**T.C.**

**FIRAT UNIVERSITY**

**SOCIAL SCIENCES INSTITUTE**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

# THE EFFECT OF OCCUPATIONAL SAFETY PRACTICES ON JOB SATISFACTION

**MASTER THESIS**

**SUPERVISOR** **PREPARED**

**Assist Prof. Dr. Hatice Gökçe DEMİREL** **AshtiTahseen ABDULLAH**

**ELAZIĞ-2021**

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At the end of the thesis defense exam held on 02/02/2021, our jury considered this master's / doctoral thesis successful by unanimous / majority vote.

**Jury Members:**

1.
2.
3.

F. Ü. Social Sciences Institute Board of Directors… ... date and ……. The acceptance of this thesis was approved by the decision No.

**Prof. Dr. Murat SUNKAR**
**Director of Social Sciences Institute**

# ÖZET

**Yüksek Lisans Tezi**

**İş Güvenliği Uygulamalarının İş Tatmini Üzerine Etkisi**

**Ashti Tahseen ABDULLAH**

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**İşletme Anabilim Dalı**
**Elazığ-2021; Sayfa: XII+103**

Günümüzde, küreselleşme, örgütlerin ve insan kaynaklarının önündeki tüm sınırların açılması ve kaldırılması yoluyla bu öğelere odaklandığı için tüm iş organizasyonlarında insan kaynakları kavramı mihenk taşı durumundadır.

İnsan kaynağına duyulan ilgi nedeniyle maddi ve manevi tüm gereksinimleri göz önünde bulunduran işletmeler, çağımızda insan kaynağının işini yaparken maruz kalabileceği zorluklardan dolayı meydana gelebilecek olası tüm yaralanmalardan nasıl korunacağı konusu üzerinde durmaktadırlar.

İnsan kaynağı, diğer kaynaklardan farklı olarak kurumların en önemli kaynağı ve işletmelerin genel performansını büyük ölçüde etkileyen unsurlardan biri olarak görülmesine rağmen, çalışma çerçevesinde çeşitli ihtiyaçları karşılamaya yardımcı olmayan yani teşvik edici olmayan çalışma koşullarından oldukça fazla etkilenmektedir.

Küçük ve orta ölçekli işletmeler, başta insan kaynakları departmanı olmak üzere insan kaynaklarını korumak için, işyeri kazalarını azaltmak ve kazalara neden olan güvenli olmayan işyerlerinde yaptıkları işten kaynaklanan risklerden işçileri korumak için iş güvenliği programları oluşturma yöntemine başvururlar.

Genel olarak sanayi kuruluşlarının ve hizmet kuruluşlarının çalışmalarının sürdürülebilirliği için insan kaynağı çok önemli bir unsurdur. Bu, iş sağlığı ve güvenliği prosedürlerini güvence altına alarak, çalışma ortamını tüm risklere karşı garanti altına alan güvenli bir çalışma ortamı sağlama ihtiyacı anlamına gelir. Bunun yanında, kuruluşlar standartlar aracılığıyla uygun çalışma koşullarını sağlamaya teşvik edilebilir.

Günümüz standardizasyonlarında ön plana çıkan belirli standartlar (ISO45001), farklı çalışma gruplarında çalışanlar için iş sağlığı ve güvenliği anlamına gelmektedir ve bu nedenle, mevcut araştırma, Dohuk Valiliği'nde petrol sektörü içinde, iş sağlığı ve güvenliği kavramlarının mevcudiyetini ve bunun iş tatmini üzerindeki etkisini bulmaya yönelik bir girişim olarak ortaya çıkmaktadır. Petrol sektörü insanların günlük yaşamlarında iş kazalarına maruz kalabilecekleri alanlardan biri olduğu için bu sektördeki 120 çalışana anket dağıtılmıştır. İstatistiksel veri içermeyen veya çalışanlardan geri dönmeyen 20 anket mevcut olup araştırma kapsamında 100 adet anket incelemeye alınmıştır. Araştırmacı birtakım hipotezler geliştirmiştir; bunlardan en önemlisi, makro düzeyde ve çalışma örnekleminin kısmi düzeyinde iş güvenliği ile iş tatmini arasında pozitif bir ilişki ve etkinin olduğudur. Petrol sektörünün gelecekte hata yapmamalarını sağlamak için çalışanları daha özgür bir ortamda çalışmaları için yetkilendirmeye ihtiyaç duyabileceği yönünde bir dizi sonuca varılmıştır.

**Anahtar Kelimeler:** Güvenlik, İş tatmini, Kazalar, Çalışma Koşulları, Önleme Yöntemleri.

# ABSTRACT

**Master's Thesis**

**The Effect of Occupational Safety Practices on Job Satisfaction**

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**Elazığ-2021; Page: XII+103**

Within the present time that human resources are the cornerstone within all business organizations and if globalization focused on it through the opening and the abolition of all borders in front of organizations and human resources.

It was from the concern for the human resource, taking all its requirements into consideration of material and moral and this at the same time became from challenges within the current era of organizations about how to preserve the human resource from all injuries that may be exposed while performing his job. Although the human resource has become seen as the most important resource of institutions and one of the elements that greatly affect the overall performance of the organization unlike other resources, it is highly affected by the non-stimulating work conditions that do not help to satisfy various needs in the framework of work.

To preserve its human resources, especially human resources, small and medium enterprises resort to establishing occupational safety programs to reduce workplace accidents and to protect workers from risks resulting from the work they engage in unsafe workplaces that cause accidents.

The human resource is the crucial element for the sustainability of the work of industrial organizations in general and service organizations alike. This means the need to provide a safe work environment that guarantees it from all the risks of the work environment by securing occupational health and safety procedures. In addition to encouraging organizations to work to provide suitable working conditions through

standards. Certain specifications, which come in the forefront of the specifications (ISO45001), mean occupational health and safety for workers in different worksheets, and for this reason, the current research comes as an attempt to find out the extent of the availability of concepts of occupational health and safety within the studied (oil) sector in the governorate of Dohuk, the effect of this on job satisfaction. For workers within that sector, given that the oil sector is one of the fields in which people may be exposed to work injuries within their daily life, and that is through the researcher obtaining data by distributing the questionnaire to (120) employees from which only (100) unit were obtained and the other 20 units of the survey did not return from the employees or were cancelled due to incorrect information valid for statistical analysis. The researcher developed a set of hypotheses, the most important of which is that there are a positive correlation and effect between occupational safety and job satisfaction at the macro and a partial level of the study sample. A set of conclusions was reached, the most important of which is that the oil sector may need to empower the employees to work freely, to ensure that they do not make any mistakes in the future.

**Keywords:** Safety, Job Satisfaction, Accidents, Working Conditions, Methods of Prevention.

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# CHAPTER ONE

## 1.INTRODUCTION

Small and medium enterprises play an important role in modern economies where their importance is highlighted by absorbing more labor and reducing unemployment. The consequent poverty and social unrest developing links and regional level in a way that reduces dependency also contribute to the growing institutional economic fabric and the importance of these institutions increases in particular in developing countries.

In light of the globalization of markets and the increasing intensity of competition, where the latter has become a major obstacle for small and medium enterprises that prevented them from achieving their goals, especially in light of what has become known as the knowledge economy and the growing interest in human resources. As a determinant of the competitiveness of small and medium enterprises, because of the important preferences, it provides for achieving excellence given that knowledge and skills are today the real capital contending for it. Although the human resource has come to be seen as the most important enterprise resource and one of the factors that greatly affect the overall performance of the institution, unlike the rest of the resources, it is highly influenced by unmotivated working conditions and not helping to satisfy the various needs in the framework. Small and medium-sized enterprises resort to setting up occupational safety programs to reduce work accidents and protect workers from the risks, resulting from the work they do in unsafe workplaces causing accidents.

The availability of an element of occupational safety or safety during work, regardless of its details, would increase the job satisfaction of the working individuals. Through which the employee may feel the exclusivity of the reassurance with himself through his belief, that the organization cares about him and takes into consideration his health condition.

According to the statistics of the International Labor Organization (ILO), two million people die every year in the world as a result of occupational diseases and accidents at work. Moreover, daily 860 thousand occupational accidents occur with injuries. The direct and indirect cost of diseases and occupational accidents is estimated in labor 8.2 trillion dollars in the world. Professionalism on the health and productivity

of the workforce follows on their relationships. Economic situation and well-being in the country, countries, governments, international and regional organizations have begun to take care of the safety and health of the workforce in different work environments by enacting legislation, regulations, laws, agreements, procedures, and precautions that alleviate the suffering of those powers and guarantee healthy, safe and risk-free work environments (Mihaela, 2009:412).

### 1.1. The Aim of the Study

The purpose of this study is an attempt to link the basic variables (occupational safety as an independent variable and job satisfaction as a dependent variable). As a new attempt by the researcher according to literature which seeks to achieve some objectives, including the theoretical area which we will attempt to explain below:

1. Attempting to present an integrated and comprehensive theoretical framework through which it can become a reference for the rest of future studies. After the pioneering environment has become an environment that takes into consideration. The conditions and concepts of occupational safety an important concept in the current and future era in all business sectors. In addition to clarifying its relationship with job satisfaction.
2. Determine the effectiveness at the administrative level for both occupational safety and job satisfaction.
3. Detecting the most important factors that determine the effectiveness of all conditions of safety, job satisfaction, and determining their causes.
4. Determine the nature of the relationship between occupational safety and job satisfaction in terms of importance and influence.
5. Presenting recommendations through which it can contribute to improving the oil sector activity in terms of the presence of qualified employees. Thus contributing to the development of the spirit of cooperation and satisfaction among individuals.

### 1.2. Research Problem

The trend towards economic openness and globalization and as a result of the changes that have occurred in the environment in all its aspects it can be seen that there is a gap between society and the human resource on the one hand and the economic

units on the other side. As the human resource was considered the beating heart of any industrial or service organization, as it is the real tool to achieve goals. Business organizations and thus the issue of preserving this resource have become very necessary to activate its level of performance. Therefore, organizations must use all the means available for them to protect that resource. The issue of concern and safety for the human element (occupational safety and health) has occupied a large space for the concerns and aspirations of many industrial organizations whether service being the main element in preserving the safety of the human resource from falling into accidents and repeated work injuries, because this resource is one of the requirements for organizations and the basis for their success on the global level, because of the goodness and academic qualifications of this resource and its work .In addition to that, the productivity of the individual worker is considered one of the vitally important issues in the field of all sectors and departments, because it's through them that organizations work to achieve their future profits. Therefore, organizations musttha maintain productivity through which profits are preserved and concerned about working conditions. Occupational health and safety for workers and the extent of its relationship to providing job satisfaction for individuals is possible if the organizations aware of the importance of safety by providing the conditions of safety that help to provide the safety or the individual feeling of safety and security of his life, which drives him to work better and achieve all the requirements of the business organization. Hence, the research problem can be formulated through the following questions:

1. Is job satisfaction achieved by providing the concepts of occupational conditions and safety for working individuals?
2. There is a perception by business organizations of how important is to provide professional safety conditions during daily work?
3. What are the preventive measures are taken by the oil sector in particular and business sectors in general to provide the concepts and conditions of professional safety?
4. Do occupational safety and health management have a significant effect on employee productivity?
5. Do the application of occupational health and safety programs and the methods used to prevent and reduce accidents affect the profits of business organizations?

### 1.3. Research Importance

The importance of the current study comes through the importance of its variables within the current period and the focus on human resources as the basis within business organizations that cannot succeed within the competition sector except through the human resource,

Therefore, we find that it is important to take care of the human resource and preserve it from all aspects, especially through occupational safety against all accidents that may be exposed to the human resource, and by linking two variables that were not linked to each other before that, and the importance of the study can be clarified accurately by focusing on the following two axes:

#### 1.3.1 Academic Offer

This study gains its importance from the academic perspective by investigating two important variables in the administrative literature that fall into the field of safety and job satisfaction. Because the variables are dynamic and need continuous improvement, the study tries to provide a theoretical framework for these varying and enrich the topic with available scientific references.

#### 1.3.2 Field Vision

The oil sector that operates within the governorate thrives through investments in the cost of exclusion from clients and the extent of its impact on human resources by highlighting the importance of that sector of the surrounding environment and the impact of investment in these sectors also their impact on society.

Oil sector has been selected because of healthy impacts at this sector are common and more dangerous to the employ, workers and the people how live near the oil field. One simple wrong step can make a lot of injury and death.

### 1.4. Literature Review

The perception of safety climate is defined as a subjective perception regarding corporate policies and practices aimed at ensuring safety and safe work environment for employees.

Hofmann et al (2003:171) conducted a study about the safety climate as a structure that contains many dimensions' management's attitude towards safety issues, provocative behaviour to ensure security, and rewarding system for these behaviours.

Safety compatibility and safety climate by Sverre A. Kvalheim: The most important safety climate factor that explains the change in safety compliance, that has reached these results in the study, which is a repeated flood study in the oil and gas industry, is the working pressure. When designing measures to improve this compliance, it implies that the most effective tools are related to maintaining a solid balance between education, safety, and production. These findings are important when designing measures to reduce the risk of future events, as security breaches are a common cause of flooding in accidents in the oil industry. The findings apply to all high-risk industries based on risk control procedures (Kvalheim, 2016:103).

According to the research which was conducted on “The effect of Occupational Health and Safety culture on the job satisfaction and occupational accidents” people who did not have occupational accidents have higher job satisfaction than those who did (Daft, 2007:581).

Risk and worker injuries are other aspects of safety. In meso-media model research, they found that occupational safety tension affects worker injuries by associating them with risk perceptions. Therefore, occupational safety tension is an important variable considering worker safety and worker injuries. Researchers should continue to look beyond the psychosocial (management, co-worker) security environment to the perceptions of job demands that interfere with security while examining employee safety.

The relationship between employees' job security and general business behavior: Mihaela (2009:408) researched the relationship between job security, motivation, and job satisfaction was examined and the following results were obtained, workers:

- They trust that they can work in this business as long as they want.
- When they do their jobs well, they are very happy, or when they do their job badly they don't feel well.
- Usually, they are very satisfied with their work.
- They look forward to being with their colleagues and are proud to work with them.
- They work in the business line that they can do best in the business.

- They are pleased with their managers, who are willing to listen to their suggestions

Habib (2007:19) has examined the job satisfaction levels of individuals working in the industry in terms of work safety perceptions. According to the result of the study, it has been found that there is a significant and positive relationship between job satisfaction and job security. Accordingly, it can be said that the more safety perception level of the employees increases the more their job satisfaction increase. As the satisfaction level increases, the level of perception of job security increases. Besides, it is seen that the ways industry workers perceiving job security differ in terms of socio-economic level. Accordingly, as the socio-economic level increases the level of perception of the job security of the employees' increases.

Another conclusion has been released in terms of education levels, it is seen that the way of perceiving job security differs according to education levels. Accordingly, it can be said that as the level of education increases, the perception of job security also increases.

As a result of research conducted under the name of “The Effect of Occupational Stress”, which is one of the risk factors on occupational health and safety on job satisfaction, it was concluded that occupational stress affects job satisfaction. Also, it was concluded that job stress and job satisfaction affect variables such as age, gender, type of work, and professional experience job satisfaction can be viewed as a global concept or a holistic concept for many dimensions of the workplace context, which a person interacts emotionally. Also, job satisfaction can be defined as the level of satisfaction a person gets from a job reward, especially when it comes to rewards that feed an employee's primary motivation (Statt, 2004:54).

Job satisfaction and professional commitment, resignation rates, job motivation, organizational culture, etc. are other various variables. A risky work environment, which determines that a person has a negative perception of a workplace safety climate, reduces a person's job satisfaction level. The effect of stress in the workplace and dangerous perception of safety in the workplace has a negative impact, on job satisfaction resignation rates (Malik, et al, 2009:3).

### 1.5. Research Methodology

The current study relied on the descriptive and analytical approach as an appropriate method for defining the research variables and objectives and testing its hypotheses and hypotheses through statistical analysis using the program (SPSS 22) ready to discover the relationships between occupational safety and job satisfaction through the impact and correlation tests and analysis of personal characteristics of the study dimensions and find differences between the research variables.

This approach aims to describe the characteristics of the research problem to be accurate and comprehensive to determine the current reality of the study sample, with the aim of the research to uncover the relationships between the variables by gathering facts and analyzing them to extract conclusions and trying to develop recommendations and proposals that serve other researchers in the future.

### 1.6. Study Model

A group of sources referred to in the configure resolution table was relied upon to create the search form. Since occupational safety is considered the independent variable of the current study, the adopted variable job satisfaction responds to occupational safety.

This model comes as an attempt by the researcher to find solutions and answers to the proposed study problem, which will be treated and answered through the proposed hypotheses

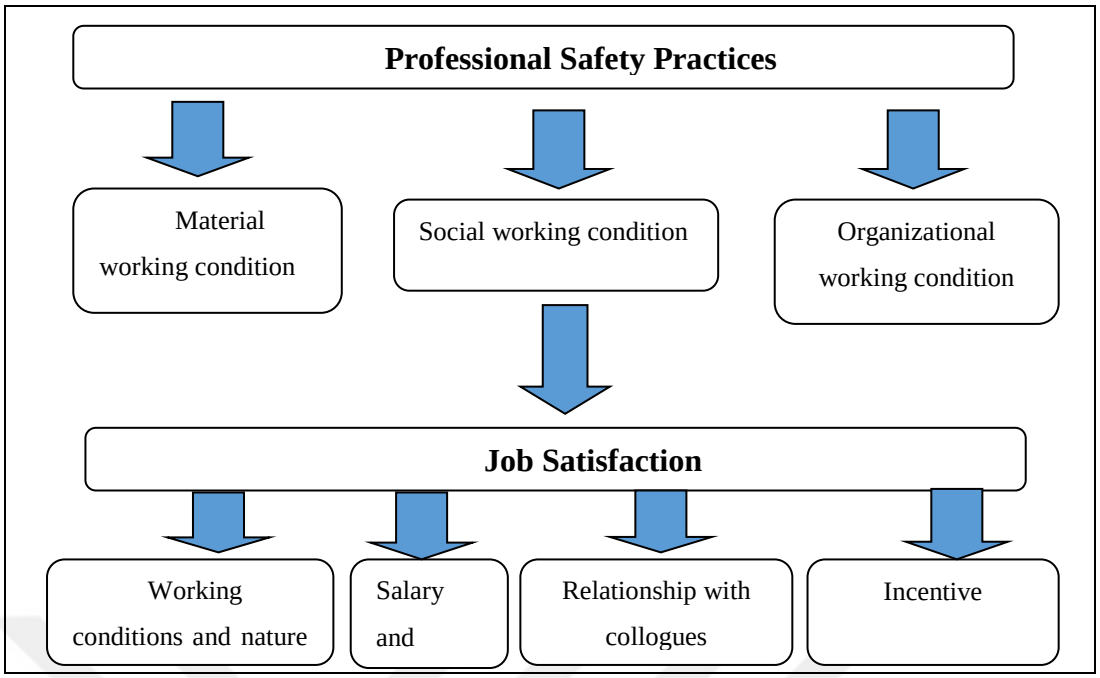


**Figure1.** Occupational safety and job satisfaction

### 1.7. Study Hypotheses

The research aims, through the established hypotheses, to find answers to the problems that were addressed in the previous paragraph as an attempt to determine the relationship between the research variables and these hypotheses are:

**The First Main Hypothesis**: Whether there is a statistically significant relationship between professional safety practices and job satisfaction

**H1**$_1$: There is a statistically significant correlation between professional safety practices and job satisfaction

**H1$_0$:** There is no statistically significant correlation between professional safety practices and job satisfaction

**Sub-Hypothesis of the First Main Hypothesis (Correlation Hypothesis)**

**H1-1$_1$:** There is statistically significant relationship between material working conditions and nature of working conditions.

**H1-1$_0$:** There is no statistically significant relationship between material working conditions and nature of working conditions.

**H1-2$_1$:** There is statistically significant relationship between material working conditions and salary.

**H1-2$_0$:** There is no statistically significant relationship between material working conditions and nature of salary.

**H1-3$_1$:** There is statistically significant relationship between material working conditions and relationship with colleagues.

**H1-3$_0$:** There is no statistically significant relationship between material working conditions and nature of relationship with colleagues.

**H1-4$_1$:** There is statistically significant relationship between material working conditions and incentives.

**H1-4$_0$:** There is no statistically significant relationship between material working conditions and incentives.

**H1-5$_1$:** There is statistically significant relationship between social conditions and nature of working conditions.

**H1-5$_0$:** There is no statistically significant relationship between social conditions and nature of working conditions.

**H1-6$_1$:** There is statistically significant relationship between social conditions and salary.

**H1-6$_0$:** There is no statistically significant relationship between social conditions and nature of salary.

**H1-7$_1$:** There is statistically significant relationship between social conditions and relationship with colleagues.

**H1-7$_0$:** There is no statistically significant relationship between social conditions and nature of relationship with colleagues.

**H1-8$_1$:** There is statistically significant relationship between social conditions and incentives.

**H1-8$_0$:** There is no statistically significant relationship between social conditions and incentives.

**H1-9$_1$:** There is statistically significant relationship between organizational working condition and nature of working conditions.

