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THE EFFECT OF MANAGER'S COMMUNICATION SKILLS (EMPATHY, POSITIVITY, AND EQUALITY) ON EMPLOYEE JOB SATISFACTION

Mohanad Hamid Hussein ALGBURI

Master's Thesis

Supervisor

Asst. Prof. Dr. Mehmet Gürel TEKELİOĞLU

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The thesis titled THE EFFECT OF MANAGER'S COMMUNICATION SKILLS (EMPATHY, POSITIVITY,AND EQUALITY) ON EMPLOYEE JOB SATISFACTION prepared by MOHANAD HAMID HUSSEIN ALGBURI and submitted on 20/05/2022 has been **accepted unanimously** for the degree of MBA in Business Administration.

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I hereby declare that all information/data presented in this graduation project has been obtained in full accordance with academic rules and ethical conduct. I also declare all unoriginal materials and conclusions have been cited in the text and all references mentioned in the Reference List have been cited in the text, and vice versa as required by the abovementioned rules and conduct.

Mohanad Hamid Hussein ALGBURI

Signature

DEDICATION

To my cherished family, thank you for your care and support. Also, my thanks and appreciation to my supervisors, Asst. Prof. Dr. Mehmet Gürel TEKELİOĞLU and Asst. Prof. Dr. Sameer Suleiman ALJAMA.

ABSTRACT

THE EFFECT OF MANAGER'S COMMUNICATION SKILLS (EMPATHY, POSITIVITY, AND EQUALITY) ON EMPLOYEE JOB SATISFACTION

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The study sought to determine the effect of managers' communication skills (empathy, positivity, and equality) on job satisfaction for workers at the state company of electricity production Al-Furat middle region / Babel – Iraq, according to the demographic variables: (gender, job experience, age, job title, qualification). The study population consisted of all employees of the state company of electricity production, and the questionnaire was used as an instrument for data collection. The sample included all employees of the state company of electricity production, and their number reached (200) employees, where an overall questionnaire of the study population was conducted, and the ratio of the sample retrieved from the field was (200) questionnaires from the study population. The study's findings revealed that the managers of the state company of electricity production have high communication skills, they have a positive attitude when it comes to communicating with employees, they empathize with employees in difficult situations, and they deal equally with all employees. It was also discovered as well that the employee satisfaction at the state company of electricity production was generally high, and the highest areas of satisfaction, were the domain of work environment,

followed by the domain of supervisory style. It was also discovered that there is an effect of managers' communication skills on employee's job satisfaction. It was discovered as well that there are no statistically significant differences at the level ($\alpha \leq 0.05$) on the effect of managers' communication skills and employee job satisfaction according to the variables: Age, Qualification, Job title, and Job Experience. While it was found that there are statistically significant differences at the level ($\alpha \leq 0.05$) on the effect of managers' communication skills and employee job satisfaction according to the gender variable and males were more affected than females. The study concluded with several recommendations, including: (The necessity for managers in the state company of electricity production, to continue to deal with workers positively with workers and equality among them, and to sympathize with employees who suffer from exceptional circumstances, Also work on providing material incentives for creative employees. As well as conduct more research to identify the flaws in the company's supervision style so that they may be avoided).

Keywords: Managers Communication Skills, Empathy, Positivity, Equality, Job satisfaction.

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1. INTRODUCTION

The organization is a social system that is undoubtedly the most crucial factor in the effectiveness and efficiency of human resources. The success of any person in the organization relies on their morale, efforts, motivation, and satisfaction (Rad, 2006). Consequently, their opinions and attitudes towards their work impact their lives, productivity, and effectiveness. The general mood of humans towards their job is the embodiment of a behavioral phenomenon that is interpreted as "job satisfaction" and results from a person's positive and negative beliefs about the dimensions of his work (Saleem, 2015). Many factors affect the job satisfaction of employees, including employees' relationships with managers. Communication is a social category, so it cannot be considered as a new category and discussed with this view. Organizational communication is an important issue that will have a direct impact on our successes and failures (Zarei, 2010). Managers have found that effective communication with employees and understanding their communication motives in the managers' success in achieving organizational goals are influential factors. The source of most individual and company problems can be discovered in the absence of effective communication (Elshaer, 2013). From this perspective, we will talk about communication skills, which include three dimensions (empathy, positivity, and equality) and their effect on employee job satisfaction, and we will discuss the aspects that can be obtained.

