of workers in these companies these variables attributed to the absence of satisfactory production of these companies in accordance with the labor market and its inputs.

Table (13) shows arithmetic mean, standard deviation, and frequency of response alternatives to surrounding working conditions

No.	Variables	Very often	Too much	Somewhat	to a limited extent	no	Arithmetic Mean	Standard deviation
1	Do you think that your work output can be affected by your working conditions	17	12	-	-	-	4.9	0.834

Table (13) shows the employees' opinion in the surrounding working conditions. It obtained an average of (4.9) ie very much. This indicates that the production is affected by the surrounding conditions such as not marketing the Iraqi product internally and externally.

Table (14) shows the arithmetic mean, the standard deviation and the frequency of the answer alternatives to the number of the reward

No.	Variables	Not exist	1-3	4-6	7-9	10 and more	Arithmetic Mean	Standard deviation
1	What is the number of rewards you received against the list of violations	127	12	-	-	-	1.19	0.31

In Table (14) for the reward, the average (1.19), ie, most of the workers, did not receive this bonus, indicating that the irregularities are almost nonexistent and therefore this result has emerged.



Table (15) shows the arithmetic mean, the standard deviation, and the number of thanks and appreciation books

No.	Variables	Not exist	1-3	4 and more	Arithmetic Mean	Standard deviation
1	How many thanks and appreciation letters have been received during the last year	128	1	-	1.1	0.1

Table (15) showed the opinion of the employees in the surrounding working conditions, where the average of the account (1.1), which is the majority of the sample did not get these books and indicates that there is no work through which in these companies where these books are obtained most often given to producers More and creative in their work.

Table (16) shows the arithmetic mean, standard deviation, and frequency of response alternatives to accountability and punishment

No.	Variables	Not exist	One time	More than one time	Arithmetic Mean	Standard deviation
1	Have you been questioned or punished during the past two years?	129	-	-	3	1.00

In Table (16), for accountability and punishment, it obtained an average of (3) most workers who have not been subjected to any accountability or punishment during the past two years. This indicates that there are no irregularities and therefore this result may be due to the administration's lack of interest in granting incentives and rewards Material and moral in these companies.

Table (17) shows the arithmetic mean, the standard deviation and the frequency of alternatives to the answer to satisfaction

No.	Variables	Always	Sometimes	rarely	Arithmetic Mean	Standard deviation
1	Do you think your satisfaction with work affects your level of production?	47	66	16	2.240	0.731
2	Do you think your work output affects your satisfaction?	65	53	11	2.418	0.562

Table (17) shows the results of the satisfaction variable according to productivity. Sometimes satisfaction with work affects productivity with an average of (2.240), while in the same table it shows that labor productivity always affects job satisfaction with an average of (2.418) And satisfaction are linked to the involuntary (the higher the level of productivity, the higher the job satisfaction of workers and vice versa).



Table (18) shows arithmetic mean, standard deviation, and frequency of alternatives to answer to satisfaction

No.	Variables	Always	Sometimes	rarely	Arithmetic Mean	Standard deviation
1	Can you increase and improve your production if you are more satisfied with future work?	71	49	9	2.558	0.172

Table (18) shows that productivity is often increased when job satisfaction increases in the future. The average is 2.558, meaning that satisfaction is closely related to production and is high and vice versa. The employee may be satisfied at the beginning of the work, This may be reflected in the degree of competence and proficiency of their work.

- Conclusions:

1. Job satisfaction among females is higher than that of males at (0.05) because males have material obligations in the society, so that salaries are not enough for women, and women have material obligations, which makes them able to meet their own obligations.
- 2 - The study found that the degree of satisfaction for the older age groups differ from the younger ones age and that they did not achieve what they aspire to or the tender resulting from the circumstances experienced by the country.
3. The message found that in these companies the intermediate qualifications (elementary, middle and middle) are prevalent over other certificates because these companies in the past provide a better refuge for this category and vice versa.
- 4 - Satisfaction with the salary was unacceptable by the workers in these companies and is considered a few other salaries for the many burdens incurred by them for the appropriate living and the many requirements required of them for all family or social obligations, and the correlation of reward to production whenever the incentives and reward was significant there was an improvement in satisfaction and production They agree with Fadl (1997) that there is a strong relationship between job satisfaction and career level.
- 5 - The study concluded that the promotion is closely linked to the competence and proficiency of the workers and not everyone has the right to this promotion, but who persevere and perseverance and be productive and creative work and creative card.
6. Working conditions through working hours and three working hours in most of these companies were very much in line with the obligations of workers of all classes and all of them were very satisfied with that.
- 7 - The levels of production with satisfaction and the conditions surrounding the work and the close correlation between them more



directly as the satisfaction of workers increased their production and vice versa.

- Recommendations:

1 - Job satisfaction has a clear and tangible impact on productivity in all self-financing companies in Diwaniyah.

2 - Job satisfaction is achieved when the factors affecting it and the salaries and additional wages and remuneration.

3 - Lack of sense of security and job security for employees in these companies and the provision of social security and health insurance, which emerged from the answers to the sample that they do not have this insurance.

4 - years of service have a clear impact on this sample and therefore lack of sense of financial security through the fluctuation of the continuous budget and low oil prices continued and the failure to receive salaries on the specified days have a significant impact on them and the continued thinking of retirement and go to work to earn them money and achieve security of living for them and their families.

5 - Financial and moral incentives have a very large role in the former regime and their access to incentives of productivity has greatly helped the development of industry in the country and improved their standard of living, but then in recent years there is no such incentives may be absent from the situation in which the country is deteriorating In the national product, the foreign product has been greatly improved and remarkable.

6 - Lack of training and participation in any internal or external training through the machines used in these factories, which in some countries cannot be worked and may already be when brought to the country expired for the great corruption

7 - Achieving the principle of reward and punishment and continuous internal follow-up in these factories through the heads of departments and senior observers and reward glory and perseverance and punish the loser and negligent in work affect significantly and effectively in all aspects, whether satisfied or production.

8 - the need to conduct similar research to find job satisfaction for employees in the private sector and conduct comparative studies with the government sectors.

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