**H1-9$_0$:** There is no statistically significant relationship between organizational working condition and nature of working conditions.

**H1-10$_1$:** There is statistically significant relationship between organizational working condition and salary.

**H1-10$_0$:** There is no statistically significant relationship between organizational working condition and nature of salary.

**H1-11$_1$:** There is statistically significant relationship between organizational working condition and relationship with colleagues.

**H1-11$_0$:** There is no statistically significant relationship between organizational working condition and nature of relationship with colleagues.

**H1-12$_1$:** There is statistically significant relationship between organizational working condition and incentives.

**H1-12$_0$:** There is no statistically significant relationship between organizational working condition and incentives.

**The Second Main Hypothesis**: Professional Safety Practices has a statistically significant impact on the Job Satisfaction:

**H2$_1$:** There is significant impact of Professional Safety Practices on Job Satisfaction

**H2$_0$:** There is no significant impact of Professional Safety Practices on Job Satisfaction

**Sub-Hypothesis of Second Main Hypothesis (Regression Hypothesis)**

**H2-1$_1$:** There is significant impact of material working conditions on working conditions and nature

**H2-1$_0$:** There is no significant impact of material working conditions on working conditions and nature

**H2-2$_1$:** There is significant impact of material working conditions on salary

**H2-2$_0$:** There is no significant impact of material working conditions on salary

**H2-3$_1$:** There is significant impact of material working conditions on relationship with colleagues

**H2-3$_0$:** There is no significant impact of material working conditions on relationship with colleagues

**H2-4$_1$:** There is significant impact of material working conditions on incentives

**H2-4$_0$:** There is no significant impact of material working conditions on incentives

**H2-5$_1$:** There is significant impact of social conditions on working conditions and nature

**H2-5$_0$:** There is no significant impact of social conditions on working conditions and nature

**H2-6$_1$:** There is significant impact of social conditions on salary

**H2-6$_0$:** There is no significant impact of social conditions on salary

**H2-7$_1$:** There is significant impact of social conditions on relationship with colleagues

**H2-7$_0$:** There is no significant impact of social conditions on relationship with colleagues

**H2-8$_1$:** There is significant impact of social conditions on incentives

**H2-8$_0$:** There is no significant impact of social conditions on incentives

**H2-9$_1$:** There is significant impact of organizational working condition on working conditions and nature

**H2-9$_0$:** There is no significant impact of organizational working condition on working conditions and nature

**H2-10$_1$:** There is significant impact of organizational working condition on salary

**H2-10$_0$:** There is no significant impact of organizational working condition on salary

**H2-11$_1$:** There is significant impact of organizational working condition on relationship with colleagues

**H2-11$_0$:** There is no significant impact of organizational working condition on relationship with colleagues

**H2-12$_1$:** There is significant impact of organizational working condition on incentives

**H2-12$_0$:** There is no significant impact of organizational working condition on incentives

### 1.8. Study Stages

The current study consists of several stages in which try to prove the correlation between the variables and impact of independent variable on dependent variable, as it will be from the following aspects:

1. The theoretical aspect will represent the theoretical framework for the study variables through the available resources for books, periodicals, and research to obtain comprehensive coverage of the study variables.
2. The methodological aspect is a statement of the study problem. The reasons for choosing the title, sample, and importance of the study and study objectives, to develop a model for the current interpretation of the stream.
3. The practical side through this aspect will be trying to clarify the theoretical relationship between the study variables and the extent of them inters connectedness according to the sources.

### 1.9. The limits of the study

Through research and theoretical framing within the oil sector, it has been faced some difficulties in obtaining information through distributing a questionnaire form to employees within the oil sector, especially those who were within the spread stage of Covid 19.

As it was difficult to distribute the questionnaire especially that there was a weakness in the permanence of personnel within the oil sector.

This study is limited to (the oil sector) in Duhok Governorate.

- Deadlines: This study will take place during the 2020-2021 academic years.
- Humane Borders: It is represented by a cadre of staff members within the aforementioned sector, in addition to the directors of managers and officials of administrative units.

# CHAPTER TWO

## 2. OCCUPATIONAL SAFETY

The definitions of occupational safety are numerous, varied in terms of their limitations, generality according to the difference and different views of researchers. The diversity of sources of risk in work environments and the variation of the goal of relevant bodies and organizations in the application of occupational safety systems.

The International Labor Organization defines occupational safety as improving the environment, working conditions and promoting them to the highest possible level to eliminate or reduce all kinds of work-related risks and provide a safe work environment to achieve the goal of protecting all human and non-human production elements from risks, preventing injuries, health problems, work-related deaths, and deaths business organization (International Labor Office, 2001:11) . Al-Hafeez (2016: 9) defined occupational safety as a science that is concerned with preserving human safety and health through providing a safe work environment free from any causes of accidents, injuries, or occupational diseases, i.e. In another way that have been expressed as a set of procedures, rules, and regulations in a legislative framework aimed at preserving people from the risk of injury and preserving property from loss. Rosen (2004:4) referred to occupational safety as defining and assessing risks associated with the workplace, such as injuries to workers in the workplace and related diseases as a result of exposure to unhealthy factors in the work environment. Even though it has often been combined the concept of health and the concept of safety together, but they are not the same concept. Even if they are closely related to each other there isa fundamental difference between health and safety. Health is associated with the conditions that cause diseases and that safety is linked to the cases that cause injuries.

The occupational safety system is an organized approach that is developed by employers to reduce risks and disease. It includes identifying, evaluating, and controlling risks that occur to individuals in all operations in the workplace. It is a major component of any commercial activity, the scope and complexity of its work vary according to the type of work and the nature of operations (Enform, 2011:3).

The Occupational Safety System was first established in 1994 as a system that affects the work of the organization through concern for the individual employee as it provides the most effective way to provide a safer and healthier workplace for working individuals (Ceyhan, 2012: 14).

In the same regard, Abbas and Abo shama (2000:246) indicated that the administrative activities and procedures protect the employees from the dangers arising from the work that they do, especially within the work site in which they work.

Shannon and Norman (2009:327) stated that the concept of safety lies in protecting personnel from illnesses and injuries resulting from workplace accidents that may lead to physical or psychological injuries.

Obeid (2015:61) referred to occupational safety as the prevention of risks arising from the various workplaces that institutions, always seek to reduce by providing a safe environment through the human resources function to provide occupational safety for employees.

Mohsen and Al-Najjar (2004:112) stated that occupational safety works to reduce industrial accidents in organizations and reduce the costs of the resulting injuries, which are directly proportional to the number of such accidents and injuries.

Occupational safety has also been referred to as the public through which he will work to provide the preservation of the health of the individual employee through its contribution to providing appropriate work environments free from causes of accidents, injuries, or occupational diseases, or in other words, it is a set of procedures, rules, and regulations within a legislative framework aimed at preservation. The individual worker from the risk of injury is consistent with the requirements of the production process from the risks of damage and loss (Gjessing, 1997:37).

### 2.1. Importance of Occupational Safety

The importance of occupational safety, according to Hammoud and Al-Kharsha, (2011:233) lies in the following points:

1. Create a healthy, risk-free work environment.
2. Providing a system of occupational health and safety in the workplace by providing the necessary supplies for work, such as protective devices, equipment and using systematic records to record injuries, accidents, or illness.

3. The effects of industrial accidents and diseases are not limited to the material side, but their impact extends to the psychological feelings of the workers as well as the customers, dealing with the economic unit. Therefore, the psychological effects caused by them must be reduced.
4. Building bridges of cooperation among workers and between management must provide adequate protection and attention to them by the administration and this is done by strengthening human relations.
5. Building a new system of occupational health and safety creates a good reputation for the economic plate vis-à-vis competitors and this reputation will help bring in qualified individuals as well as retain good competencies.
6. A good and effective occupational safety system works to reduce labor costs.

On the other hand, Hamzou(2009:4) indicated that occupational safety from his point of view can be divided according to:

1. Safe work environment: Occupational safety hazards are defined in business environments and work to assess those risks to put in place the necessary measures to control risks in the work environment to prevent accidents.
2. Ethics: Maintaining the safety of the organization, including its personnel, assets, buildings, and machinery, is a major responsibility for responsibility of health and safety professionals in the organization.
3. Economy: The direct and indirect economic costs of work accidents, injuries, and occupational diseases can be associated with lost time costs of work and pain, worker suffering, and subsequent moral loss, and a decrease in work efficiency and productivity.
4. Training: Good training on occupational safety programs in the work environment will work to reduce accidents, injuries, and chronic diseases. It will also preserve human resources on the one hand, and on the other hand, it works to maintain equipment that is used to do business.

Occupational safety seeks to protect all categories of the workforce from immediate, chronic, or long-term health effects. That may result from work-related risks, the environment or condition, in a way that ensures the continued enjoyment of workers, physical, mental, social health and is appropriate to manage occupational risks through a preventive approach aiming at many intentions, including protecting the

human element from injuries resulting from the work environment by preventing their exposure to accidents and injuries during work. In addition to establishing stability in the hearts of workers while carrying out their work with tools, materials, and machinery that lays among its folds the danger that threatens their lives and under unsafe conditions exposes their lives from time to time to strong dangers (Abu El-Ela, 2011: 22). Just as occupational safety of great importance in reducing work costs: providing a healthy and low-risk work environment, providing an appropriate work system, strengthening human relationships between individuals and workers, and retaining the best qualifications. As it is a joint responsibility between the higher management of the facility and its employees. Where the administration is committed to setting instructions and regulations for occupational safety, providing safe working conditions as workers are obligated to follow the regulations and instructions and use of equipment provided by preventing accidents and work injuries (Kim, 2016:90)

### 2.2. The Goals of the Occupational Safety Programs

Occupational safety and health seek to protect all categories of the workforce from the dangerous, immediate, chronic, or remote health impacts that may result from the risks associated with the work, its environment, conditions, or circumstances, in a manner that ensures the employees' continued enjoyment of adequate physical, mental and social health which aims, in essence, to manage occupational risks through a preventive approach that aims to protect the human element from injuries resulting from the risks of the work environment, to prevent them from being exposed to accidents, injuries, and occupational diseases, and to maintain the components of the physical human element represented in the facilities and their equipment and equipment from damage and loss as a result of accidents (Abu Al-Ela, 2011: 22).

As for occupational safety and health, it is of great importance in reducing work costs, providing a healthy work environment with low risks, providing an appropriate work system and strengthening the human relationship between management and workers, and retaining the best competencies, as it is a shared responsibility between the higher management of the facility and its workers, while the administration is committed developing instructions and regulations for occupational safety and health and providing safe working conditions. It also obligates workers to follow the rules and

instructions and use the available devices and equipment to prevent accidents and work injuries (Kim, 2016:92).

The importance of occupational safety lies through creating a healthy and risk-free work environment and providing a system of occupational safety in the workplace by providing the necessary supplies to workers such as protective devices and equipment and using regular records to record injuries, accidents or diseases, and occupational safety is not limited only to injuries. The physical only, but goes further than that, as its impact extends to the psychological feelings of the workers as well as the customers dealing with the economic unit. Therefore, the psychological effects resulting from it must be reduced, and to encourage cooperation between employees and management, adequate protection and attention must be provided by the administration and this is done with support human relations, and as it can be said that building a good system of occupational safety leads to the formation of a good reputation for the unit or the organization to shield competitors, and this reputation will also help in attracting and retaining good individuals (Hammoud, 2011:226-227).

On the other hand, the importance of occupational safety programs lies in creating a safe work environment by providing comfort and safety for the individual employee during the performance of his work, by knowing that the organization has taken all important measures that would protect the individual employee, and the adoption of these programs. Considering it among the concepts of administrative ethics from concern and providing the cost of protection conditions for the individual employee within his work environment, and the main importance of adopting professional safety programs is to reduce the costs that the organization may bear if the individual employee suffers any work injuries and falls within the economic field and good training on occupational safety programs in the work environment will reduce accidents and chronic injuries, and maintain machinery and equipment and how to use them properly (Hamzoui, 2009: 2).

We find that the importance of occupational safety has recently emerged in the field of investment in occupational safety, through special systems in the management of occupational safety, management and assessment of occupational risks, which have been developed by international or regional organizations in developed countries administratively and technically in the field of occupational safety, and these systems aim to reducing or eliminating the costs associated with occupational safety and thus

saving these sums to serve the institutions and the workforce in them and help achieve their goals (Mazahra 2009: 55).

The occupational safety programs aim to the reduction of accidents and injuries to workers or employees in a fundamental and final way, despite the differences in capacity and depth in the implementation of these programs in organizations. But they all focus on caring for the preservation of human capabilities and work to protect, grant them the ability to grow, develop in the practice of various businesses, and from here it is possible to divide the objectives of occupational safety into six categories (Al-Salami, 2006:40).

Finally, the importance of occupational safety programs can be indicated by:

### 2.2.1. Preventive Goals

Relate to the human element and are to maintain the health and safety of workers, reduce rates of accidents, diseases and deaths and improve the health of workers, as management in each organization has primary responsibility in providing health services to working individuals as part of their mission to maintain them for workers and preserve them if health services are provided alongside their preventive and therapeutic to support the health and psychological aspects of working individuals and among the main goals of health services programs include preventive goals (Abbas, 2000:182).

Preventive goals include the preparation of workers, the preparation of health services, and the minimization of the effects. The negativity resulting from protecting individuals, working with diseases and accidents during work that affects their performance and organizational performance, attention and focus on the working individual as an essential element in the work and one of the rare elements as its value is not determined materially.

### 2.2.2. Productive Goals

It is intended to reach the best levels of production and productivity for workers through the availability of OHS systems that provide the best safe, comfortable working environment and the effect of this in raising the morale of workers (Al-Salami, 2006:34). The moral and material burdens that result from work accidents, work injuries, and occupational diseases reflect themselves directly or indirectly on the cost

of the total product. This system aims to provide evidence and instructions for the formation of a worksite with appropriate work conditions and ensure its safety and protection of individuals working from injuries at that location, as well as clean up safety management, which often leaves it to regulate the same employer (Mohamad, 2017:20). Also includes the main objective of the system of occupational safety to improve the image of the company, its productivity, efficiency, and provide a safe working environment.

### 2.3. Dimension of Occupational Safety

#### 2.3.1. Working Conditions

The internal arrangement of factories and plants is a matter that must be taken into consideration, as it helps to improve efficiency and increase productivity, raise morale among individuals, reduce workplace accidents, and reduce production costs. Work conditions mean "everything that surrounds the business environment, which affects the health of individual and social life of workers (Sekiou et al, 2001:585). The working conditions include several aspects which are material (lighting, heat, humidity, noise, dust...) and social (management, leadership, and supervision as well as working groups). There are also organizational conditions that mainly relate to the arrangement and organization of the workplace as well as the organization of working time.

##### 2.3.1.1. Physical Working Conditions

Physical working conditions are among the most essential components of the overall working conditions, and they mean the physical environment surrounding the implementation of work within the industrial unit, such as lighting, temperature, ventilation, prevailing humidity, noise from machinery and production tools, dust, odors, diffuse air, and other physical elements that the worker faces during his performance for his productive tasks.

###### 2.3.1.1.1. Lighting

It is the amount of light that falls on a specific area and is often done using natural lighting, which is defined by natural daylight, and artificial lighting is derived from light bulbs as a unit of measurement of illumination intensity (Tawfiq, 1997:6). Adequate lighting is an important factor that must be met in the work environment as a

prerequisite for work and production. Seeing the elements of the work environment is necessary to treat them as their performance increases, as machine parts, raw materials, and products are not dealt with successfully if they are not seen, and we have to ask an individual to transfer a page from a book on a white paper in a state of complete darkness, to see that his performance, in this case, is almost nonexistent, because that vision is an essential component of perception necessary for efficient interaction with the outside environment, and as long as we work we require a certain degree of vision, we must achieve a certain amount of lighting in the work environment by making production is smooth and higher efficiency.

The color of light is also an important factor in its effect on production in addition to its intensity and homogeneity. The more the color of “Pierce” lighting is closer to the natural color of daylight, the better.

In summary, the lighting that is appropriate for the work environment requires that it reaches its intensity to a certain degree, and that it be uniformly distributed across all parts of the work environment, and that its color approximates as much as possible to the color of the natural light of the day. We often need to specify the intensity of lighting appropriate for a particular work to conduct a pilot study, we determine that, and we should mention that the appropriate lighting helps to facilitate the vision and accuracy, and reduces eye strain at the same time.

#### 2.3.1.1.2. Noise

It is that kind of unwanted or annoying sound, "le bruit" defines noise. This definition includes all sounds that cause inconvenience, ranging from the sounds of large machines that harm the sense of hearing to the simplest unwanted sounds, such as bee buzzing or the sound of a neighbor's radio, for example, a person’s music is another person’s noise, and the sound itself is the physical noise. As for noise, it is the individual judgment of sound, which is explained physically by that change in air pressure, thanks to which we feel the sounds. According to the definition of Hafs (2004:245), the sound becomes noisy except when a person exposed to his hegemony feels inconsistent with what he wants in that period and this definition is considered procedurally correct and although noise is something that cannot be crossed when performing productive operations, it can be minimized through the use of preventive and occupational safety methods specified for that.

#### 2.3.1.1.3. Temperature

A person should work in a working environment that provides a moderate temperature and whether the work is muscular or mental, the efficiency of the individual decreases whenever the temperature increases or falls below the appropriate rate, because of the inappropriate temperature in the workplace (whether high or low) causes distress. The worker also has a bad influence on the physiological aspects of the worker, which increases the worker's feeling of distress, and thus gets tired and bored, and reduces his efficiency at work.

#### 2.3.1.1.4. Moisture

It is the degree of pressure resulting from the prevailing heat, and its temperature rises whenever the degree of increases the temperature. If the humidity is high, this means that the air has a high percentage of water vapor, so the sweat will flow on the outside of the body without evaporating and so the body can get rid of extra heat. Some industries require low degrees of moisture, such as the pharmaceutical industry, while other industries require high degrees of moisture, such as leather industries. Some industries require control of humidity so that it is not high or low, such as the textile industry, and precision industries such as the watch industry, high humidity levels increase the number of hours rejected, the importance of controlling the humidity in storage becomes increasingly important.

Materials that damage, moisture, such as sugar, or that need certain degrees of moisture during storage, such as leather and wood, in addition to that, high humidity affects the health of individuals and causes them distress and boredom.

#### 2.3.1.1.5. Ventilation

The introduction of fresh air and the release of rotten air from inside the institution are important. The goal of ventilation is to provide adequate ventilation in the workplace and to create the appropriate conditions and the right atmosphere to perform the work adequately. Providing safety for workers in those places is necessary and also many studies indicate that production is an indication of the quality of ventilation (Ashraf, 2001:374). Researches on miners have resulted in an average of unlicensed rest

periods; that is, which workers misappropriate from 7 minutes to 22 minutes per hour if ventilation is poor, that is, if the weather is hot and humid, the air does not move in it, as well as decreasing production by 41%, and their disease exposure increased by 65%. It is known that workers who work in such an atmosphere are particularly vulnerable to respiratory and rheumatic diseases (Faraj,200:257).

#### 2.3.1.1.6. Dust

Dust is the solid particles resulting from mechanical processes: such as grinding, methods, dust, screening, and others, and they undoubtedly resemble in their properties the original material that resulted from them, and that dust spread in. The work environment where it affects the workers reduces their production and causes many different diseases (Magdy, 2004:84). In the case of precision industries or machines that workers use to work with a high degree of accuracy, it is necessary to permanently get rid of dust in the factory atmosphere. In some industries, the produced goods may become vulnerable to dust pollution, such as industries food and medicine. This causes the dust to diseases of individuals (Salah, 2000:193).

#### 2.3.1.1.7. Harmful Gases

Harmful gases are many, including suffocating gases, irritating gases, and other toxic gases, and each of these three sections has its sources and risks as well, each of them has special prevention methods to preserve the health and life of the worker and lead to increased productivity. Suffocation is a concept that is intended to "deprive the body's tissues of oxygen" and there is suffocation simply happens when "Nitrogen" has less oxygen in the air than 16%.

Harmful gases affect the body after being absorbed from the lungs. Toxic gases are assumed gas and phosphate gas, as well as carbon-sulfur gas, nitrogen, etc. These gases, if absorbed on the nervous system, affect the optic nerve, peripheral nerve inflammation, and hypersensitivity, and affect the blood, causing anemia, and in some cases, it may lead to headache and a severe feeling of vomiting. It also results in loss of consciousness and death (Magdy, 2004:64).

### 2.3.2. Social Working Conditions

Despite the importance of material working conditions because of its direct impact on the performance of individuals, which requires the necessity to monitor and improve them permanently, and to the extent that this concern with physical conditions must be given importance also to the prevailing social conditions in the organization, the administration, the workgroup, supervisors, and leaders are all actors. In the organization and of course, it has either negative or positive effects on the performance of individuals in the organization.

#### 2.3.2.1. Administration

One of the reasons that generate the phenomenon of dissatisfaction among workers and its negative behavior, poor performance, lack of productivity, and indifference is the policy and how the organization is run, and this is what Herzberg explained. It is not possible to deny what the administration is doing to influence the work environment with its correct methods. To work, and the refinement it brings to the movement that it requires and the improvements it provides to working conditions, provided that these material efforts are coupled with humanitarian efforts, the individual feels his humanity and acknowledges the imperative of his cooperation with the administration in the success of its common goals (Tawfiq,2000:14).