The independent variable (Communication Skills): the term "communication" encompasses a wide range of topics. Any definition of this subject within the confines of communication can be valuable and straightforward or complex and perplexing. Different definitions can describe various aspects of communication, but no single description can be found. Whether in the family context or the social context, human is involved in a complex web of diverse connections that consumes a significant portion of their mind, intellect, and energy (Zarei, 2010). The skill of building a good relationship with others enriches our abilities and boosts self-confidence, shows our talents and achievements, and earns the respect and appreciation of others (Hashemi, 2010). With this description, when we enter organizations, communication quality and productivity play an irreplaceable role. The issue of organizational communication is not something we can

easily ignore, as it will directly impact our successes and our failures (Zarei, 2010). And communication skills include three dimensions, empathy, positivity, and equality.

The first dimension (Empathy): means having a verbal or nonverbal balance with people so that they feel comfortable around and trust you (Pearson, 2017). The empathy that is correct or accurate is understanding the thoughts and feelings of others correctly, or in other words, evaluating or being able to precisely discern the particular content of others' thoughts and feelings. The capacity to correctly deduce the particular content of others' thoughts and feelings indicates the skill of empathizing in the individual. For managers, empathy does not mean accepting other's feelings and emotions s as his/her own and trying to please everyone. Rather, empathy means paying undivided attention with self-sacrifice to employees' feelings in the decision-making process intelligently (Zarei, 2010).

The second dimension (Positivity): positive psychology has gained popularity among psychologists in recent years, and it has infiltrated the field of management and organizational behavior in some ways. Psychic capital is generally identified as the foundation of corporate competitiveness, following human and social capital. Defined term "positive organizational behavior" is "The study and implementation of positive psychological skills and human resource qualities that can be created, measured, and managed successfully to promote employee performance". Psychological capacities such as hope, resilience, positivity, and self-efficacy, according to research on positivistic organizational behavior, combine to form a factor called psychological capital. In other words, some psychological variables like hope, resilience, positivity, and self-efficacy, when combined form a novel source or underlying factor in each of these variables (Lewis, 2011). When personal relationship benefits from relative positivity, it becomes more effective. A person who has an unpleasant feeling about himself invariably transmits that feeling to others in some way, as well as instilling in them an unpleasant and negative feeling. When we express our pleasant feelings toward the other party, interpersonal communication is properly formed and approaches maturity (Zarei, 2010).

The third dimension (Equality): the theory of equality and the expectation of justice and equality have been around since Aristotle. Rose, Lynda, and Taylor believe that feeling treated as

everyone else leads to a sense of belonging and self-worth. Conversely, if we feel mistreated, we may feel alienated from the group and lose our self-worth (Fatt, 2010).

The dependent variable (job satisfaction): is a kind of the emotional satisfaction and satisfaction a person has with his job in the organization, which is related to good work with talent, the success rate in the job, the satisfaction of reasonable needs, talent development, career advancement, successful experiences, and organizational climate. (Spector, 2022). Job satisfaction means love for the tasks required of the job circumstances in which work is done and reward for doing it (Savari, 2013). The definition of job satisfaction can be traced back to the classic effort Robert Haback identified in 1935 and cautioned against the complexity of job satisfaction, describing it as a combination of unfavorable physiological and environmental factors that lead one to say, "I am satisfied with my job" while Levine believes that "Job satisfaction is referred to the degree of people care about their jobs" (Bandar, 2016). This study examines the relationship between managers' communication skills (Empathy, Positivity, and Equality) and employee job satisfaction at the state company of electricity production, and examines the impact of gender variables on this relationship.

In the second part, the conceptual and operational definition of the research variables is presented, which is managers' communication skills as an independent variable and includes three dimensions (empathy, positivity, and equality). And job satisfaction as a dependent variable and all the details related to these variables will be explained in terms of theoretical foundations for research, communication, classification of the communication process, communication skills and communication's significance, the role of communication, job satisfaction, different theories about job satisfaction, Items that influence job satisfaction, and the relation between job satisfaction and communication.