#### 2.3.2.2. The working group

It is the other main factor affecting the working environment, and this relates to the size of the group, and the degree of cohesion between them, the goals of the group, as the individual or worker is only part of the group to which he belongs, and management deals with people as individuals and groups, so it is necessary to know the behavior of the group and the behavior of the individual within the group to which he belongs.

### 2.3.3. Organizational Working Conditions

There is a direct relationship between the organization's efforts in the field of occupational safety and its effectiveness in achieving its goals, which necessitates setting an administrative policy so that the issue of protecting workers from occupational injuries and diseases becomes one of the most important responsibilities of

the organization, and this responsibility is not only moral but also a basic administrative responsibility and economic and social necessity. It is possible to avoid work injuries and accidents or at least reduce them by adopting the organizational unit concerned with human resources management with an administrative policy of engineering, health, security, service, regulatory, and environmental dimensions. As for the engineering dimension of the policy, it is necessary to find the appropriate design of the buildings, to provide the appropriate physical conditions of lighting, ventilation, heat. etc. To allocate the necessary spaces that meet the purposes of future expansions, as well as providing machines with the appropriate specifications and providing them with protective barriers, and ensuring that the electrical installations.

Implemented according to standard scientific specifications as for the health dimension, it requires the necessity of conducting comprehensive medical examinations for the candidates for appointment, to ensure their physical and psychological integrity before their appointment, as well as conducting periodic checks for the worker. The job has negative effects on health, and the use of appropriate personal protective tools to reduce the worker's exposure to any danger, as well as working on periodic vaccination operations against infectious diseases of workers, and setting a clear health insurance policy, and it is within this framework that the responsibility for determining the health care worker's responsibility is to be determined. To find ambulance units close to their workplaces, and health clinics in the workplace to deal with urgent events that workers are exposed to, such as wounds, burns, etc.

As for the security dimension, workers must be made aware of the importance of occupational safety, teach them the safety principles and rules, put signs and instructions in dangerous places, and ensure compliance with them, such as "no smoking" or "no entry to those without work" and continuous inspection of work conditions to discover any errors that affect safety, working to avoid them, providing protective clothing for workers and equipment to protect against injuries, ensuring the presence of early warning devices for fires, issuing an informational and statistical bulletin on the incidents that occurred in the organization, increasing the injured as a result of accidents, and providing possible assistance to them and their families. As for the organizational dimension, it aims to find a specialized organizational unit that falls under the umbrella of the human resources management unit to provide the necessary programs for occupational safety, so that it undertakes to educate administrative leaders

about the importance of human relations and the importance of creating encouraging working conditions for workers.

The service dimension aims to provide basic services that alleviate the suffering of workers, such as convenience and rapid transportation services from their places of residence to their workplaces, and the provision of healthy housing, in addition to providing goods and basic foodstuffs to workers through consumer cooperative societies. The environmental dimension focuses on the importance of protecting the internal environment of the organization from the risks of injuries and diseases caused by natural and climatic factors surrounding the organization and reducing the effects and damages that this organization causes in the external environment.

The term work conditions are often used by the public and some writers to refer to physical, material, or moral conditions, but what is meant by organizational working conditions are the social relations between the president and subordinate, and the circumstance of work is everything that surrounds the individual in currency and affects behavior, performance, and inclination towards the work and group. Workers work with the manager that follow the administration's rules and speaks to the institution to which he belongs (Al-Shnootni, 2004:205). Ali Musa (2007:31) indicated that organizational conditions are the horizontal and vertical relations between individuals working within the hierarchical scale and hierarchical relations within the organization of the business.

On the other hand, studies concerning the morale of individuals, since the experiences of the factories in the 1930s, tended to study organizational, psychological, and social conditions, and it became clear that management and individuals in industrial units cannot be separated from the organizational and social conditions surrounding them, their intellectual tendencies, and the interrelationships among them that affect their performance, most of the performance of individuals to change these conditions.

#### 2.3.3.1. Organization

Irimie (2016:92) defined organization as the basic conditions and relationships necessary for the effective implementation of plans and this include preparation and pre-adjustment of those factors and forces that were identified. Organizations can also be expressed as an administrative function that goes into an arrangement of human and economic resources in a manner that guarantees the performance of the requirements necessary to implement the plans towards achieving the goals (Kim. 2016:96). As for

the scientific concept of the organization, it expresses putting everything in its place and everyone in a position and connecting things to form an integrated unit greater than the arithmetic addition of its parts from this concept, it is possible to conclude that the organization consists of three elements as shown in the following figure (1).

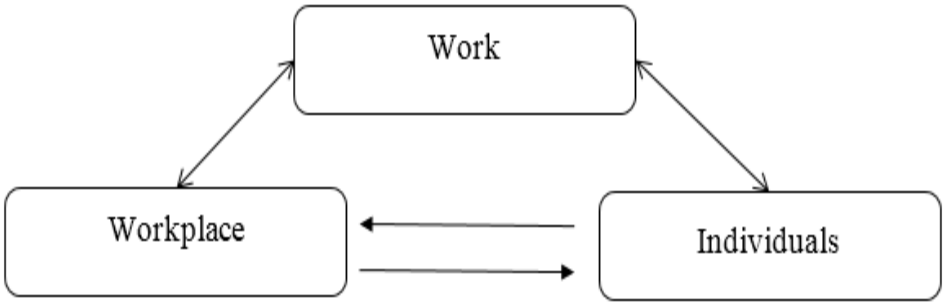


**Figure 2.** Work organization components (Shalaby&Badeer, 2010:78

### 2.3.3.2. Communication

Communication is the cornerstone and the basis for building the human community within daily activities in all areas of life, it cannot take place, it cannot take place without communication between one person and another and one group and another or between society and another. The average person spends 70% of his daily time after excluding hours sleeping in contact with others, whether by writing, speaking, reading, listening, etc., there can be no social interaction between individuals, and social ties between them can only happen through communication (Daft, 2007:584).

### 2.3.3.3. Leadership

One of the factors affecting the level of productivity is the desire of individuals to perform the work in the way that the administration wants, and that desire, in turn, depends on several factors, including the dominant leadership, which means the word derived from the act or undertakes a task (Jones, 2007:73). It is the ability to influence the behavior of workers and that enables the leader to direct them in the right direction to achieve the published goals agreed upon under new human relationships.

### 2.3.3.4. Syndicates

The organization's members who belong to unions have become a source that provides them opportunities to satisfy many of their human needs. Membership of the

union gives the individual a sense of belonging, safety, and strength, and these are all factors that have importance for the performance of individuals in the industrial unit, where financial unions usually arise in places where individuals can workforce it includes grouping themselves and organizing their ranks, regardless of the type of profession they work in or the type of economic or political organization of the country under which they fall under labor unions are a manifestation of progress in the workers' movement.

On the other hand, Tawfiq (2000:10) pointed out that the organizational factors are all that are related to the individual employee within the organization or the company from working hours from place and time. Organizational conditions can be divided into two parts:

#### 2.3.3.4.1. Arranging and Organizing the Workplace

The organization and arrangement of the workplace to accomplish the various production processes must take into account, in the first place, the safety, and security of workers, as a large percentage of work injuries occur as a result of material handling, especially in mechanical industries, where the transport of materials and equipment from one workplace to another workplace abounds, as it was observed. It is that on average 33% of accidents that result in interruption of work are accidents resulting from handling. Also, the organization of workshops and the arrangement of machines, although they mainly depend on the organization of the production process and the extent to which its various stages are interrelated, which in many cases helped to create conditions. A work that does not encourage members of the workforce to perform their productive tasks, given that such conditions give workers' spatial isolation throughout the time of work, which does not help to build social relationships, the latter which is necessary to provide a sound work environment and encourages cooperation.

#### 2.3.3.4.2. Organizing Work Time

The number of hours a person spends on his work affects his performance and also how satisfied he is with his work the period that the worker spends in his work is long, whenever that hurts his performance and productivity, where he feels bored, tepid, and tired, especially in the last hours he spends at work after he has exhausted his

energy and has become in a pressing state of rest and recuperation away from the work environment, but if the work hours that individual spends it on an occasion that is in line with his mental and physical ability and also with the requirements of work, he is more active from the first hours of the day until the last hours.

It is worth noting that the appropriate number of daily working hours in force since the beginning of the twentieth century is eight hours, and the trend continues to reduce the number of daily working hours, and thus aims to increase productivity. Thus we see that there is a relationship between the number of working hours on the one hand and the productivity and efficiency of the individual and his satisfaction with his work on the other hand. The shift system or patrols at work also raise problems for some workers, especially if there are night patrols, and if long working hours raise problems, night patrols and working permanently raise problems to a greater degree.

### 2.5. Work Accidents

Human resources are of great importance in the economic units, as they are the basis in their activities and to increase the performance of working individuals. The accident itself can be defined as an unexpected, unpredictable, or unintended event (Jumaa, 2013:), or as it was indicated by Al-Salem and Saleh (2009:113) that it is sudden events that occur during work, either because of the machinery and equipment used or because of the performance of the individual. There are many ways and methods by which to provide occupational safety or prevent accidents, if true, in terms of the measures that organizations or the company take. It defines occupational safety measures and programs, what the legislation stipulates is the need to take care of the health and safety of workers by forcing both employers and workers themselves to adopt methods and procedures and adopting clear programs in the field of occupational safety. Perhaps the most important of these procedures and programs are the following:

#### 2.5.1. Improving Working Conditions

This trend was formed in light of what is known as kinesiology and time, which was based on the principle of accumulation of knowledge and skill of the job holder and the exploitation of that in the tasks design processes, selection of means and machines as well as production systems, to reach the highest possible performance through achieving harmony between the worker and the machine, so if this worker is unable to

keep up with the coordination and requirements of the position, we resort to alleviating these burdens and requirements by:

- Reducing the physical burdens of the position by simplifying the movements, improving the working positions, reducing the tasks assigned to the individual, and reducing the effort required to perform the tasks.
- Reducing the psychological burdens of the position by adopting periods of rest and reducing the degree of exaggerated discipline within the institution, process, etc. (Automatisation).
- Changing the methods of performing the job through automation and on the other hand directs attention towards improving the material and organizational conditions through which the job is practiced through work (Wasfi Aqili, 2008:588).

### 2.5.2. Integrating Occupational Safety into Employment Tests

The worker's involvement in and causing accidents at work led many experts to suggest proactive precautions to avoid occupational accidents, by choosing a workforce less likely to be accidents by conducting pre-employment tests that determine how much they possess the required features.

### 2.5.3. Involving Workers in Setting Occupational Safety Programs

Many evidence has gathered in recent years, confirming the importance of engaging workers in raising their interest and encouragement in the implementation of matters intended to protect and care for them, for example, some researchers have emphasized that if workers are encouraged to participate and contribute in determining the occupational safety requirements for their jobs, they will set themselves the rules, they will accept it, respect it, and implement it because it is from themselves.

### 2.5.4. Training in Accident Prevention.

It is known that vocational training is based on learning theories or on the practical application of learning theories, the basic training function is that the individual learns some new methods of behavior, but in the field of accident prevention, the training aims to reduce the number of accidents and the trainer has the burden of changing. The behavior of the worker, and the evidence for this change is to perform

safe and sound behavior, instead of the dangerous behavior leading to accidents, and whatever the nature of the training programs, it is considered insignificant unless it leads to low accident rates for the trainee.

The accident rate can be reduced if the worker learns how to perform the proper behavior in his job, and the worker may be truly familiar with the rules and conditions of occupational safety, but this knowledge does not guarantee that he will implement these rules.

### 2.5.5. Using Personal Protective Equipment and Means

The organizational unit responsible for human resources management in the institution is concerned with providing equipment and means for occupational safety to protect workers from injuries, as well as providing fire requirements and maintenance of equipment, and this organizational unit should hold specialized education and training programs for this purpose, where personal protection tools or equipment can be defined. It is "a set of means used by the worker to cover a part, member or group of members of his body for protection from work accidents, and to prevent harmful negative effects of physical, chemical or biological elements in the work environment (Construction Safety Association of Ontario, 2003:55). This is represented by the equipment

- Protective clothing.
- Face and eye protection tools.
- Hand protection tools.
- Head protection tools.
- Foot protection tools.
- Head protection tools.
- Respiratory protection tools.
- Safety belts.
- The use of ads and posters in the field of occupational safety.
- Providing first aid and medical assistance.
- Follow-up incentive and occupational safety systems.
- Regular maintenance of devices and machines.

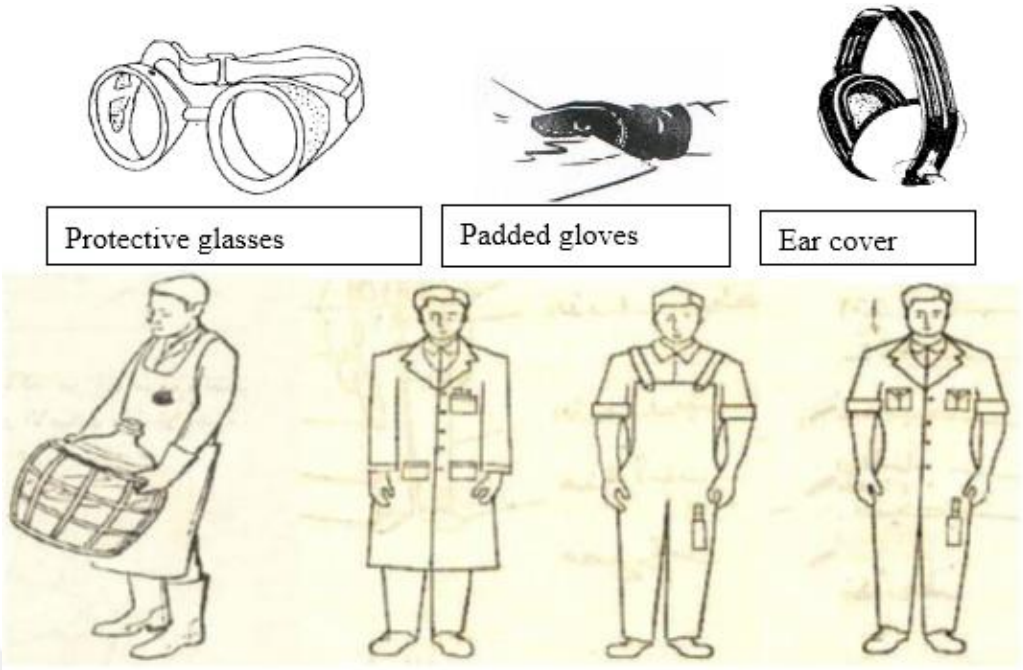


**Figure3.**Personal Protective Equipment

# CHAPTER THREE

## 3. JOB SATISFACTION

Multiple attempts have begun to define the concept of job satisfaction, and this concept has received the attention of many researchers. They expressed the concept of job satisfaction with several definitions and did not agree on one general concept. The reason for this difference is due to the difference in values, beliefs, and areas of interest between researchers, as well as the difference in the surrounding environmental conditions. According to Al-Sharayda and Salem (2010:62) job satisfaction refers to the feelings of workers towards their work, which consist of two angles: the first is what the work provides for workers in reality, and the second is what should be provided by the work. If there is a difference between reality and the things which should be provided by work, then the difference has a negative impact on satisfaction. Ahmed (2006:194) indicated job satisfaction as those gifted and negative feelings that we feel towards our jobs. Worrell (2004:10) stated that job satisfaction is to provide really good work needs or how it serves as a source or as one of the means enjoy. The concept of job satisfaction refers to the point of view of individuals working towards their acceptance and desirability of the work that they do because the acceptance of individuals for their work generates feelings of complacency, and it greatly affects many phenomena in the organization such as work turnover rates, absenteeism, complaints, accidents during work, and performance rates. Many organizations conduct periodic surveys and studies on the satisfaction of individuals with their work to be more aware of the reality of individual feelings and to avoid many of the problems caused by dissatisfaction (Abbas, 2000:177).

The concept of job satisfaction is one of the most obscure concepts of organizational psychology. This is because it is an emotional state that is difficult to measure and study with all objectivity. Perhaps the ambiguity of this concept is what led to the emergence of hundreds of research and studies dealing with it. Among the reasons for the multiplicity of studies on this topic also is the lack of agreement among researchers on an accurate definition of job satisfaction, and researchers have provided many definitions of job satisfaction, which we try to review as part of them in the definition. Some of them define job satisfaction as the degree of satisfaction of an

individual's need as a result of work, and this satisfaction is usually achieved through remuneration and working conditions, the nature of supervision, the nature of the work itself, recognition of the middle of others (Badr, 1993:62). Also, job satisfaction is defined as those positive and negative feelings and attitudes that we feel towards our jobs (Ahmad, 2006:194). It is also known as the individual feeling happy and comfortable while performing his work, and this is achieved by reconciling what he expects. The individual from his work and the amount of what he gets in this work is the concept of contentment which is one of the oldest concepts, especially in our Islamic religion, where satisfaction is mentioned in several places in the Noble Qur'an (Mohammed, 2009:25). The Almighty said: "And those who followed them with charity, May God is pleased with them and satisfied with it." As it was mentioned in the (noble hadith) that the Prophet, may God bless him and grant him peace, said: "If God loves a person who has afflicted them, he who is satisfied will be satisfied. Satisfaction is a virtue of God over worship, which makes a person vital with activity in various works (Al-Hamshari, 2004:23). Various attempts have been made to define the concept of job satisfaction, and to define and take different directions in that, which made consensus on a unified definition very difficult due to the different views and directions of researchers who were exposed to this topic. In addition to the different environmental conditions, values, beliefs, and the nature of the direction that researchers focus on satisfaction as the employee accepting his work in all its aspects, that is, the type of this work, its requirements, physical conditions, and its social and economic status, and the humane relations between presidents, colleagues, and subordinates (Al-Khairy, 2008:30). As for Sangmanee (2003:54), he saw that the satisfaction of workers with their work depends on the extent to which the worker finds an appropriate outlet for his ability, inclinations, and personal characteristics, and also depends on the actual attitude and the way of life in which he can play the role that is consistent with his growth and experience. Smith (2002:250) views job satisfaction as "the extent to which a job provides its holder with results of positive values".

From the researcher's point of view, job satisfaction can be referred to as job satisfaction is not the outcome of only one factor, but rather is the result of the interaction of a group of factors that relate to the internal or external environment, and therefore, these factors are related in their entirety to the composition of the individual

and a currency environment, so it happens whenever the basic needs are satisfied and a positive feeling is obtained by the individual.

### 3.1. Importance of Job Satisfaction

The human element is one of the true riches and the basic axes within the productive process that cannot be dispensed with. In business organizations, modern equipment, and devices, whatever their development, will remain unable if the human mind that manages and drives them is not available, so it is necessary to ensure that a high degree of job satisfaction is provided to workers in the organization because this will contribute to the commitment of workers in their organization and their fulfillment of their obligations towards it and their connection to their work. Higher satisfaction contributes to improving the physical and psychological health of the worker and the quality of life inside and outside the work environment. It has been found that there is a strong relationship with the accidents of death due to heart disease, job dissatisfaction resulting from work pressure, boredom, and organizational disputes. Researches also showed that workers who were satisfied with their work lived more than their unsatisfied fellow employees (Shawish,1996:11). It is recognized that the satisfaction of individuals of great importance as is often a measure of the effectiveness of performance, with the satisfaction of the total individual high it will lead to undesirable results comparable to those that mention the organization when you raise its wages or application of rewards program incentive or system services, and on the other hand, dissatisfaction contributes to absenteeism from work and of labor accidents and delays for leaving workers, institutions in which they work and move to other institutions and lead to a worsening of labor problems and increase workers' complaints about working conditions and orientation for the establishment of labor unions to defend their interests as it is generated dissatisfaction with the climate of regulatory is unhealthy (Al-Khadra, 1995:294).

Overall job satisfaction for employees of the most important health indicators and wellness organization and its effectiveness on the assumption is that the organization does not feel the staff where good will be fortunate little success compared to the one that feels the staff satisfaction, noting that the employee paid for his work is more than willing to continue functioning and to achieve the organization's goals. It is also more active and feverishly at work; the most important characteristic of the job

satisfaction survey is that it addresses human feelings about the work being performed and the surrounding environment. Al-Hanti, (2000:17) showed that there is a relationship between job satisfaction and performance at the individual or organizational level as a happy employee in his work tends greatly to his performance and productivity is higher than others, but at the level organizational, the organization in which the majority of employees are happy with their work and who are satisfied with it, the level of productivity and performance is high, given that the overall level of performance is the outcome of the efforts of its members together.

Job satisfaction is of great importance that managers must pay attention to, and several reasons call for attention to satisfaction as follows: (Al-Ghamdi, 2006:98)

1- The high level of job satisfaction leads to a high level of ambition among workers in the organization.

2- The high level of job satisfaction leads to a decrease in the absence of workers in the organization.

3- Individuals with high levels of job satisfaction are more satisfied with their leisure time, especially with their families, as well as more satisfied with life in general.

4- Employees who are more satisfied with their work are less likely to have work accidents.

People work to reach certain goals, and they are active in their actions because they believe that performance will achieve these goals for them, and then reaching them will make them more satisfied with what they are, that is, performance will lead to satisfaction, and when we look at satisfaction as a result of revealing how it is achieved and the factors that precede, it is responsible for urging it. We will find that these factors are organized into a range of interactions (Shawky, 2002:85). On the other hand, we find that the attention of the organizations should focus on preparing a satisfied workforce, as this would enable the individuals working to perform the work in an appropriate way to achieve the goals of the organization and would be highly loyal to their work and a degree and ability of great creativity and innovation, the importance of job satisfaction can be divided into two aspects (Al-Hiti, 2003: 267):

### 3.1.1 Behavioral and Social Importance:

A set of factors that achieve job satisfaction, which crystallizes in the form of behavioral patterns or a picture of human relations practiced inside and outside the

organization, the significance of which is to enhance the organization's ability to interact and adapt to its internal and external environment, and it is possible through this importance to achieve the following goals:

1- Reducing social losses

When the individual feels that the job in which he is working now is not consistent with his real abilities and desire, he will feel frustrated, which may result in a strike in his relationships with colleagues at work, in addition to the disruption of his work relationship with his friends, which may cause this job dissatisfaction, which will be reflected in his organized image in the surrounding community.

2- Increase organizational loyalty

Satisfaction is a logical reason for loyalty. Increasing organizational loyalty will make working individuals devote all their energies to what they do so that their activities and dedication are often at the expense of their other interests, and they will view the problems of the organization as problems for them and that interest in them appears.

3- Increase organizational stability

The availability of job satisfaction helps to exercise self-censorship of individuals on themselves, which reduces the role that supervisors practice in supervising their subordinates, and in this way the chiefs have a wide field to practice other tasks.

4- Stimulate creative behavior

Creative behavior represents the outcome of an individual’s satisfaction resulting from performing meaningful jobs. By redesigning a job that focuses on adopting individual differences to match the capabilities of the individual who performs it, skills, and experience, creative behavior can be stimulated.

### 3.1.2. Financial and Economic Importance

The importance is to reduce the costs of certain results or to economize on expenditures or increase revenues, this importance will achieve material and economic revenues for the organization and enable it to meet the challenges and increase opportunities and reduce the threats surrounding it, and this importance can be obtained by achieving the goals of job satisfaction in the areas of reducing cost, reducing work

turnover, reducing workplace injuries, and at the same time reducing the cost of these injuries (Al-Rubaie, 1998:37).

### 3.2. Job Satisfaction Theories

Several theories confirm that people attach great importance to certain needs that exist in them and that greatly affect their motivation to work, and the concept of need refers to psychological and organic deficiencies that the organism seeks to achieve, for example, the need for human contact is a psychological need.

The need-motivation theory is seen as the process of interaction between needs and their motives in their satisfaction.

#### 3.2.1. Needs Theories: (Maslow's Theory of Needs)

This theory goes back to (Abraham Maslow) where believes that the satisfaction or denial of needs is a state of dissatisfaction or discontent among the workers. That which has been satisfied will act as a motivation for the individual and that there is a hierarchical arrangement of the human needs, and that whenever a need is satisfied with this need, the individual moves to the next unsatisfied need in the hierarchical organization of the hierarchy of needs. Maslow has classified these needs into five groups according to their importance, namely: (Fouad, 2016:98)

- Physical and logistical needs.
- The need for safety.
- The need to belong.
- The need to respect.
- The need for self-realization.

Maslow believes that “the satisfaction of needs is according to the hierarchy present in the figure (3) illustrates Maslow’s hierarchy” of needs.

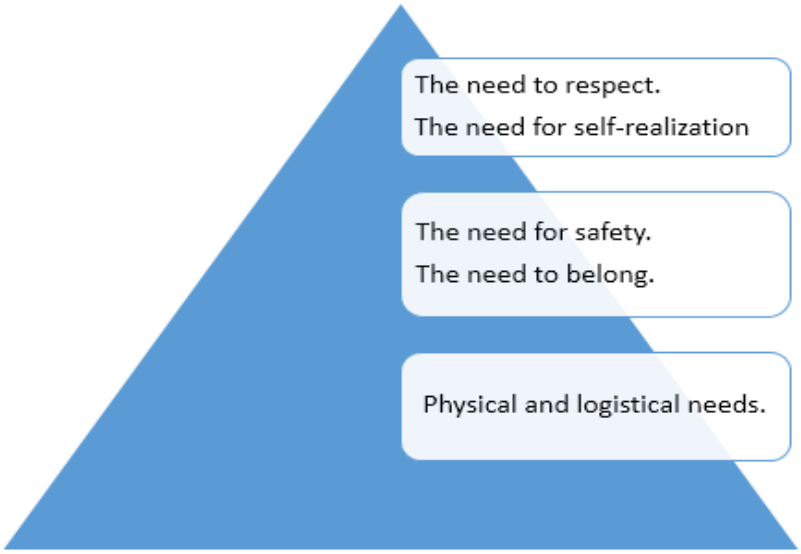


**Figure4.** Demonstrates infiltration needs of Abraham Maslow

Maslow's study emphasizes contentment that cannot be achieved without paying attention to their needs. Therefore, needs must be studied and their importance determined to achieve satisfaction for him without intending to increase the performance of individuals and institutions and this is by motivating workers and making them feel safe and stable through satisfying their needs

. The following is a brief explanation of the five needs illustrated in figure

1. **Physiological needs**

Physiological needs are the starting point in Maslow's runway, and they are represented in the needs related to the biological composition of man, such as water, food, air... etc., and they are necessary and important to human life.

2. **Needs of security and stability**

It is ranked second Maslow's runway, when a person can satisfy physiological needs, then move to satisfy security needs, which may take the form of stability and stability in work, disability and unemployment insurance... etc.

3. **Social Needs**

It occupies the third place in Maslow's runway, the aforementioned needs are satisfied, the person moves to satisfy his social needs, which may take the form of love and belonging needs, the needs of forming social relationships inside and outside work... etc.

**4. Needs of Appreciation and Respect**

It is ranked fourth in Maslow's runway, and it comes directly after the person satisfies the three aforementioned needs, and the needs of appreciation and respect mean the human desire to gain respect and appreciation from others so that he develops a sense of importance and confidence.

**5. Self-realization Needs**

It is the last need in Maslow's runway, and this need reflects the great desire of a person to be more distinguished than others and to be able to do whatever he can.

Maslow's hierarchy of needs theory is based on a set of assumptions, the most important of which are people.

- A living being that has several needs that may first affect his behavior, as unsatisfied needs cause him tension, that is, they affect his behavior, as for saturated needs, they do not move and do not drive human behavior and therefore they do not affect him. (Muhammad, 1997: 21).
- Human needs progress in a hierarchical form that begins with deficiency needs that include physiological needs, security needs, social needs, and ends with growth needs that include both the needs of appreciation, respect, and self-realization needs.
- The person satisfies his needs gradually, starting with the physiological needs, then moving to the needs of security, then the social needs, then the needs of appreciation and respect, and finally the needs of self-realization.
- Accordingly, the achievement of job satisfaction, according to Maslow's theory of needs depends mainly on the satisfaction that the human resource achieves for the above-mentioned five needs.

### 3.2.2. Alderfer Needs Theory

Taking into account the criticisms of Maslow's theory, Alderfer presented in 1972 his theory known as E.R.G Theory, which classifies needs into three groups (Salih, 2007: 463).

1- The need for existence: It is similar to Maslow's social, physiological, and safety needs.

2- The Need to Belong: It is similar to Maslow's social needs

3- The need for growth: It represents the need for appreciation, respect, and the needs of self-realization in Maslow.

According to (Duffer), human needs are classified into three groups only, which is the need for existence, the need for belonging, the need for growth, and unlike the necessity of graduation in satisfying these needs, where the three needs can be activated at the same time, the Dafer mentioned that any human resource in the institution does not deviate from this saturated activity. The three needs (Claude, 2006: 41- 42).

The it's institution's recognition of the three previous needs, and it's a assistance to human resources in achieving and developing them, will increase the human resource's sense of job satisfaction. The following figure summarizes the process of achieving job satisfaction

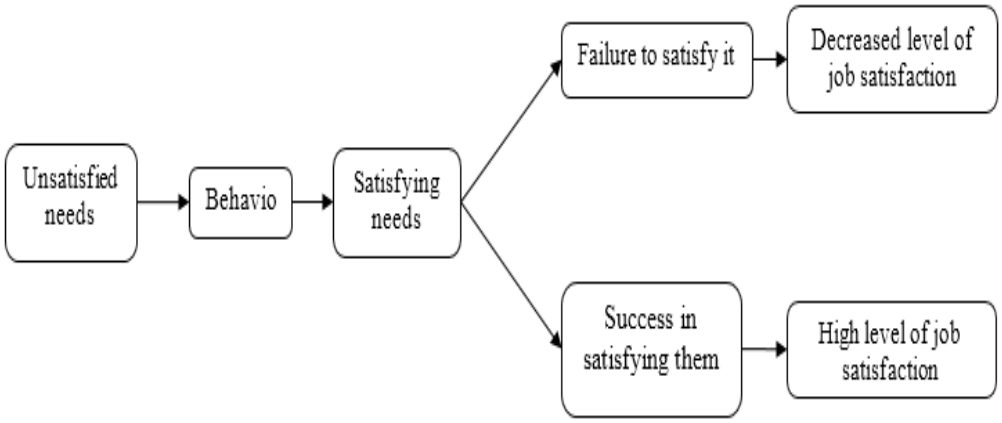


**Figure5.** Process of achieving job satisfaction, according to the needs view of Maslow and Alderfer

### 3.2.3. Mcclelland's Theory of the Three Needs (Achievement Needs)

McClelland presented in 1973 his theory known as the Three Needs or Achievement Needs theory, where he classified it into three groups as follows:

1. Need for Achievement

It represents the desire shown by the human resource towards achieving high-performance rates and achieving the goals set effectively, meaning the desire for excellence.

2. Need for Power

It represents the human resource's desire to control the behavior of others, that is, the desire to exercise power over them. McClelland distinguishes between two forms of the need for power:

a) Personnel Power

It represents the downside of the need for power, as it reflects a love of individual control over others to achieve personal goals.

b) Social Power

It represents the positive side of the need for power, as it reflects the desire shown by the human resource to use its power within the framework of social responsibility to achieve organizational goals rather than personal goals.

3. Need for Affiliation

It represents the human resource's desire to form friendships and friendly relationships with others. McClelland's theory of the three needs is based on a set of assumptions, the most important of which are

- The previous needs are acquired and developed with the development of the experiences of the human resource in life.
- The feeling of human resources varies among themselves towards the need for achievement. The human resources that are characterized by having a strong drive for achievement, raise feelings of happiness and satisfaction from achieving good results, unlike human resources that are characterized by a weak achievement motivation.
- A person who is distinguished by a motive of high affiliation does not fit to be a good manager, as McClelland believes that this person's pursuit of strengthening his social relations leads to ineffectiveness and effectiveness in decision-making, as in this case, social and personal considerations will prevail over objective ones (Tariq, 2007:645 - 646).

Accordingly, according to McClelland's theory, the human resource that is characterized by having a strong drive for achievement will be more satisfied upon achieving successful results than that human resource, which is characterized by having a weak drive for achievement. Likewise, a human resource that has a strong drive to belong will be more satisfied. A human resource that has a low motivation to belong (Muhammad, 2009: 226).

### 3.2.4. The Two-Factor Theory

Frederick Herzberg and his colleagues, Wosner and Snydermann, conducted a field study of satisfaction as a driver for individuals' behavior and motivation to work. This theory has been called the theory of workers, and they reached through the study the following: -

The factors that create in the individual a feeling of high satisfaction with the job or work are called Motivation factors and include recognition and appreciation, achievement, promotion and advancement, the job or work itself, and the potential for growth and self-advancement in the field of work or employment and responsibility.

The factors that cause the individual to feel strong dissatisfaction with the job or work or to maintain the survival and continuity of work are called health factors (Hygiene factors) and it is the policy of the institution and its management, the pattern of supervision, interrelationships with subordinates, wages and salary, stability in the job, and the effects of work on personal life such as travel, work conditions, and physical environment, career and social (Jeans, 2008: 178.)

Internal factors that are synonymous with motivation factors and external factors that is synonymous with health factors (Greenburg Gerald, 2008: 143). Herzberg (1966 - 1968) expanded this theory when he explained that the absence of health factors or their lack of satisfaction leads to the creation of a state of extreme dissatisfaction with the work or job for the individual and that their presence is a reason for the absence of resentment, but it does not inspire satisfaction with work. As for the presence or saturation of the driving factors, it is considered a major reason for creating a high degree of satisfaction in the individual from his work or job, but their absence does not cause a feeling of resentment.

From here it becomes clear to us that the state Jean of complete contentment is not the antithesis or the opposite of the state of extreme dissatisfaction. Rather, the lack of satisfaction is the antithesis of complete satisfaction, and the absence of resentment is the antithesis of severe dissatisfaction.

Herzberg's theory is an effective contribution to the study of work motivation as he expanded on the principle of hierarchy (established by Maslow) and applied it to work motives, as well as attracting attention. To the factors of the contents of the work, in short, it can be said that his theory added a lot to us in understanding the element (job

satisfaction), but it did not provide us with a comprehensive and integrated theory of the motives of work, (Al-Hinnawi, 1974: 289).

### 3.2.5. Equity Theory

The theory of equality is one of the most accepted and the most judicious theories, as it was formulated by Adams (1963: 422) as he believes that the relationship between the organization and the individuals working in it is a reciprocal relationship in which the workers give a set of inputs and include, for example, the educational level of the individual, his experiences, abilities, age and the effort he exerts at work, the individual receives from the organization in return for these inputs the returns or outputs that include, for example, wages, appreciation, social standing. Adams' theory assumes that an individual compares his average returns to inputs with others 'returns to their inputs. Any individual adopts the social context in which he is the basis for comparison, and by this social framework, he means colleagues who are of the same qualifications and job competencies. (Al-Ketbi, 2005:309). If the balance is achieved, this leads to a state of feeling satisfied with the individual, but if there is no equality between the two rates, the individual will feel that there is an imbalance in the equitable balance that has occurred and feelings of tension and resentment will result in him.

Thus, Adams' theory assumed that the absence of justice, in either case, represents an imbalance in the emotional balance and social equilibrium of the individual and creates in him a feeling of distress and tension, which leads him to rebalance through some psychological changes, as psychological changes include creating justifications that the individual gives to himself about the causes of the action may include an individual's input (his effort, for example) or the input of others, urging them to work with a greater effort, for example, or changing the returns of others by demanding that they are not entitled to return, for example, by resigning from Work (Adams, 1963:430).

### 3.2.6. Expectancy Theory

Expectancy theory differs from other theories of job satisfaction in that it tries to pay attention to individual differences, and since we know that all people are different, we can expect this model to be very complex, so it is of course so, but we can explicitly

and directly state that we find it a complex theory when we apply it. Below is a review of Fromm, Porter, and Lawler's models.

#### 3.2.6.1. The Vroom Model

The Fromm model and its later modifications by House and Wahba are one of the modern theories of motivation, and the basic idea in this theory is that individuals make efforts to accomplish those actions that lead to the results (returns) they desire. It is a rational approach to motivation and indicates.

According to the expectation theory, (performance = motivation x ability) that is, the level of performance (the presence of an individual's performance, for a certain action) is a function of two factors, namely, motivation and ability, as these two factors are related on the basis that one strikes the other because both must be available to achieve performance and the intended expectation here is the estimate that the individual arrives at or his judgment regarding the probability of achieving an outcome (or event) in the future (which ranges between zero and one). As for the expectation of the relationship of effort to performance, it is a belief or perception of the individual on the level of effort required to be made and the level of performance achieved as a result of this in when the expectation of the performance-return relationship is the individual's perception of the relationship between a certain level of performance and the achievement of the returns resulting from it, and finally, the attractions are the types of satisfaction or dissatisfaction arising from the returns, which are the estimate that the individual reaches for the level of pleasure or happiness or lack of it arising from returns (Davis 1977: 62).

### 3.3. Demographic Factors Related with Job Satisfaction

Individual-related transactions are the personal factors related to the individual himself. Abdel-Khalek (2006:81) classified the subjective factors which are related to the capabilities and skills. These capabilities and skills which can be measured and defined by analyzing the characteristics of workers such as age groups, educational status, duration of the experience it can be represented by:

### 3.3.1. Gender

One of the most controversial issues is whether the level of women's performance is the same as the level of men's performance, where studies indicate that there are few individual differences. Among women and men affecting work performance and the absence of fundamental differences in labor productivity between men and women. In the same way, there is no evidence to suggest that sex affects job satisfaction, and it is among the issues it appears to lead to gender differences, especially when a worker has children of entry, age for school, it's preferences for work schedules, as working mothers prefer work partial and flexible work schedules, to do their homework (Al-Attiyah, 2003:22).

### 3.3.2. Age

About the relationship between age and job satisfaction, it has been mentioned that most studies indicated a positive relationship between age and satisfaction, at least up to the age of sixty years, and it is noted that most studies confuse between specialized and non-specialist workers, and when the two have been separated, the satisfaction it tends to increase continuously among professionals with increasing age, while it decreases among non-professionals during the middle age period, then increases later. Al-Attiyah (2003:43) pointed out that there is a positive correlation between age and the degree of job satisfaction, the higher the age of the individual, the greater the degree of his satisfaction with work, and some see that the reason for that may be that the employee plates are early, and therefore do not meet them.

In most cases, the needs are preceded by the actual reality of the job, and this causes job dissatisfaction, but with age, the individual becomes more realistic, the degree of his ambitions decreases, and he satisfies the actual reality, and this results in an increase in job satisfaction (Abdel Baqi, 2004:43).

### 3.3.3. Social Status

There are not enough studies through which conclusions can be reached on the effect of marital status on productivity, but studies consistently indicate that the married worker has fewer absences, a lower turnover rate, and more job satisfaction compared to his unmarried colleagues, as marriage leads to increased responsibilities than makes stability in work more important (Al-Attiyah, 2003:44). It is expected that human

resources that have a higher social standing will be less satisfied with those that incite a modest social status when we are facing human resources of social status.

### 3.3.4. Duration of Service

The term of service is known as the "period to stay in a specific job" and indicates evidence that the employee's service life is considered to be the most consistent factor in expecting satisfaction work compared to age (Al-Attiyah, 2003:44). Many studies deal with variables years of experience and its relationship to job satisfaction, the results of some studies showed that there is no statistical significance in employee satisfaction due to the number of years of experience, while studies confirmed the other way around, perhaps studies that have found a direct relationship between contentment the career and variable of years of experience attributed this to the fact that the more experienced an individual becomes the more able to do it, the other is because attributed this to increasing money with increasing years' experience (Mohsen, 2004:58). On the other hand, several types of research have concluded that the more educated worker is less satisfied with the job than the less educated worker, and the reason for this may be that the aspirations of the more educated individual are high and the individuals with whom he compares them occupy jobs. Different, which is usually administered high, and this may not be found in a currency, and consequently, the degree of satisfaction decreases compared to the less educated factor (Shaubash, 2000:113).

### 3.3.5. Personal

It is that unique and relatively stable model of behavior, thought, and emotions, and in association with different capabilities and attitudinal factors the behavior is determined in the organizations, and in the light of this approach, a particular individual may be more appropriate than others to do a specific job, because it possesses personal characteristics and capabilities that are compatible with the work required to be performed. The greater the compatibility, the more productive and more individual, the individual is satisfied with the work (Greenburg, 2004:150).Personality can be seen as a set of relatively fixed characteristics and tendencies, which define the shared psychological behavior and differences between people, thoughts, feelings, and actions which are characterized by continuity over a long period and can be understood on it is

the distinguished result of biological and social pressures at the moment of the sample. (Al-Attiyah, 2003:60).

Another aspect of personality is that it is a set of characteristics that characterize a person, which determines the relationship of the individual with all individuals dealing with him, and it determines his response in the situations facing him, the higher his response to these situations, and the higher the degree of his job satisfaction (Abdel Baqi, 2004:80). Personality is considered one of the subjective variables related to the individual himself, which affects the behavior of the individual. Behavioral scientists believe that understanding the human personality is necessary and vital to explain the behavior of the individual and help to predict this behavior. If the manager has a clear understanding of the personalities of the individuals who work with him, then he/she will be able to direct, motivate, encourage and benefit from them efficiently and effectively in achieving the goals of the organization (Harem, 2004:49).

### 3.4. Organizational Factors Related with The Job Satisfaction

It is one of the factors that affect an individual because he is working in a specific job and is not related to the nature of the job design itself.

#### 3.4.1. Cash wage

The employee satisfaction and the degree of appreciation and future productivity depend on the appropriateness of the returns, in both its material and moral aspects, to the effort he exerted in his job, and on the immediate and appropriate timing of the return. The employees are not mortgaged with a distinct level of performance. However, it is necessary to pay attention to them because the imbalance in the wages and compensation system will lead to the dissatisfaction of the workers. This would cause the individual not to feel unjust, and just as the issue of the wage differential between the individual employees is due to objective and clear reasons for all so that no sense of anxiety or injustice will arise from the employed personnel (Al-Qaryouti, 2009:22).

#### 3.4.2. Financial incentives

The method of motivation that adopts various forms of reward and punishment, often encourages individuals to repeat the behavior that involves achieving the expected benefits for him, as the reward in light of achievement and creativity in performance

encourages the continuity of performance in a manner consistent with the individual's desire to obtain a certain level of satisfaction among his peers and his superiors at work (Hammoud, 2002:92). The administration must put in place fair and unbiased systems for dealing with workers in terms of rewards, penalties, wages, promotions, training, etc., which gives comfort to employees and motivates them to increase their productivity, and this means the treatment of subordinates fairly based on a sound and consistent principle (Al-Maghrabi,1995:37). On the other hand, Shawish (2000:19) referred to financial incentives as indirect financial compensation because individuals obtain them through non-work, meaning that their provision is not related to a certain level of performance. It will be submitted to all employees, regardless of the amount of their activity or achievement, and the saturation of this incentive for the needs of the self-employed and make them feel that the department cares for their interests, and help them solve problems (Shawish, 2000:55).

### 3.4.3. Job security

It is one of the basic demands of the worker in all sectors, whether industrial or educational, cultural, etc. It includes the fulfillment of all the needs of individuals based on a set of laws and objective considerations on part of the employer, it is an obligation on the part of the business owner through providing a safe working environment for workers within the organization, and facilitate the task of each employee to perform his work successfully and on time.

The specific, and for this reason, thought that address in this chapter the various ways to provide job security and maintain the safety of individuals within the factory, its types, some elements and theories that dealt with most aspects of job security, and all this to highlight the effective role within the industrial establishment. It is intended to raise their morale. And just as research is conducted in the heart of the commodity in a way that simplifies its production and reduces production costs, industrial engineers must plan the factory from the inside and organize the process of the production process in a way that makes working conditions safer and reduces stress (Salah, 2000:150). On the other hand, Al-Mughrabi (2005) indicated that job security is considered a set of guarantees and job benefits that are required security from losing a job without legitimate reasons, security from administrative arbitrary procedures, which leads to

psychological stability and morale, and therefore improve performance and document loyalty (Al-Maghribi, 2005:44).

### 3.4.4. Employee Training

Training plays an essential role in developing human skills, which are more than investments within the current time that lead to the success of business organizations. This can be achieved only by encouraging individuals to adopt training programs and develops and raise their spirits (Hammoud 2002:87). Training is a natural phenomenon that characterizes human society and an imperative for everyone who wants it.

It occupies its proper place in society, as it is a process aimed at the success and sustainability of the organization through the development of its human resources. It is also a process inherent to the individual in his vertical and horizontal movement at work (Al-Haiti, 2003:223). Training is one of the primary activities assigned to HRM, as a result of employers' awareness. The fact that training and retraining for workers are considered to be able to bear the burdens. The training works to acquire the skills that qualify the employees to promote and assume leadership positions with greater responsibilities, raising morale, increasing their sense of contentment, and achieving stability in the organization to limit and control employee leakage, which shows its effects on the level of performance of the organization and its services (Rashid, 2004:6).

### 3.4.5. Upgrade

The results of the studies indicate that there is a direct relationship between promotion opportunities and job satisfaction. Vroom (1964) indicated that the most specific factor for opportunities for promotion to job satisfaction is the aspiration of the individual and expectations for the opportunities for promotion that may be from the share, so whenever the individual's aspiration or expectations of promotion has greater than it is available whenever there is less satisfaction with work, and accordingly. The effect of the actual upgrade on the individual’s consent depends on how much he expected, for the individual to obtain a promotion that he did not expect would achieve greater happiness than the expected improvement (Ashour, 2006:60).

An organization that provides individuals with the opportunity to upgrade according to competency contributes to job satisfaction, as the satisfaction of higher needs (development and growth) is important for individuals with higher needs.

### 3.5. Factors Related to Job Design

Studies indicate that the job satisfaction of working individuals is one of the important things that must be taken into consideration by the organizations' departments when wanting to make the job design successful and to identify all the positive or negative aspects when designing the job, and in this regard about designing or dividing the work has indicated that neglecting any part Small parts may lead to deterioration of the individual's morale and decreased productivity due to the feeling that he does not represent anything in the work that does not have any consideration (Harem, 2004: 15).

Therefore, it is necessary to pay attention to the functional diversity of the individual employee because through diversity the individual employee will acquire the skill and ability to integrate within the current job, through the use of several methods such as job rotation, or moving between departments, which means transferring the worker from one job to another for a specific period or extension Horizontal and expansion of the job, which would change the employee's work style by adding new burdens to him and increasing diversity within the current work, keeping him away from boredom.

#### 3.5.1. Regulatory Factors

These factors are related to the individual’s occupation of a particular job and are not related to the nature of the job itself, since these factors are relating to the organization’s policies and have an impact on the job satisfaction of the employee, regardless of the position in which he works or the administrative level to which he belongs.

##### 3.5.1.1. Work hours

The number of working hours that the employee spends to perform his daily work or to complete the work assigned to him, including breaks, is an important matter that must be taken into consideration when desiring to obtain job satisfaction for an individual employee, which is considered one of the most important factors that affect the job satisfaction of an individual that is, what it means whenever working hours allow to give the individual freedom at work and the freedom to use rest time whenever the increase in job satisfaction, because the individual employee during the performance of work does not wish to be restricted in the performance of those tasks, rather he

prefers to obtain complete freedom to perform those tasks, but this does not mean not following the individual and neglecting him, because this will lead to high costs, but what is meant is to give freedom to work within the permitted time and vice versa is true, so it should be noted that the more working hours the greater the mental effort that the employee exerts, which may affect job satisfaction. Working hours should be carefully determined (Daft, 2004:432).

#### 3.5.1.2. Working conditions

Routine and repetitive actions lead to boredom, boredom, and a lack of creativity, while vital procedures challenge and stimulate the individual to think, create and innovate (Al-Shawani, 2004: 70).

Through the development of flexible policies that have a large degree of response to any circumstances, whether in the external or internal framework of the work environment, and these policies must be characterized by relative stability and stability, because they will strengthen and enhance employees' confidence and satisfaction and raise their morale in performance, so these policies are among the most organizational environments. Affecting individuals, groups, and the organization. (Hammoud, 2002:101).

The working conditions affect the degree of the individual's acceptance of the work environment. Whenever the working conditions are appropriate, this will help increase the workers 'satisfaction with their work. The most important of these conditions that should be taken care of, being what is called lighting, heat, ventilation, and humidity in addition to the size of the workplace, the size of the office, and the arrangement of offices and communication devices.

The results of studies indicate that the quality or the worst material work conditions affect the attraction force that binds the individual to his work and is related to him. The rate of work turnover and the rate of absence increase in jobs that are characterized by poor material working conditions, and they decrease in jobs that have good material working conditions (Ashour 2009: 48)

#### 3.5.1.3. Business Policies

The method of management in dealing with workers and creating a meaningful career atmosphere through participation in decision-making and drawing

policies and encouraging them to develop a spirit of organizational loyalty, sincerity, honesty, and constant concern for the organization (Hammoud,2002:167).

Through two-way downward and upward communication allows workers to have opportunities to express opinions and exchange ideas, opinions, and information. (Al emyan, 2008:308).

It was reported that the worker seeks to achieve himself, but this does not happen without obtaining information, and there is no doubt that the use of multiple types of communication with high efficiency increases the efficiency of the worker and his effectiveness, and also leads to the development of a spirit of cooperation between workers and the development (Understanding and Employer Convergence and Management (Moroccan, 2010: 30).

#### 3.5.1.4. Leadership

Leadership and good supervision of the principals and their good treatment are considered important factors that affect the satisfaction of the working individual psychological, and inform them of the progress of the means of support of this progress and the continuity and give them the right to appreciation (Daft, 2007, 570).

Hence, it can be said that leadership is considered a necessary and important process in all institutions and organizations, even though each institution or organization has its activity, and it is a method that the leader follows based on certain policies, principles, and values to achieve the goals of the institution as well as the goals of the working group in it. And good leadership has an effective role in achieving job satisfaction for individual employees, and it also encourages individuals to work in a manner that achieves job satisfaction for them.

### 3.6. Dimensions of Job Satisfaction

Zalina (2015:529) and Jalal & Putri (2015:278) sees that the dimensions of job satisfaction in the light of the regulatory environment are that it relates to the aspects that create a suitable working climate for the performance of individuals and encourages them to give and innovate, whether the physical dimensions of the organizational work environment from where the arrangement and breadth of the place, lighting, air conditioning, offices and office equipment to assist in performing the work, In addition to that, the job competencies granted to workers within the organizational structure and

job description cards that give them a degree of freedom in work and innovation and overcoming work problems.

Adds that one of the components of job satisfaction and its dimensions related to the organizational environment is the degrees of job empowerment granted to employees, which include the degree of freedom to make decisions and the mandate granted to them while serving the exercise of their actions and roles comfortably and appropriately. (Normala, 2015:208 and Ghazi, 2013:20)

It is their job affiliation and the ability to present innovations at work, as the empowerment component is an important component of the organizational environment components that stimulate job satisfaction among individuals incentives in all their forms play an important role in enhancing the levels of job satisfaction among individuals in any institution, where the incentives are prepared an important tool aimed at raising the levels of morale and human performance of workers in a manner that contributes to a positive role in providing motivational atmosphere, both material and moral (Normala, 2015:212),

Also, incentives enable individuals to fulfill material needs, which are an important basis in linking to a job concerned (Noura, 2014;75). They are related in their concept and philosophy to building a fair system consideration for determining wages and bonuses granted to employees in light of a set of criteria on which it is based on determining the fair financial compensation that establishes loyalty to individuals belonging to his organization.

Therefore, we find that incentive shares in achieving job satisfaction among employees are related to key dimensions and components that are closely related to increasing the levels of satisfaction with the human resources in the organization (Musa, 2014:18), especially as these dimensions and related components are included Motivation is related to an important role that contributes to meeting the needs of employees and developing them with the spirit of innovation and development.

Show us that a clear incentive system enables the institution to achieve advanced levels of satisfaction. The employment of the employees of the institution, especially if the incentive system depends in its various dimensions and components on related aspects by rewarding the distinguished to ensure the continuity and appreciation of that distinction, in addition to the existence of criteria clarifying the mechanisms and procedures of motivation moral to give workers opportunities for promotion and career

paths to occupy centers and empowerment in performing the role and job tasks according to policies that advance the level of job satisfaction. Some literature shows that satisfaction employment within the framework of the physical and moral stimulus system in institutions is affected by the nature and quality of the material incentives granted to workers, whether in their value or exceeding the expectations of individuals that contribute to meeting their needs a material, and the moral dimension of motivation is an element it is important to increase levels of job satisfaction, especially since the contributions of motivation are reflected positively on developing the spirit of innovation.(Jalal &Putri, 2015:280 and Shafazawana, 2016;605).

This explains to us that the dimensions and dimensions of job satisfaction for workers in institutions in terms of after the material and moral stimulus. Requires a clear and fair system of material stimulation and rewards, with the need to include the system to achieve aspects of the spirit of innovation about use and creativity, as well as long as moral stimulus policies and procedures in all its forms, especially those that provide clear opportunities on job enrichment, job stability, job security, and security for promotions, job empowerment, and effort appreciation, as well (Musa, 2014:20). This is in addition to that one of the most important components and dimensions of job satisfaction and its connection to the incentive system is the need for a review continued to develop this system, and its suitability for each level as well as the diversity of methods of physical and moral stimulation in a way that enhances the continuity of the desired levels of job satisfaction, with the necessity of emphasizing the element of transparency and fairness, which is one of the foundations' components of building job satisfaction through motivation (Panagiotis, et.al, 2015: 4).

The researcher believes that the job satisfaction levels associated with the incentives are greatly affected in terms of the size of these financial incentives because individuals always compare these incentives with their associated performance, and about the public authority for applied education, the researcher believes that

Incentive systems in the body require more aspects that achieve and increase levels of equity between the values of these material incentives. Among the levels of material gratification that employees with the authority seek to reach, a study confirms this, which indicated the importance of a balance between the value of material incentives and the levels of satisfaction that employees seek in institutions. Job tasks, components, and job design are among the factors and components that contribute to

achieving individual job satisfaction, especially if it focuses on motivational aspects and is compatible with job aspiration and tasks that the individual aspires to play his role through (Jalal &Putri, 2015:283).

Where the context and content of the work is an influential and important aspect in building job satisfaction among workers, especially if the job design includes a variety of tasks and responsibilities that generate an area of empowerment for the employee responsible for that job, so some institutions are interested in making a job enrichment in the content of tasks and responsibilities entrusted to individuals until they are born high levels of job satisfaction (Yueng-. 2016:250)

Also, one of the important components and dimensions about the aspects of tasks and responsibilities and achieving job satisfaction for employees is what relates to tasks commensurate with the capabilities and capabilities of the employee and their absorption and to be encouraging him to assume responsibilities and tasks that satisfy his aspirations and job aspirations, so the institutions must take into account those components related to the tasks and their relationship with individual capabilities for job performance (Normala, 2015:210). Therefore, it is necessary that the tasks and responsibilities absorb the capabilities of individuals and allow them to achieve an atmosphere through which they achieve the highest levels of human productivity through their tasks and responsibilities, and thus, which is reflected positively. To achieve job satisfaction with them in the light of those responsibilities and tasks, and by specifying the content and content of the work and the roles that individuals will perform, including it enables him to achieve his aspirations and at the same time, he reflects on the productivity resulting from these tasks and responsibilities and achieving job satisfaction accordingly (Shafazawana, 2016: 608).

### 3.6.1 Work Conditions and Nature

Work conditions were among the first topics, in the study of organizational thought and job satisfaction, and its study was the beginning of the emergence and development of industrial and administrative sociology, psychology, and many sciences, and until now this topic is still receiving attention of scientists, researchers, sociologists, economists, psychologists, and human engineering. Work is those factors that surround a worker while he is performing a currency, performing his tasks and affecting him, positively or negatively, and working conditions are those factors present in the work

environment, and these factors are an important incentive for workers to exert their efforts and increase production.

The working conditions within the organization are represented in a set of factors, we can mention (temperature, humidity, lighting, ventilation, noise, the cleanliness of the workplace and the extent of the space allocated for machines and equipment, the availability of rooms for changing clothes, resting and washing, working hours, and the value of wages.

And the incentives provided in addition to the organizational processes, such as communications and supervision, in which the worker is an important component (Abd al-Ghaffar 1997:564).

Work conditions affect the worker positively and negatively, as they affect his productivity in such a way that they help to speed and improve production, reduce fatigue, boredom, and exhaustion, reduce the chances of him being exposed to work injuries and accidents, and reduce the percentage of absenteeism, and work conditions have a relationship to the extent of worker satisfaction with his work, and it has been proven Researches and studies that the rate of work turnover is high in organizations where the work circumstance is difficult and inadequate, where it is difficult for workers to adapt and adapt to these conditions (Abd al- Ghaffar, 1997:565).The working conditions are divided into two parts. The first is organizational conditions: It is represented in those processes that occur within the organization of communication, supervision, leadership, and decision-making, and the organization is defined as a group of individuals between whom there is contact and work together to achieve specific goals, and the organization is a system that contains a group of sub-patterns that occur. It includes a set of operations that ensure a good course of action for him to achieve his goals or hinder him from them if there is a defect in those operations or they do not perform as required. The second is physical conditions: The physical conditions within the organization are represented in the wages, incentives, and physical or natural conditions within the organization, which are the level of noise, temperature, ventilation, humidity, office furniture, and the number of workers in one place.

### 3.6.2. Wages and Salaries

Wage is an important means of satisfying the material and social needs of individuals, and many studies have indicated a direct relationship between the level of

income and job satisfaction, so the higher the income level of thousands of people, the higher their satisfaction with work, and vice versa. It is worth noting that Herzberg disagreed with this opinion in his theory when he asserted that wage is one of the minimum needs that do not lead to satisfaction, but only prevent dissatisfaction, and this I do not show him some observations, including. (Abdul-Bari, 2008:17)

Thousands of people differ in the degree of their preferences for needs, and society also influences Individuals 'needs and the importance of wages is more prominent under the capitalist system than in developing countries due to the importance of economic factors in the lives of individuals in the capitalist system.

Wages are considered one of the satisfactions for various needs other than economic needs such as the need for excellence, excellence, and success. (Daft, 2006: 272),and it is known that the main reason behind the individual joining any organizations is the wage or salary that the individual employee receives as the material appreciation of the effort exerted by the individual is an, as the wage or salary is determined based on the working hours that the individual employee works, or based on the amount of effort exerted or calculating the job position, i.e. The job characteristics of the tasks, duties, responsibilities, and powers.

### 3.6.3. Relationship with Colleagues.

Considered human relations posed by the professional level or a personal treasure, the person who has the ability to form a strong human relationship has a social intelligence. In general, the employee's career stability depends on the extent to which he builds positive relationships in the work environment or his private life; Many employees appreciate the value of technical intelligence, but they are ignorant of the value of social intelligence. In general, it can be said that the quality of any relationship is reflected in a person's productivity, whether it is positive or negative.

The human relationship is established between two parties, and this relationship is a connection between people and the best way to judge human relations is to focus on the quality of the relationship regardless of the personalities of the two parties to this relationship (Saad, 2005:5). Job satisfaction is one of the administrative concepts which has an effective impact on work productivity, increasing loyalty to the institution and increasing the relationship between working individuals and colleagues within the job. It is the basis that achieves psychological and social

compatibility for workers, and improves their performance. Their abilities and skills, and increase their motivation for work and production by satisfying their needs, desires and motives, because achieving job satisfaction for employees affects the quality of their performance and improves the relationship between colleagues in the workplace, and then achieves positive results that serve all poles of the educational process, and efficiently achieve the goals of the institution (Al Sharaydah, 2008:20).

Gad Al-Rub (2010:45) indicates that achieving a distinguished job performance is through excellence in the relationship between colleagues, which leads to the availability of an acceptable level of job satisfaction with services, work, and material and moral justice. Also, job performance occupies its place, especially within any institution, as it is the final product of the outcome of its activities, at the level of the individual and the institution, because the institution is more stable and longer lasting when the performance of the two years is outstanding. In general, the management's interest and leadership at the level of performance usually exceeds the interest in its employees, and therefore it can be said that performance at any organizational level within the organization, and in any part of it, is not only a reflection of the motives and capabilities of subordinates, but rather is a reflection of the motives and capabilities of superiors and leaders as well (Al-Sharif, 2004: 33).

### 3.6.4. Incentives

Human behavior is a behavior directed towards achieving specific goals, whether the person is aware of the goals he wants or not aware of in general. It can be said: Working individuals do not differ in their abilities and perceptions of actions only, but rather in their motivation or their desire to do them and achieve satisfactory accomplishments. Motivations are stimuli. External creates performance behavior, so wage and the material advantages associated with it are not the only driver of employee behavior, as the trends of management believed, for wages, privileges, participation, power, identity, influence and other forms are difficult to express in material values, (Hammoud, 2005:168), In another view, incentives are defined as an external stimulus that works to create or move the motivation (internal stimulus) and directs the individual positively towards obtaining the stimulus in a way that leads to the satisfaction of the individual for a specific behavior consistent with the performance required by the management (Hassan, 2002:16), and incentives are also defined as

methods and means used by the organization to urge employees to perform distinctively with high morale, and in another definition, incentives are defined as the material and moral means available to satisfy the material and moral needs and desires of individuals ( Al-Qaryouni, 2004: 301). (Abu Al-Kishk, 2006:133) defines the incentives as those factors, influences, and external temptations that encourage the individual to increase his performance, progress as a result of his superior and distinguished performance and lead to an increase in his satisfaction and loyalty to the institution and thus increase his performance and production again. Incentives are defined as the material and moral means available to satisfy the material and moral needs and desires of individuals (Al-Qaryouni 2004: 301).

Procedurally, which is intended in this research is all that the gaza municipality provides in terms of material and moral means that lead to raising the performance of employees (heads and subordinates) at work and works on satisfying their needs and ensuring their loyalty.

Motivation refers to the process of moving individuals in the direction that they want them, and the organization as a whole can provide the content through which high levels of motivation can be achieved through reward systems, providing opportunities for education and improvement, and managers - individuals - still have the main role. In using their motivational skills to get their team members to do their best, Ken Blanchard says according to Professor Gerald Graham at Wichita State University that the incentives are:

- What comes directly from managers: Instead of incentives coming from where employees do not know, employees greatly appreciate the value of recognition that comes directly from their managers or supervisors.

- What depends on performance: Employees always want to appreciate their efforts in the performance of their jobs, which is why highly effective incentives are based on performing the job, and not on other things that are not related to performance (such as attendance and departure, good looks, etc.).

From the above, we notice that the set of definitions mentioned by scholars and researchers on incentives are close in terms of their significance and flow in one stream in their entirety, indicating that incentives are a set of external factors and influences prepared by the administration to influence the behavior of its workers to raise their efficiency and productivity. According to this concept, we must differentiate between

motivation and motives. Motivation is external, while motivation is internal, stems from within the human being, but the motives can move and awaken motives. The issue of incentives occupies a prominent place, since the beginning of the interest in searching for individuals who can work efficiently, in a manner that ensures the effective achievement of the objectives of the organization. As incentives play an effective and important role in the productivity of workers, and the importance of incentives stems from the need for the individual to recognize the importance of his efforts and accomplishments, so appraising others for that effort through incentives is one of the important matters that contribute to satisfying a group of basic needs interacting in the same the individual (Cortel, 2010:111)

Individuals' skills and abilities are not considered sufficient to obtain high productivity, unless there is a system of incentives capable of motivating individuals, with the aim of optimal use of their potential energies. Motivation and incentives are two broad worlds of material and moral values and are two central axes of the activities and activities of contemporary organizations in the work environment.

Material incentives are what are called direct compensation systems such as salaries, wages, and bonuses... and among them the moral or the so-called indirect compensation systems, they are related to job security and satisfaction such as work stability, participation in decision-making, commitment, affiliation, promotion, and appreciation of the efforts of workers, thanks and praise.... etc. From here it becomes clear that incentives are the equivalent of outstanding performance, whether in quantity, quality, abundance in work time, or costs. (Lendrevie, 2003: 937).

A successful organization is that organization that knows how to exploit the efficiency and effectiveness of its workers. Researchers have worked to obtain the full prescription to raise the professional competence of working individuals and the management to choose the effective elements of the organization and link its goals with the personal goals of the workers that reflect positively on their performance. It can be said that the successful organization is developing an effective incentive system that can positively influence the performance of employees in a way that increases their loyalty to the organization and helps it to profit and survive.

Management procedures that succeed in affecting the behavior and performance of working individuals and their effectiveness in the organization are rare, and we all know that the most important factor of production factors in the organization is the

human element that researchers consider a pillar of the pillars on which the organization builds its strategy, as this valuable element can development and striving to achieve and maximize the goals of the organization if he feels loyalty.

Belonging and fear for its interests, and it, in turn, achieves the appropriate atmosphere for him to benefit from his efficiency by using an effective motivation system, which is considered as a policy pursued by the organization to raise the morale of workers and increase the power that drives them to provide high performance. It is noted that motivation may make you overcome many of the obstacles that you face in your work (Daft, 2006:298).

The motivating leader is required to provide confidence, reassurance, security, and respect for his work conditions honestly and realistically, and you must acknowledge that your recognition of the effort of others, and your praise for their success does not affect your success, so initiate this either directly to those who deserve it, or in front of others through your promotion of their achievement. You must agree with us that working in a team spirit eliminates stubbornness, arrogance, and laziness. Teamwork purifies souls and unites them towards major goals in which everyone participates in reaching them, and every hand can achieve them. There is no doubt that human relations during the stages of teamwork are activated and disturbed, just as work is activated and productivity increases if the team leader is well done. We must admit that optimists in their work build morale in those who deal with them as they give the job the best they have, and they are always looking for successful development work, and the team.

As for the pessimists, they often give up their work simply because of their pessimistic view of their affairs and their work, and they often spend their time searching for a better job, and they spread an atmosphere of negativity in those who deal with them.

### 3.7. Results of Job Satisfaction

The institutions seek the stability of a high level of job satisfaction for their working personnel, but they do not seek this stability in itself, but rather the relationship of job satisfaction to some phenomena at work. There are many phenomena related to job satisfaction, including:

### 3.7.1. The Relationship of Satisfaction with The Performance

There were many studies, researches, and experiments that dealt with the relationship between performance and satisfaction, including the which showed that there is no evidence of what confirms the existence of a relationship between performance and satisfaction, where the correlation coefficient between the performance and satisfaction scale of the respondents was low. The cases were not of high statistical significance, as it was found to the researchers through the results of their experiments that there was no confirmation of a causal relationship between contentment and production. It was also found that the relationship between performance or productivity exists in one case, which is when an individual's performance is linked to his obtaining rewards of value and benefit to him. This case is used in the system of incentives and returns, where the effectiveness of this system lies in remuneration, rewards, treatment, and services. In this system, incentives are granted to the extent that a person achieves high performance, and this motivates the individual to produce it and high performance to satisfy his needs, and thus his satisfaction with work increases after satisfying his needs, unlike achieving a low performance in the incentive system that requires high performance, which leads to his obtaining the lowest rewards, which entails weakening the satisfaction of the needs of the individual and consequently decreases his satisfaction with his work.

The relationship between performance and satisfaction is conditional, as it is associated with the availability of incentives and returns, which are based on the actual performance of the individual. In this case, satisfaction is not a reason for performance, but rather the opposite. Satisfaction is the result of performance because the gratification, achieved by the individual rewards and incentives is the result of performance and satisfaction, which is the effect on the result (Hamis, 2006: 92). That the reward causes satisfaction, and in some cases, the performance leads to obtain the rewards, so the relationship between performance and satisfaction may be found because of the reward. That is, high performance leads to a reward, which in turn leads to satisfaction. If the reward is incompatible with the level of individual performance, then dissatisfaction tends to appear. Hence, it can be said that satisfaction does not explain improved performance, but rather improved satisfaction. Some researchers have pointed to the possibility of some variables that mediate the relationship between job satisfaction and performance, such as positional status, self-esteem, work pressure, and

time pressure. In addition to the possibility of explaining the weak relationship between job satisfaction and performance with the deficiency of some performance measures, many jobs do not have fixed and objective measures to measure performance. Therefore, personal metrics are used by superiors and supervisors, or the poor relationship is related to the performance of other employees by producing a specific technology or machine, that is, the individual's attempt to improve performance is hindered by external causes (Al-Haidar, 2005:124). The administrative thought concluded three basic directions to clarify the relationship of job satisfaction with performance:

**The first trend**: high employee satisfaction leads to increased performance. This trend represents the opinion of the authors of the studies and the experiences of Hurth. This trend attempts to focus on human relationships at work, caring for the emotions and feelings of employees, and satisfying their material and moral needs. The aim was to raise their morale and employee satisfaction, which in turn leads to an increase in their productivity. (Maslow, &McKeilland).

**The second trend**: there is no relationship between satisfaction and performance. It has sometimes been observed that job satisfaction does not necessarily increase productivity. Likewise, productivity may increase in case of dissatisfaction by using pressure, threats, and a dictatorial style of management.

**The third trend:** Satisfaction is achieved as a result of high performance followed by positive material and moral returns. If the worker feels that his obtaining the elements of contentment such as remuneration, promotion, and good relations are related to his performance of specific performance, he will work on doing that performance until he gets his results for the wages, and rewards that are in turn achieved (Ahmad, 2012:25).

### 3.7.2. The Relationship of Job Satisfaction to Fairness

Equity is a civilized value that requires people to be treated equally as human beings, to have rights and privileges, and to have equal obligations with their peers. Linked to the idea of fairness is the idea of equality and justice. To assure confidence inequality, workers tend to favor favoritism and personal privileges, and they tend to neutralize an incentive system based on achievement. The issue of justice is related to all kinds of psychological, social, and economic rewards. The difference between what an individual expects from his work and what he gets from that work is an important

factor that affects the degree of satisfaction that the individual feels about his work, and therefore the difference between an equitable return in the individual's perception and the actual return is inversely related to the degree of job satisfaction. The greater the difference, the less satisfied with the work. The basis of the theory of fairness is that a person compares the ratio of inputs to work with what he earns from this work, so if the two ratios are not equal, he will try to reduce the disparity between them (Shafazawana, 2016:607).

**3.7.3. The Relationship of Job Satisfaction with the Psychological Contract**

It is an unwritten agreement between the Psychological Contract that can define a psychological contract and all of its employees. The organization expects its members to be on their job during certain hours of the day. It also cares about the quantity and quality of workers' work and their affiliation with it. For the organization to be satisfied with the workers, the worker must fulfill the organization's expectations to a certain degree. In other words, the organization has certain requirements, and the individual must meet these requirements if he wants to maintain a good relationship with the organization he works with. On the other hand, the individual has certain expectations from the organization, he can expect to obtain experience, safety, and work progress, and he can also expect the opportunity to meet other people, make friends and build social relationships. For the individual to be satisfied and productive and continuous work in the organization, the organization must meet the expectations of the individual (Shafazawana, 2016:607).

**3.7.4. The Relationship of Job Satisfaction with an Absence**

Absence is defined by the absence of the working person attending the work at the time that he is intending to attend and participate in production according to the labor rules. The period of absence may extend for more than a day, and the individual is considered absent from his work, whether he is absent with or without permission. Some studies indicate that feeling satisfied with the work of the working individual for work leads to a high rate of attendance, unlike the feeling of dissatisfaction with the working individual, leads to bad consequences, including lack of attendance for work, which results in administrative problems for the working individual and the institution, and an increase in costs incurred enterprise. There is a constant negative relationship between job satisfaction and absence, it is noted that the least satisfied workers are more likely to be absent from work (Al-Attiyah, 2009:65).

### 3.7.5. The Relationship of Job Satisfaction with The Work Turnover Rate

The irregularity of human resources during daily work and the high rate of absenteeism or job dropout is due to the correlation between job satisfaction and work turnover, and there are also other factors affecting the relationship, such as labor market conditions, expectations about alternative job opportunities, and the length of service with the organization.

Among the main reasons that push the individual employee to make the actual decision to leave work and move to another job and the high rate of work turnover is the level of productivity of the working individual in particular, and the level of satisfaction is less important in predicting the rate of business turnover for individuals who have high performance Why? Because institutions are making great efforts to maintain these individuals, as these individuals get an increase in wages and appreciation, praise, and an opportunity to upgrade and others.

Thus, expect that job satisfaction is more important in influencing individuals with lower performance to stay at work, than individuals with high performance. Regardless of the level of satisfaction, the latter remains in the organization because he gets fame, appreciation, and other rewards, which gives him more reasons to stay (Al-Attiyah, 2009:63).

### 3.7.6. The Relationship of Job Satisfaction to Work Accidents

Work accidents are those that occur during the performance of work or because of it, and usually lead to a pause in the performance of workers in addition to harming individuals and assets." As for the relationship between job satisfaction and rates of work accidents, researchers assume that there is an inverse relationship between job satisfaction and work accidents. That is, the lower the level of job satisfaction, the greater the rate of work accidents. This is because individuals who do not have a high degree of job satisfaction are less focused than people with a high level of job satisfaction, which causes work accidents.

That the increase in the rate of work accidents is what leads to low job satisfaction, not the other way around. Fromm's opinion can be explained by the fact that the individual who is exposed to work accidents frequently leads to a lack of self-confidence and a lack of feeling, of job security, which reflects negatively on the level of job satisfaction (Ahmed, 2012;32).

### 3.8. Measures of Job Satisfaction

Davis points out that the moral research procedures may appear to be simple, and depends on an interview for workers to arrive at and interpret their responses, but experience has shown that this research depends on a complex system and that any error or negligence in these procedures reduces the validity and usefulness of the research. Therefore, high accuracy and consideration should be given in designing and formulating questions, and attention should be paid to their suitability for the workers, as well as attention and careful consideration in choosing the can be obtained by asking about the elements that are considered essential. In determining job satisfaction through personal contact with workers, or through the information available in the records of the institution related to the following aspects: leaving work, productivity, quality of production, production, defective, absence, a delay from work, psychological counseling reports, insurance, and similar services, and disputes, the results of interviews for those who leave work or end their services in the organization, accident reports, and training records. From here appeared several methods of measuring job satisfaction centered on the question of how employees feel about some of the elements that are important to determine the level of job satisfaction (Al-Haidar, 2005:102).

#### 3.8.1. Analyzing Phenomena

It is an analysis of the phenomena related to the individual and his job, through which he can estimate the degree of job satisfaction. The more these phenomena multiplied for the individual and affected his job, the more that was an indication of the decrease in the individual’s satisfaction with his work, and the less those phenomena were, the higher the job satisfaction of the individual with his work. Among these phenomena are the rate of work turnover, absenteeism, and disorientation, and this method is the most used method for its simplicity, and the advantages of this method are easy to classify, avoiding bias, but one of its shortcomings is that it is not possible to verify the correctness of the information. For example, it is not possible to distinguish between true illness and malaria, or absence (for a reason outside of the control or without a reason) (Bayat 1999:30).

### 3.8.2. Herzberg Method

This method is based on questioning, i.e. Asking individuals in the sample through personal interviews and asking them about remembering the period in which they felt satisfied with their work and the period in which they felt dissatisfied, then the question about the factors that gave rise to the feeling of satisfaction, the reasons that caused them resentment, and the implications of this feeling on their performance of their work, positive or negative. This method has led to the conclusion that its absence does not necessarily lead to the occurrence of job satisfaction, except that there is

Criticism has been directed at this method, which is that the process of remembering and knowing the period in which the individual experienced a positive feeling and negative feeling is inaccurate because it depends on the appreciation and the personality of the sample members. The individual may feel this feeling for periods (intermittent or continuous, and he will not be able to distinguish between the factors that led to that feeling (Bayat, 1999:52).

### 3.8.3. Surveys

It is a survey of the opinions of the targeted sample, to measure their satisfaction through opinion poll forms. Its contents are formulated and its elements are designed according to its required purpose, the method of processing the data that is obtained, which has become subject to statistical treatment, and the quantitative methods that reach quantitative determinants that indicate the level of job satisfaction. Models take many forms, such as model, or the expectations model, as well as the Porter model, which seeks to measure the individual's satisfaction with his job in light of its fulfillment of five categories of human needs, namely: the need for security, the need for affiliation, the need for self-esteem, the need for independence, And the need for self-realization. The advantages of this method are the ease of quantifying the data, the possibility of using it in the case of large samples, the low cost, and the fertility of the information. Its disadvantages are that some important aspects may be overlooked (Al-Sharaidah, 2010:36).

### 3.8.4. Interview

It consists of meeting individuals face to face and asking direct work-related questions to know their level of satisfaction, about the work elements that are viewed

with complete satisfaction, and the elements that are viewed with less satisfaction. This interview may be formal or informal. Among the advantages of this method is that it is flexible and easy to collect data and information, and it allows collecting additional information. As for their disadvantages, they are expensive, and that there is an opportunity (for the interviewer or investigator to be biased), and the difficulty of translating information from the investigator sometimes (Idris, 2000:83).

### 3.8.5. Observation

This method is based on observing the behavior of workers during the performance of their work. This method is characterized by flexibility in collecting information, but one of its drawbacks is the difficulty of translating some behaviors into information that is classified into satisfaction.

### 3.8.6. Critical Situations

It is a method by which an individual worker is placed in critical situations related to working in his field. To identify possible solutions to face these situations, which in turn achieve a high degree of satisfaction with the individual with work (Al-Haidar 2005: 122), and it is noted that each of the methods of measuring job satisfaction has its advantages and disadvantages, and the researcher has to distinguish between these methods in terms of (Al-Sharaidah, 2010:45)

1. The extent of its suitability to the research community and the vocabulary of the sample that would like to select it.

2. The facilities and capabilities available to him by using every method.

3. The degree of accuracy that the researcher seeks for his results, and the nature of the influences he seeks to reach Are they quantitative or qualitative influences?

4. The strengths and weaknesses of each method.

### 3.8.7. Motivation for Achievement

One of the methods of measuring job satisfaction is to use the achievement motivation measure as a criterion for the extent of an individual's satisfaction with work, where international standards are used, or for the researcher or the body in charge of measuring job satisfaction by the institution’s management to legalize and adopt these global standards, to match the levels of working individuals. The researcher can

design,a measure of achievement motivation, by defining several axes and statements while following statistical methods to quantify the employees' responses. The job satisfaction rate is calculated through the achievement motivation rate, where workers who obtain high rates of achievement motivation are considered to be those who have high rates of job satisfaction, due to the correlation of achievement motivation with job satisfaction.

The achievement motivation scale usually adopts the characteristics of achievement motivation, which it defines (Hamid, 2014,55)

1. The ability to take responsibility.
2. The ability to set a goal.
3. The pursuit of perfection and excellence.
4. The ability to compete with oneself.
5. The ability to plan to achieve goals.
6. The ability to modify the track.

The measurement of job satisfaction through the measurement of achievement motivation is related to the measurement of human motivation itself. McClelland believes that human motives are measured in three ways:

1. Through direct questions: By asking the individual about his motive.
2. To obtain estimates or general judgments on motivation from external observers.
3. To record behavioral signs of physiological responses, performance, or expressive movements and free association (Hamid, 2014: 98-99)

### 3.8.8. Training and Qualification

It is also possible to identify the extent of job satisfaction with individuals through qualification and training, as many experts believe that professional preparation serves the purpose of identifying the extent to which workers enjoy job satisfaction, as rehabilitation and training programs provide workers with modern information related to the nature of their tasks, and advanced methods of during training. All of this is an important indicator of job satisfaction, as workers with high rates of job satisfaction are more likely to collect and benefit from training programs. Therefore, qualifying and training programs that individuals receive while in service can be used as a tool to identify the extent of these individuals' enjoyment of job satisfaction (Bayat, 1999: 68).

# CHAPTER FOUR

# 4.MATERIAL AND METHODS

This chapter will be devoted to describing the study sample and the rationale for its selection, the limits of the study, and a description of the respondents, and an explanation will follow.

## 4.1. Data Collection

### 4.1.1. Initial Data

Using various tools such as questionnaires, notes, and interviews, the researcher can collect the raw data. This data is unique and adapted for a particular sample. Initial data will be collected through a questionnaire for this analysis. The researcher will meet all the participants and tell them how to fill out the questionnaire.

### 4.1.2. Secondary Data

For this study, secondary data were collected mostly from textbooks, magazine and magazine articles, and the Internet, which were presented in the literature review. Moreover, the results of previous research conducted in the same field served as a valuable basis for supporting materials.

Research design is a useful tool for the researcher in planning and implementing his research, which helps him in obtaining results. The questionnaire was used to collect data from the sample researched in the oil sector represented by the Oil Department in Dohuk Governorate. Research design is very important because it determines the success or failure of the study. Defining the research design will provide researchers with a detailed plan that will be used to guide their research.

This part of the study essentially gives the researcher a title for guidance and how to conduct the research. Research can be conducted either through quantitative or qualitative methods. A correct understanding will help the researcher distinguish between the two methodologies and lead the researcher in the right direction. Since both methodologies have their advantages and disadvantages, choosing the ideal methodology is essential to the success of the research.

Quantitative research is a methodology that includes a deductive approach and the collection and analysis of numerical data. The data collected from the questionnaire will

be analyzed by the Statistical Package for Social Statistics (SPSS 22) - a suitable software package available for investigative authoring, data mining, text analysis, statistical analysis, collaboration and dissemination. The following statistical methods will be used.

### 4.2. Statistical Methods

Statistical methods are defined as a set of data that the researcher collects, analyzes and obtains results that contribute to solving a specific research problem. It is also called a group of methods used in scientific research in order to reach satisfactory results. Statistical methods are very important because it determines the success or failure of a study. Defining statistical methods will provide researchers with a detailed plan that they use to guide their research.

If we check out the layout, we can figure that we will do Cronbach Alpha, so if we do a strategy, we will:

1. Descriptive statistics include methods, standard deviation, and coefficient of variance

2. Analysis of the multiple links used to study the relationship between research variables and dimensions.

3. Linear regression analysis in a stepwise manner used to analyze the expected effect of the independent variable on the dependent variable in our research.

Stepwise linear regression analysis is used to analyze the expected effect of the independent variable on the dependent variable in our research satisfaction resignation rates (Malik, et al, 2009:7).

### 4.3. Research Sample

Description of the study sample and the rationale for its selection. To achieve the objectives of the study and prove its hypotheses, the oil sector in Dohuk was chosen, represented by the oil department in Dohuk, for the following reasons:

- The oil sector occupies a privileged position in the construction and development process that we are witnessing at present.
- The great responsibility of this sector, which is the preparation of qualified human cadres to work in various fields of knowledge and fields of work, then its great

role in determining the fate and future of the people and their hopes, as it depends on its rise and progress, so the employees were chosen as a sample for the study.

- The national product of the country (Iraq) and most of its provinces are linked to oil imports, and these imports are linked to the state's general budgets.

As for the research sample, it was chosen according to the stratified random method, the questionnaire was distributed in its final form, to most of the employees within the mentioned organization as in Table (1), the researcher, distributed the questionnaire form to the respondents from the employees, and the number of distributed forms reached (120) form from which (100) forms were returned, Table (2) indicates the structure of the questionnaire form and the sources approved for its preparation.

**Table 1.** The number of forms received

| Companies | Distributed | Received | Damaged | Valid for analysis |
|---|---|---|---|---|
| Oil Companies (Dohuk) | 120 | 100 | 20 | 100 |

### 4.4. Questioner Form

**Table 1.** Indicates the structure of the questionnaire form

| **Basic variables** | **Sub variables** | **Approved sources** |
|---|---|---|
| **Personal Information** | the company, gender, age, marital status, educational qualification, | |
| **Occupational Safety** | Physical working conditions | ChehrazadiAboukinan, 2007<br>An-Nawaisah, 2009<br>Sheldan, 2010<br>Al-Zoghbi, 2005 |
| | Social conditions | |
| | Organizational conditions | |
| **Job Satisfaction** | Working conditions and nature | Ahmed Mahaher,2011,<br>Yousef Ahmed, 2009,<br>Abu Fara, Youssef, 2009 |
| | Salary | |
| | Relationship with colleagues | |
| | Incentives | |

Table (2) indicates the structure of the questionnaire, which consists of three basic aspects, as the first aspect refers to the personal information about the study sample in terms of gender, age, and marital status, while the second aspect refers to the independent dimension within the study (occupational safety), which was formed from three secondary dimensions obtained through the sources that were mentioned in the above table, each dimension was explained by a set of questions that indicate it within the liked five-point scale, and the third side indicated the dependent variable (job satisfaction), which was referred to through four secondary dimensions that were inferred through the sources mentioned in the table above, as well as each dimension was expressed by a set of questions and was measured within the liked five-point scale.

To describe the study population, the data obtained by the researcher from the introductory part of the questionnaire form have been emptied, as shown in Table (3).

### 4.5. Demographic Features of Respondents

**Table 2.**Frequencydistribution and percentages of the characteristics of the respondents

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Gender** | **Female** | | | | **Male** | | | | | |
| | **S** | | **%** | | **S** | | **%** | | | |
| | 64 | | 0.61 | | 36 | | 3.34 | | | |
| **Age** | 20-30 | | 31-40 | | 41-50 | | 51-mor | | | |
| | s | % | s | % | s | % | s | % | | |
| | 46 | 43.8 | 38 | 36.2 | 13 | 12.4 | 3 | 2.9 | | |
| **Social Status** | **Married** | | | | **Unmarried** | | | | | |
| | **S** | | **%** | | **S** | | **%** | | | |
| | 61 | | 58.1 | | 39 | | 37.1 | | | |
| **Certificate** | **Secondary** | | **Bachelor** | | **Diploma** | | **Master** | | **Without Certificate** | |
| | **s** | **%** | **s** | **%** | **s** | **%** | **s** | **%** | **s** | **%** |
| | 7 | 6.7 | 53 | 50.5 | 23 | 21.9 | 4 | 3.8 | 12 | 11.4 |

Table (3) indicates the frequencies and percentages of the characteristics of the individuals in the study sample, as follows:

1. Gender: The percentage of males constituted 61.0% of the surveyed individuals and 34.3% of the females, which indicates that the majority of the staff is male.

2. Age: The most visible age group is the one whose age ranges between (20-30) years, followed by the confined category (31-40) years.

3. The social situation: It became clear that the majority of the study sample was married (58.1%), while the percentage of unmarried people (37.1%) and constitutes an indication of social communication.

4. Academic qualification: It is clear that the majority of respondents are holders of a master's degree (59.4%), while the percentage of holders of a bachelor's degree constituted an amount (50.5%), and this confirms the availability of work for university graduates.

### 4.6. Description and Diagnosis of Study Variables

This topic includes a description of the study variables and its diagnosis through analyzing the data related to it, in which iterative distributions, percentages, arithmetic

mean and standard deviations are used, and each of the variables of the study, and to achieve this, the topic was divided into three sections according to the study variables, as follows:

### 4.6.1. Description and Diagnosis of Occupational Safety Variables

This paragraph deals with the description of occupational safety represented by (working conditions, social conditions, and organizational conditions) at the overall level of the study sample.

1. Physical working conditions: The results indicate that the answers of the respondents and on the total level of the study sample about this determinant through its indicators (X1-X13) tend to agree with a rate of (82%) of those answers with an average mean of (4.236) and a standard deviation of (0.958), While the lack of agreement on indicators for this dimension reached (7.07%), and this indicates the availability of many indicators towards working conditions in the oil sector.

2. Social conditions: data for frequency distributions, arithmetic mean, and standard deviations for the study sample responses towards paragraphs (X15-X22) related to social conditions indicate that (83%) of the respondents agree on these terms, compared to (5.6%) not agreeing (11.37%) are neutral, which is almost as close to the previous dimension, and that was with an average of (4.238) and a standard deviation (0.9148).

3. Organizational conditions: The results indicated that the respondents 'answers at the level of the overall indicator of the dimension of organizational conditions through indicators (X23-X30) tend towards an agreement with a rate (83%) with an average of (4.275) and a standard deviation (0.929), while the percentage of disagreement (6.5%)

We find that the agreement ratios were very close to the indicators of the first dimension, and this is evidence of awareness of the oil sector employees of the importance of these indicators during daily work, and from here it can be said that the rate of achieving the first hypothesis was full, which indicated the awareness of the oil sector employees to the indicators of occupational safety as their answers came by agreeing and unanimously on the importance of these dimensions during work.

**Table4.** Frequency Distributions and Percentages, Standard Deviations OF Occupational Safety

| Variables | The Main Factors | Symbol | Response Scale | | | | | | | | | | Mean | Standard Deviation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Strongly Agreed | | Agreed | | Neutral | | Do Not Agree | | Do Not Agree Strongly | | | |
| | | | S | % | S | % | S | % | S | % | S | % | | |
| | working conditions | X1 | 57 | 54.3 | 26 | 24.8 | 8 | 7.6 | 6 | 5.7 | 3 | 2.9 | 4.28 | 1.0619 |
| | | X2 | 39 | 37.1 | 42 | 40 | 11 | 10.5 | 2 | 1.9 | 6 | 5.7 | 4.06 | 0.768 |
| | | X3 | 58 | 55.2 | 29 | 27.6 | 11 | 10.5 | 2 | 1.9 | - | - | 4.43 | 1.0612 |
| | | X4 | 49 | 46.7 | 37 | 35.2 | 11 | 10.5 | 3 | 2.9 | - | - | 4.32 | 0.7898 |
| | | X5 | 60 | 57.1 | 24 | 22.9 | 13 | 12.4 | 1 | 1.0 | 2 | 1.9 | 4.39 | 0.8977 |
| | | X6 | 42 | 40 | 32 | 30.5 | 20 | 19 | 4 | 3.8 | 2 | 1.9 | 4.08 | 0.9814 |
| | | X7 | 49 | 46.7 | 34 | 32.4 | 7 | 6.7 | 8 | 7.6 | 2 | 1.9 | 4.2 | 1.0150 |
| | | X8 | 62 | 59 | 21 | 20 | 6 | 5.7 | 11 | 10.5 | - | - | 4.34 | 1.007 |
| | | X9 | 48 | 45.7 | 32 | 30.5 | 6 | 5.7 | 8 | 7.6 | 6 | 5.7 | 4.08 | 1.186 |
| | Flexibility | X10 | 48 | 45.7 | 24 | 22.9 | 21 | 20 | 5 | 4.8 | 2 | 1.9 | 4.11 | 1.033 |
| | | X11 | 52 | 49.5 | 37 | 35.2 | 7 | 6.7 | 4 | 3.8 | - | - | 4.37 | 0.7869 |
| | | X12 | 52 | 49.5 | 29 | 27.6 | 8 | 7.6 | 9 | 8.6 | 2 | 1.9 | 4.2 | 1.054 |
| | | X13 | 43 | 41 | 40 | 38.1 | 13 | 12.4 | 4 | 3.8 | - | - | 4.22 | 0.8236 |
| | Average | | 50.69 | | 31.30 | | 10.92 | | 5.15 | | 1.923 | | 4.236 | 0.958 |
| | Total | | 82 | | | | 10.92 | | 7.07 | | | | 4.236 | 0.958 |
| | Social conditions | X15 | 45 | 42.9 | 33 | 31.4 | 19 | 18.1 | 3 | 2.9 | - | - | 4.2 | 0.852 |
| | | X16 | 48 | 45.7 | 34 | 32.4 | 14 | 13.3 | 2 | 1.9 | 2 | 1.9 | 4.24 | 0.911 |
| | | X17 | 37 | 35.2 | 45 | 42.9 | 14 | 13.3 | 2 | 1.9 | 2 | 1.9 | 4.13 | 0.8721 |
| | | X18 | 44 | 41.9 | 36 | 34.3 | 9 | 8.6 | 11 | 10.5 | - | - | 4.13 | 0.981 |
| | | X19 | 55 | 52.4 | 30 | 28.6 | 7 | 6.7 | 7 | 6.7 | 1 | 1 | 4.31 | 0.950 |
| | | X20 | 50 | 47.6 | 32 | 30.5 | 14 | 13.3 | 1 | 1 | 3 | 2.9 | 4.25 | 0.9468 |
| | | X21 | 49 | 46.7 | 38 | 36.2 | 10 | 9.5 | 3 | 2.9 | - | - | 4.3 | 0.881 |
| | | X22 | 56 | 53.3 | 32 | 30.5 | 4 | 3.8 | 7 | 6.7 | 1 | 11 | 4.35 | 0.9252 |
| | Average | | 48 | | 35 | | 11.375 | | 4.5 | | 1.125 | | 4.238 | 0.9148 |
| | Total | | 83 | | | | 11.375 | | 5.625 | | | | 4.238 | 0.9148 |
| Organizational conditions | X23 | | 54 | 51.4 | 38 | 36.2 | 6 | 5.7 | - | - | 2 | 1.9 | 4.42 | 0.7808 |
| | X24 | | 54 | 51.4 | 28 | 26.7 | 18 | 17.1 | - | - | - | - | 4.36 | 0.772 |
| | X25 | | 45 | 42.9 | 32 | 30.5 | 3 | 2.9 | 18 | 17.1 | 2 | 1.9 | 4.00 | 1.180 |
| | X26 | | 52 | 49.5 | 27 | 25.7 | 13 | 12.4 | 3 | 2.9 | 5 | 4.8 | 4.18 | 1.095 |
| | X27 | | 48 | 45.7 | 30 | 28.6 | 18 | 17.1 | 2 | 1.9 | 2 | 1.9 | 4.2 | 0.942 |
| | X28 | | 60 | 57.1 | 28 | 26.7 | 10 | 9.5 | 2 | 1.9 | - | - | 4.46 | 0.7577 |
| | X29 | | 54 | 51.4 | 27 | 25.7 | 11 | 10.5 | 6 | 5.7 | 2 | 1.9 | 4.25 | 1.008 |
| | X30 | | 54 | 51.4 | 33 | 31.4 | 5 | 4.8 | 8 | 7.6 | - | - | 4.33 | 0.8995 |
| Average | | | 52.62 | 30.375 | | | 10.5 | | 4.875 | | 1.625 | | 4.275 | 0.929375 |
| Total | | | 83 | | | | 10.5 | | 6.5 | | | | 4.275 | 0.929375 |

### 4.6.2. Description and Diagnosis of Job Satisfaction Variables

This paragraph addresses the description of job satisfaction indicators that the theoretical and approved side indicated in the study model. Table (5) shows the frequency distributions, percentages, and standard deviations at the total level of the study sample.

1. Working conditions and their nature: The results indicate that the respondents 'answers at the level of the study sample on this dimension through its indicators (X31-X35) were tending toward an agreement by (85%) with an average mean of (4.35) and a standard deviation of (0.8543), in When the percentage of disagreement within this indicator reached (10.4%), and this indicates that there is a noticeable agreement by the same study on the aforementioned dimension and how important it is to the satisfied.

2. Salary: Data indicate that a large percentage of the study sample (71%) was in agreement with this dimension, while the percentage of those who disagreed was (12%) and among them (17%) were neutral to the indicators of that dimension (X36-X41). This was with an average of (3.841) and a standard deviation of (1.1789). This indicates the importance of the salary for all employees within the oil sector, and in fact, the salary has special importance not only for employees of the oil sector but for all employees and within all sectors.

3. Relationship with colleagues: The results of the respondents 'answers indicated that the overall level of dimension indicators (X42-X 47) was toward an agreement at a rate of (79%) with an average of (4.1233) and a standard deviation (0.955), while the percentage of disagreement was (8%) This was a high indication of the sample agreement to what extent these relationships affected the satisfaction.

4. Incentives: Data indicate that iterative distributions, percentages, mathematical meanings, and standard deviations of responses to phrases (X 48-X53) related to the extent of incentives and the extent of their importance to employees, as the approval rate for this dimension reached (74%) in the percentage of disagreement (9) This was calculated by (4.0316) and a standard deviation (1.0115), while (15%) of the study sample tended to be neutral.

**Table 3.** Frequency distributions and percentages, standard deviations of job satisfaction

| Variables | The Main Factors | Symbol | Response Scale | | | | | | | | | | Mean | Standard Deviation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Strongly Agreed | | Agreed | | Neutral | | I Do Not Agree | | I Do Not Agree Strongly | | | |
| | | | S | % | S | % | S | % | S | % | S | % | | |
| | working conditions | X31 | 51 | 48.6 | 25 | 23.8 | 15 | 14.3 | 5 | 4.8 | 4 | 3.8 | 4.140 | 1.1011 |
| | | X32 | 65 | 61.9 | 29 | 27.6 | 5 | 4.8 | | | 1 | 1 | 4.5700 | 0.685 |
| | | X33 | 55 | 52.4 | 32 | 30.5 | 8 | 7.6 | 4 | 3.8 | 1 | 1 | 4.360 | 0.870 |
| | | X34 | 54 | 51.4 | 36 | 34.3 | 10 | 9.5 | - | - | - | - | 4.440 | 0.67150 |
| | | X35 | 50 | 47.6 | 31 | 29.5 | 14 | 13.3 | 3 | 2.9 | 2 | 1.9 | 4.240 | 0.9440 |
| | Average | | 55 | | 30.6 | | 10.4 | | | 2.3 | | 1.54 | 4.35 | 0.85432 |
| | Total | | 85.6 | | | | 10.4 | | 3.84 | | | | 4.35 | 0.85432 |
| | Salary | X36 | 51 | 48.6 | 41 | 39 | 5 | 4.8 | 3 | 2.9 | - | - | 3.8200 | 1.1753 |
| | | X37 | 46 | 43.8 | 28 | 26.7 | 17 | 16.2 | 3 | 2.9 | 6 | 5.7 | 4.0500 | 1.140 |
| | | X38 | 33 | 31.4 | 24 | 22.9 | 22 | 21 | 15 | 14.3 | 6 | 5.7 | 3.630 | 1.252 |
| | | X39 | 35 | 33.3 | 32 | 30.5 | 19 | 18.1 | 8 | 7.6 | 6 | 5.7 | 3.8200 | 1.1753 |
| | | X40 | 36 | 34.3 | 31 | 29.5 | 23 | 21.9 | 4 | 3.8 | 6 | 5.7 | 3.870 | 1.1340 |
| | | X41 | 38 | 36.2 | 31 | 29.2 | 16 | 15.2 | 9 | 8.6 | 6 | 5.7 | 3.860 | 1.197 |
| | Average | | 39.833 | | 31.166 | | 17 | | 7 | | 5 | | 3.84166 | 1.1789 |
| | Total | | 71 | | | | 17 | | 12 | | | | 3.84166 | 1.1789 |
| | Relationships with colleagues | X42 | 38 | 36.2 | 28 | 26.7 | 16 | 15.2 | 10 | 9.5 | 8 | 7.6 | 3.780 | 1.275 |
| | | X43 | 42 | 40 | 22 | 21 | 13 | 12.4 | 13 | 12.4 | 10 | 9.5 | 3.730 | 1.384 |
| | | X44 | 43 | 41 | 44 | 41.9 | 12 | 11.4 | 1 | 1 | - | - | 4.290 | 0.714 |
| | | X45 | 44 | 41.9 | 41 | 39 | 15 | 14.3 | - | - | - | - | 4.290 | 0.7148 |
| | | X46 | 59 | 56.2 | 28 | 26.7 | 11 | 10.5 | - | - | 2 | 1.9 | 4.420 | 0.8430 |
| | | X47 | 42 | 40 | 43 | 41 | 11 | 10.5 | 4 | 3.8 | - | - | 4.230 | 0.8022 |
| | Average | | 44.66 | | 34.33 | | 13 | | 4.666 | | 3.333 | | 4.1233 | 0.955 |
| | Total | | 79 | | | | 13 | | 8 | | | | 4.1233 | 0.955 |
| | Motivation | X48 | 56 | 53.3 | 26 | 24.8 | 16 | 15.2 | 2 | 1.9 | - | - | 4.360 | 0.8229 |
| | | X49 | 53 | 50.5 | 33 | 31.4 | 12 | 11.4 | 2 | 1.9 | - | - | 4.370 | 0.7740 |
| | | X50 | 33 | 31.4 | 36 | 34.3 | 16 | 15.2 | 6 | 5.7 | 9 | 8.6 | 3.780 | 1.227 |
| | | X51 | 35 | 33.3 | 37 | 35.2 | 19 | 18.1 | 8 | 7.6 | 1 | 1 | 3.970 | 0.9791 |
| | | X52 | 35 | 33.3 | 34 | 32.4 | 16 | 15.2 | 10 | 9.5 | 5 | 4.8 | 3.8400 | 1.160 |
| | | X53 | 34 | 32.4 | 37 | 35.2 | 14 | 13.3 | 12 | 11.4 | 3 | 2.9 | 3.870 | 1.106 |
| | Average | | 41 | | 33.833 | | 15.5 | | 6.666 | | 3 | | 4.0316 | 1.0115 |
| | Total | | 74.83333 | | | | 15.5 | | 9.666667 | | | | 4.0316 | 1.0115 |

### 4.7. Hypothesis Tests

This chapter aims to test the study hypotheses to identify the correlations and impact between the main and sub-variables, and the extent of the assumptions will be validated by using several statistical methods and tools that were chosen to analyze the study variables, and accordingly, this chapter has been divided into the following topics:

#### 4.7.1. Analyze the Correlations between Study Variables

To complement the description and diagnosis processes based on the descriptive analysis data, the correlation relationships between the study variables were determined, particularly about the existence of a significant correlation between occupational safety and job satisfaction through the use of the correlation coefficient (Spearman) and at a significant level ($P \leq 0.05$) as follows:

A. The relationship between occupational safety and job satisfaction at the micro-level of the study sample

Table (6), which indicates that there is a positive correlation relationship with a statistically significant significance between a variable (occupational safety practices) and a variable (job satisfaction), as the overall index correlation coefficient reached (0.760 ** which is a significant value at a significant level (0.01), Thus accepting the third hypothesis at the aggregate level.

B. The relationship between occupational safety practices and job satisfaction at the micro-level of the study sample

Table (6) shows that there is a significant correlation relationship between occupational safety practices and each dimension of job satisfaction and that the strongest moral correlation relationship was between occupational safety practices and job satisfaction represented between my dimension (social relations with relationships with colleagues) as it reached the correlation coefficient () 0.701 **), while the weakest moral relationship was between the two variables represented by the organizational and salary conditions, as the correlation coefficient reached (0.554 **), and thus the third correlation hypothesis has been fully achieved at the level of the overall index and the level of sub-dimensions.

**Table 6.** The Overall and Partial Correlation Between Study Variables

| Occupational Safety / Job Satisfaction | Physical working conditions | Social conditions | Organizational conditions | Overall Index |
|---|---|---|---|---|
| **Working Conditions** | 0.593** | 0.619** | 0.688** | 0.676** |
| **Salary** | 0.700** | 0.493** | 0.554** | 0.627** |
| **Relationship with colleagues** | 0.650** | 0.701** | 0.580** | 0.686** |
| **Incentives** | 0.692** | 0.559** | 0.588** | 0.658** |
| **Overall Index** | 0.777** | 0.662** | 0.688** | 0.760** |

### 4.7.2. Regression Analysis of Study Variables

To know the existence of a significant effect of the study variables, the study model necessitates determining the levels of influence in the sector, the sample of the study in whole and part, and the following comes to an analysis of the effect of the study variables and the interpretation of the statistical implications, as follows:

A. The effect of occupational safety practices on job satisfaction on the overall level of the study sample

Table (7) shows a significant effect of occupational safety practices on job satisfaction, supported by the calculated value of (F) of (134.151) which is greater than its tabular value of (3.84) At the level of significance (0.05) and with a degree of freedom (1, 98), which indicates that the regression curve is good in explaining the relationship between the practice of occupational safety and job satisfaction and at the macro level, the R2 has reached a value of (0.578) which indicates the ability The independent variable is based on an explanation of the effect on job satisfaction by about (57%), and this is reinforced by the value of the regression coefficient (β1) by an amount of (0.702), and this indicates that the fourth hypothesis at the macro level is fully achieved.

**Table 7.** The effect between occupational safety and job satisfaction at the Macro Level

| Independent / Certified | Occupational Safety | | R2 | (F)Values | |
|---|---|---|---|---|---|
| | B0 | B1 | | Calculated | Tabulated |
| **Job Satisfaction** | 0.760 | 0.702 | 0.578 | 134.151 | 3.09 |

B. The effect of occupational safety practices on each dimension of job satisfaction on the overall level of the study sample.

Table (8) shows that there is a significant effect of occupational safety practices in each dimension of job satisfaction, and this confirms the achievement of the sub-hypotheses stemming from the fourth hypothesis, as the table shows that the strongest moral impact relationships were for occupational safety in job satisfaction were in the dimension (working conditions) Physical) in terms of the value of the determining factor (R2) of (45%), while the value of (β1) reached (0.738), which is significant value in terms of the calculated value of (t) of (9,086), while the calculated (F) value (82,562) is greater From its tabular value of (3.09). Whereas, the least significant moral impact of occupational safety practices in job satisfaction was in the (salary) dimension, as the determination factor (R2) reached its value (39%).

**Table 8.** The impact relationship between occupational safeties and a dimension of job satisfaction

| Job Satisfaction | Occupational Safeties (x) | | R2 | (F) | |
|---|---|---|---|---|---|
| | B0 | B1 | | Calculated | |
| **Working conditions** | 0.676 | 0.738 | 0.457 (9.086)** | 82.562 | 3.09 |
| **Salary** | 0.627 | 0.354 | 0.393 (16.584)** | 63.456 | |
| **Relationship with colleagues** | 0.686 | 0.806 | 0.470 (9.327)** | 86.995 | |
| **Incentives** | 0.658 | 0.441 | 0.433 (8.646)** | 74.751 | |

## 4.8. Hypotheses test Results

## Main Hypothesis

| No | Main Hypotheses | Results | Accept or not |
|---|---|---|---|
| $H1_{1:}$ | There is a positive, statistically significant correlation between occupational safety and job satisfaction | Table (6), which indicates that there is a positive correlation relationship with a statistically significant significance between a variable (occupational safety practices) and a variable (job satisfaction), as the overall index correlation coefficient reached (0.760 ** which is a significant value at a significant level (0.01), Thus accepting the second hypothesis at the aggregate level. | YES |
| $H1_0$ | There is no positive statistically significant association between occupational safety and job satisfaction | | NO |
| $H2_1$: | Macro Level- Main Hypothesis<br><br>There is a statistically significant impact relationship between the two study variables within the overall indicator: | Table (7) shows a significant effect of occupational safety practices on job satisfaction, supported by the calculated value of (F) of (134.151) which is greater than its tabular value of (3.84) At the level of significance (0.05) and with a degree of freedom (1, 98), which indicates that the regression curve is good in explaining the relationship between the practice of occupational safety and job satisfaction and at the macro level, the R2 has reached a value of (0.578) which indicates the ability The independent variable is based on an explanation of the effect on job satisfaction by about (57%), and this is reinforced by the value of the regression coefficient (β1) by an amount of (0.702), and this indicates that the threth hypothesis at the macro level is fully achieved. | YES |
| $H2_0$ | There are no statistically significant impact relationships between the two study variables within the general index: | | NO |
| $H2_1$: | Micro Level-Sub-Hypothesis<br><br>There is an effective relationship between occupational safety and each dimension of job satisfaction dimensions | Table (8) shows that there is a significant effect of occupational safety practices in each dimension of job satisfaction, and this confirms the achievement of the sub-hypotheses stemming from the fourth hypothesis, as the table shows that the strongest moral impact relationships were for occupational safety in job satisfaction were in the dimension (working conditions) Physical) in terms of the value of the determining factor (R2) of (45%), while the value of (β1) reached (0.738), which is significant value in terms of the calculated value of (t) of (9,086), while the calculated (F) value (82,562) is greater From its tabular value of (3.09). Whereas, the least significant moral impact of occupational safety practices in job satisfaction was in the (salary) dimension, as the determination factor (R2) reached its value (39%). | YES |
| $H2_0$ | There is NO effective relationship between occupational safety and each dimension of job satisfaction dimensions | | NO |

**Sub-Hypothesis**

| eq | Correlation Analysis Results Table | Proved | Not Proved |
|---|---|---|---|
| **1** | $H1\text{-}1_1$: There is statistically significant relationship between material working conditions and nature of working conditions.<br>$H1\text{-}1_0$: There is no statistically significant relationship between material working conditions and nature of working conditions. | **Proved** | **Not Proved** |
| **2** | $H1\text{-}2_1$: There is statistically significant relationship between material working conditions and salary<br>$H1\text{-}2_0$: There is no statistically significant relationship between material working conditions and nature of salary. | **Proved** | **Not Proved** |
| **3** | $H1\text{-}3_1$: There is statistically significant relationship between material working conditions and relationship with colleagues.<br>$H1\text{-}3_0$: There is no statistically significant relationship between material working conditions and nature of relationship with colleagues. | **Proved** | **Not Proved** |
| **4** | $H1\text{-}4_1$: There is statistically significant relationship between material working conditions and incentives.<br>$H1\text{-}4_0$: There is no statistically significant relationship between material working conditions and incentives. | **Proved** | **Not Proved** |
| **5** | $H1\text{-}5_1$: There is statistically significant relationship between social conditions and nature of working conditions.<br>$H1\text{-}5_0$: There is no statistically significant relationship between social conditions and nature of working conditions. | **Proved** | **Not Proved** |
| **6** | $H1\text{-}6_1$: There is statistically significant relationship between social conditions and salary.<br>$H1\text{-}6_0$: There is no statistically significant relationship between social conditions and nature of salary. | **Proved** | **Not Proved** |
| **7** | $H1\text{-}7_1$: There is statistically significant relationship between social conditions and relationship with colleagues.<br>$H1\text{-}7_0$: There is no statistically significant relationship between social conditions and nature of relationship with colleagues.. | **Proved** | **Not Proved** |
| **8** | $H1\text{-}8_1$: There is statistically significant relationship between social conditions and incentives.<br>$H1\text{-}8_0$: There is no statistically significant relationship between social conditions and incentives. | **Proved** | **Not Proved** |
| **9** | $H1\text{-}9_1$: There is statistically significant relationship between organizational working condition and nature of working conditions.<br>$H1\text{-}9_0$: There is no statistically significant relationship between organizational working condition and nature of working conditions. | **Proved** | **Not Proved** |
| **10** | $H1\text{-}10_1$: There is statistically significant relationship between organizational working condition and salary.<br>$H1\text{-}10_0$: There is no statistically significant relationship between organizational working condition and nature of salary. | **Proved** | **Not Proved** |
| **11** | $H1\text{-}11_1$: There is statistically significant relationship between organizational working condition and relationship with colleagues.<br>$H1\text{-}11_0$: There is no statistically significant relationship between organizational working condition and nature of relationship with colleagues. | **Proved** | **Not Proved** |

| | | | |
|---|---|---|---|
| **12** | H1-$12_1$: There is statistically significant relationship between organizational working condition and incentives.<br>H1-$12_0$: There is no statistically significant relationship between organizational working condition and incentives. | **Proved** | **Not Proved** |
| **Eq** | **Regression Analysis Results Table** | **Proved** | **Not Proved** |
| 1 | **H2-$1_1$:** There is significant impact of material working conditions on working conditions and nature<br>**H2-$1_0$:** There is no significant impact of material working conditions on working conditions and nature. | **Proved** | **Not Proved** |
| 2 | **H2-$2_1$:** There is significant impact of material working conditions on salary<br>**H2-$2_0$:** There is no significant impact of material working conditions on salary. | **Proved** | **Not Proved** |
| 3 | **H2-$3_1$:** There is significant impact of material working conditions on relationship with colleagues<br>**H2-$3_0$:** There is no significant impact of material working conditions on relationship with colleagues. | **Proved** | **Not Proved** |
| 4 | **H2-$4_1$:** There is significant impact of material working conditions on incentives<br>**H2-$4_0$:** There is no significant impact of material working conditions on incentives. | **Proved** | **Not Proved** |
| 5 | **H2-$5_1$:** There is significant impact of social conditions on working conditions and nature.<br>**H2-$5_0$:** There is no significant impact of social conditions on working conditions and nature. | **Proved** | **Not Proved** |
| 6 | **H2-$6_1$:** There is significant impact of social conditions on salary.<br>**H2-$6_0$:** There is no significant impact of social conditions on salary. | **Proved** | **Not Proved** |
| 7 | **H2-$7_1$:** There is significant impact of social conditions on relationship with colleagues<br>**H2-$7_0$:** There is no significant impact of social conditions on relationship with colleagues. | **Proved** | **Not Proved** |
| 8 | **H2-$8_1$:** There is significant impact of social conditions on incentives<br>**H2-$8_0$:** There is no significant impact of social conditions on incentives. | **Proved** | **Not Proved** |
| 9 | **H2-$9_1$:** There is significant impact of organizational working condition on working conditions and nature<br>**H2-$9_0$:** There is no significant impact of organizational working condition on working conditions and nature. | **Proved** | **Not Proved** |
| 10 | **H2-$10_1$:** There is significant impact of organizational working condition on salary<br>**H2-$10_0$:** There is no significant impact of organizational working condition on salary. | **Proved** | **Not Proved** |
| 11 | **H2-$11_1$:** There is significant impact of organizational working condition on relationship with colleagues<br>**H2-$11_0$:** There is no significant impact of organizational working condition on relationship with colleagues. | **Proved** | **Not Proved** |
| 12 | **H2-$12_1$:** There is significant impact of organizational working condition on incentives<br>**H2-$12_0$:** There is no significant impact of organizational working condition on incentives. | **Proved** | **Not Proved** |

## CONCLUSIONS

The results of the descriptive analysis of the occupational safety variable with its indicators (physical circumstance, organizational conditions, social conditions) indicated that. There is a great awareness by the study sample about the dimensions and that was in terms of the rate of agreement shown by the results of the descriptive analysis of this dimension, which indicates that the employees within the oil sector. They have a thorough knowledge and knowledge of the importance of this dimension within their career.

The results of the descriptive analysis of the job satisfaction variable represented in the dimensions (work conditions, salary, incentives, relationship with colleagues) indicated that there is a great awareness by the study community about the importance of these dimensions through the agreement of the majority sample on the importance of job satisfaction indicators within the work indicators.

The results of the statistical analysis indicated that there is a correlation between occupational safety practices and job satisfaction, and there is a strong direct relationship between occupational safety practices and job satisfaction. The results also indicated that the strong correlation is an indicator of the availability of these practices that will preserve the individual on the one hand and the other hand. Increasing job satisfaction for working individuals, on the other hand, and we find that correlation at the total level of the study sample from the oil sector, and therefore here (H1) is accepted and the hypothesis (H0) is rejected.

The results of the statistical analysis indicated that there is a correlation between the study variable on the dimension level that there is a strong correlation between occupational safety and the dimensions of job satisfaction. As the highest percentage of correlation came with the dimension of the relationship with colleagues, which indicates that work teams will work to provide safety concepts through cooperation at work. At the same time, job satisfaction increases. Likewise, other relationships between occupational safety and job satisfaction dimensions were statistically acceptable, and here the hypothesis (H11-H14) were accepted and the hypotheses (H01-H04) were rejected.

The results indicated that there is a strong impact between occupational safety practices and job satisfaction at the overall level of the oil sector, as it was found that the more organizations within the oil sector adhere to occupational safety practices, the more this has a role in increasing the indicators of job satisfaction among employees, thus increasing the sense of belonging to the work Productivity increased on the other hand, which led to the acceptance of the hypothesis( H21), and the rejection of (H20).

The results of the analysis indicated the statistical analysis to study the impact relationship between occupational safety and the dimensions of job satisfaction. We find that there is a good moral effect on the part of professional responsibility towards job satisfaction as indicated by the hypothesis (H3) represented by the dimension (work conditions).

But at the same time, occupational safety practices had the effect of the simple dimension of (salary) as one of the dimensions of job satisfaction, and this is also an important indicator that must be taken into account that the salary is essential for an individual employee who through his work fulfills the availability of most work conditions, including Occupational safety, hence it can be said that ($H_3$1) was accepted and ($H_3$0) rejected

The results of the analysis of variance indicated that there were significant differences within the structure of the study (the oil sector) towards the occupational safety dimension, as they were unanimously agreed that occupational safety practices are important to them, i.e. It was of the same importance for everyone.

This comes because of the environment in which they work, which is characterized by the constant risks that are imposed on employees and departments to take precautionary and urban measures within the environment in which they work. Therefore, occupational safety practices for them are considered essential within the framework of work.

## RECOMMENDATIONS

Complementing the methodological requirements and based on the results of the study. The findings put forward tithe most important proposals that will contribute to benefiting the research sector can be summarized in the study sample. In addition to giving some future studies proposed research projects, the proposals took two aspects:

Increased attention by the sample's administrations to open the way for employees to participate and allow them to express their own opinions and ideas in vital decisions, as well as to encourage the effort made, as this gives the departments the opportunity to reduce the employees 'suffering from lack of job opportunity, because it is routine work that raises the level of dissatisfaction for individuals.

The higher departments must take into consideration the issue of intellectual and professional integration of employees with the job first also with their colleagues secondly, and the administration itself third, because that, in turn, works to adapt to the job and thus pushes towards increasing job satisfaction and work within the principle of (placing the right person in the right place).

The administration adopts real policies through which it tries to integrate the employees in their jobs through support, motivation, and following the open-door policy within the university work, which helps them to increase the interaction between the cadres and administrative units, and this reduces the ambiguity that may affect the job process.

The administration adopts new strategies in the concepts of occupational safety, that will develop then grow through moral and emotional commitment. That is by reducing the supervisory and control levels that are determined for the employees to perform their tasks, on the contrary. They must activate the concept of self-control, which leads to giving The employee has confidence in themselves first. The higher administrative bodies secondly, in addition to that. The top management should increase the sense of career belonging by encouraging the concepts of the work teams, as the first source to adopt all modern concepts about occupational safety.

Developing the creative capabilities of employees by directing them to depend on themselves, take risks, and express opinions. Solve problems that they may face while performing the daily work assigned to them without referring to the higher departments, as well as giving them the actual opportunity to acquire. The

environmental opportunities surrounding them without any external influences and helps. This encourages creativity and the ability to change, on the one hand, but on the other hand, encourages commitment and avoids social isolation by developing social relations among employees, which will help in creating cooperation among them and increasing job satisfaction.

Attention the cost of protection, occupational safety, and safety conditions are available, that make the individual employee in an appropriate and safe work environment. In all respects through attention to training and qualification units to transfer, update and develop knowledge of the employee to innovate in his job.

Preparing and implementing a modern system for the safety of individual employees. Working within the oil sector from all the dangers that they may face in a manner that ensures defining the duties, responsibilities, and relationship of each job. The responsibilities required in filling the jobs and considering them as the basis in directing the employee to his job tasks, so that these tasks are consistent with his qualifications and capabilities.

Relying on the principle of job enrichment, in the work to ensure the renewal and diversity of the activities undertaken by the employee. To get rid of the routine activities that would make the employee restricted. In the performance of his duties and specific.

Working to involve all the teachers in making vital decisions in the work to benefit from their views, on how to address the risks facing them, as they are in direct contact with them, as well as what this participation gives him a positive feeling of the positivity of their work and eliminate. All social and marginal risks, but rather their sense of the ability to influence the course of work, which will push towards the adoption of methods, that in turn achieve the concepts of occupational safety for employees.

The researcher recommends increasing the interest of administrative leaders in the study sample. Companies participating in conferences and seminars. Whether inside or outside the country, to gain knowledge, skills, and perceptions about the changes that occur in the environment.

That would increase the interaction of employees with the environment, the company reduces the risks that could they are exposed to it while performing daily and career tasks.

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# APPENDIX

## Ap1. Survey

Fırat university

Department of Business Administration

Graduate Studies

M / questionnaire form

Respected employee .....

Good greeting

We put in your hands the study questionnaire tagged the impact of occupational safety practices on job satisfaction / a study of the opinions of a sample of employees within the oil sector in Duhok, and it is a research tool for a master's thesis in business administration - College of Business and Economics.

This study contributes to a field survey on what occupational safety practices contribute and how they affect job satisfaction, so the researcher would like your generous contributions to the success of this study in the service of the good for a year by answering all the paragraphs of the questionnaire by placing a mark () in front of the answer that you think is Interpreting the variable is best explained.

The researcher also wishes to clarify the following:

1. There is no need to mention the name, as the data will be dealt with in complete confidentiality and the data will be used for scientific research purposes only.
2. The success of this study depends on the correctness and accuracy of the answer, so please be patient and objective in determining the opinion for the purpose of achieving the objectives.
3. Please do not leave any paragraph without answering it, as that will lead to the form being neglected.
4. The researcher is ready to answer any questions or problems facing you.

With all gratitude and appreciation

Asst. Assoc. Dr. HaticeGokceDemirelAshtiTahseen Abdullah

**Ap2.Identification information**

1. Gender:

(  )  Male  (  ) Female

1. Age

(  ) years

2. Marital Status:

(  )  Married (  ) Single

3. Academic qualification:

(  ) Bachelor's degree (  ), PhD (  ) Master

(  ) Preparatory (  ) Diploma  (  ) without a degree

4. Years of functional service: (  )

5. Duration of service outside the university: (  )

6. Current job position (  )

## Ap3.First. Occupational safety (Please tick (√))

| | Questions | I strongly agree | Agreed | neutral | I do not agree | I strongly disagree |
|---|---|---|---|---|---|---|
| **Occupational safety<br>First: The material work conditions** | | | | | | |
| **1.** | There is an effective occupational safety system for loud sounds | | | | | |
| **2.** | Within the institution there are specialized bodies to monitor occupational safety wo | | | | | |
| **3.** | The place I work in is good in terms of lighting | | | | | |
| **4.** | The nature and type of lights used within the work are consistent with the concepts of occupational safety | | | | | |
| **5.** | There are heat treatments (air conditioners) that work to provide the right weather for work | | | | | |
| **6.** | There are protective and sensitive systems due to outbreaks of gases | | | | | |
| **7.** | The administration provides all medical supplies needed in the leakage of any type of gas | | | | | |
| **8.** | There are first aid boxes ready to be used in the work area | | | | | |
| **9.** | There are air treatments against moisture | | | | | |
| **10.** | Personal protective equipment is used while practicing daily activities | | | | | |
| **11.** | There is periodic maintenance of work machinery and equipment | | | | | |
| **12.** | There are posters and advertisements everywhere that aim to reduce physical injuries | | | | | |
| **13.** | Working conditions are characterized by high temperatures | | | | | |
| | **Second: social conditions** | | | | | |
| **14.** | Our company is keen to develop and improve the work environment in line with the relevant technical developments | | | | | |
| **15.** | The senior management in our company confirms that employees are obligated to wear safety and preventive measures | | | | | |
| **16.** | The management of our company is working to develop the necessary training programs to familiarize the personnel with occupational safety procedures | | | | | |
| **17.** | All working individuals within our company work with the concept of work teams as an attempt to reduce the risks of work | | | | | |
| **18.** | Individuals in our company adopt the principle of social parity in the event of any injury to any colleague | | | | | |
| **19.** | I find that the management of our company is really keen to provide all occupational safety requirements | | | | | |
| **20.** | The administration is the one that determines the work teams and the mechanisms for individuals working with each other within the teams | | | | | |
| **21.** | The administration works to improve methods of prevention and occupational safety for working | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | personnel | | | | | |
| **22.** | The management of our company allocates special funds to provide all the requirements of prevention and occupational safety | | | | | |
| | **Third: the organizational circumstance** | | | | | |
| **23.** | In the event that there is any danger to the working personnel, this shall be communicated to the administration as soon as possible | | | | | |
| **24.** | There is a special language of communication between working personnel in the event of any danger to the life of any employee | | | | | |
| **25.** | The Occupational Safety Administration imposes deterrent penalties on those who are not committed to using preventive means at work | | | | | |
| **26.** | The trade unions are working to continuously demand from the administrations to abide by the conditions of occupational safety | | | | | |
| **27.** | Everyone is bound by decisions made by the administration that pertain to the group | | | | | |
| **28.** | We have very good relations between the departments and the subordinates | | | | | |
| **29.** | Our company has a good organization regarding timing and place of work | | | | | |
| **30.** | The good organization followed by the administration contributes to the improvement of performance | | | | | |
| **31.** | The Occupational Safety Administration encourages working individuals to participate in decisions that affect their safety | | | | | |

## Ap4.Job Satisfaction

| Questions | I Strongly Agree | Agreed | Neutral | I Do Not Agree | I Strongly Disagree |
|---|---|---|---|---|---|
| First - working conditions and nature | | | | | |
| Doing my work gives me a sense of accomplishment. | | | | | |
| I feel independent at work. | | | | | |
| I clearly feel my responsibilities at work. | | | | | |
| The distance between your workplace and your residence is appropriate | | | | | |
| Your office equipment helps you get your work done efficiently. | | | | | |
| I feel happy in my job compared to others | | | | | |
| **Second – Salary** | | | | | |
| The salary I get is proportional to the effort expended at work. | | | | | |
| My work secures me a good salary compared to the salaries of individuals in other companies | | | | | |
| I get an appropriate salary compared to the salaries of my colleagues in the company. | | | | | |
| The salary covers the basic needs of me and my family. | | | | | |
| My salary secures me a good life | | | | | |
| The salary is commensurate with the high rates of living | | | | | |
| Third: the relationship with | | | | | |
| Colleagues are keen to exchange information and sources of knowledge among themselves | | | | | |
| Co-workers cooperate to fulfill the responsibilities assigned to them. | | | | | |
| Fellows share feelings of friendship and respect. | | | | | |
| Colleagues are keen to develop social activities among themselves. | | | | | |
| My immediate boss helps me when I have trouble at work | | | | | |
| There is a high level of cooperation from colleagues. | | | | | |
| Fourth: Incentives | | | | | |
| I feel fair in terms of rewards and incentives I get | | | | | |
| I feel that opportunities for professional growth and career advancement are available. | | | | | |
| I receive the necessary financial support to conduct research and studies. | | | | | |
| The salary is suitable compared to my colleagues in the profession. | | | | | |
| The opportunity to upgrade is available in my work. | | | | | |
| Opportunities for promotion are based on clear criteria. | | | | | |