In the third section, the research approach is described. Quantitative descriptive statistics, inferential statistics, Pearson's correlation coefficient, and the Statistical Package for the Social Sciences will be used to analyze all of the data (SPSS). In addition, the questionnaire will be utilized to collect data. In addition, we will use the t-test for independent samples and one-way

analysis of variance to compare means and determine if there is a relationship between the variables of the research.

In the fourth part, represents the findings of the research through the response of the research population sample on the effect of managers' communication skills (Empathy, Positivity, Equality) on employee job satisfaction for employees at State Company of Electricity Production, according to the questions and hypotheses of the study.

In the fifth and final part, we discuss the study findings, which are discovered through to the questions of the research, which aims to know the effect of managers' communication skills on job satisfaction for workers at State Company of Electricity Production. This chapter also includes conclusions and recommendations.

1.2 STUDY PROBLEM

Human resources and its importance in the organization is a fact that is not hidden from anyone today. Indeed, the development and continuity of the life of organizations depend on the comprehensive attention of managers to the role and position of human capital. The flourishing of human resources in organizations requires various measures. One of these measures is to ensure the job satisfaction of employees (Amoopour, 2014). Job dissatisfaction disrupts the economic, social, and cultural development of societies. Annually, huge losses occur to the national economies of countries (Al-Khidr, 2016). The industrialized countries of the world pay large sums of money for the annual changes in the job satisfaction of their employees. Such expenses by the mentioned countries show that job satisfaction is an important issue that unfortunately has not been given much attention in our country in practice (Zahra, 2019). Referring to different organizations and discussions with employees about their problems in the workplace and the factors that caused their dissatisfaction in the workplace, among the important issues mentioned in the discussion of the low level of communication skills of managers. Of course, employees of organizations raised this problem with words such as impatience, anger, lack of respect for employees, not takeing criticism into account, lack of performance, Lack of understanding and awareness of managers, and other such words. But if we look at these issues practically, the problem more than anything else is the discussion of

managers about communication skills (Zarei, 2010). An important part of the relationships between organizations is related to the relationship between managers and employees. For relationships to be highly effective, communication skills are inevitable for managers. Organizations today have recognized the need for effective communication styles, but there is still a lack of knowledge, about is the definition of communication in particular, as well as what the role of communication function plays within the organization. As a result, the need for managers to develop their communication abilities, and understanding is unquestionable (Raeissi, 2010). In order to the employees of the state company of electricity production to carry out their duties fully, they should be satisfied with their work, if managers enhance communication with subordinates in order to increase their job satisfaction. This study seeks to answer the following questions:

Q1: What is the reality of the communication skills of managers (Empathy, Positivity, and Equality) at state company of electricity production?

Q2: What is the reality of the employee job satisfaction (Supervision Style and Work Environment) at state company of electricity production?

Q3: Is there a statistically significant at level ($\alpha \leq 0.05$) relationship between the communication skills of managers (Empathy, Positivity, and Equality) and employee job satisfaction?

1.3 STUDY OBJECTIVES

Job satisfaction determines many organizational variables. Several studies have shown that job satisfaction is an essential factor in increasing productivity through employees' sympathy with the organization, their affiliation, and association with the work environment, establishing excellent human relationships in the workplace, establishing good communication, improving morale and interest in work (Amoopour, 2014). As a result, the primary goal of this research is to measure the relationship between managers' communication skills (Empathy, Equality, and Positivity) on employee job satisfaction and measurement the impact of the gender variable on this relationship between the communication skills of managers on employee satisfaction at state company of electricity production.

1.4 SIGNIFICANCE OF THE STUDY

Workforce development, creativeness, and creation of value are some of the things that oblige and encourage organizations to give special attention to human resources because the role of outstanding employees in organizations is clear and essential if we pay attention to the human resource management process. If a defect occurs at this point in the process, it will result in the loss of many resources. Therefore, to understand employees' perceptions of the functions and activities of organizations, especially in the field of human resources, employee satisfaction requires special attention, As a result, job satisfaction is essential to organizational growth and workforce health (Myskova, 2011). Research has shown that job satisfaction plays a critical role in many factors of organizational productivity. Improving performance in organizational behavior, organizational commitment, job attachment, employees' mental health, and reducing behaviors such as absenteeism and leaving, and many other behaviors, are among the consequences of creating job satisfaction in the employees of organizations. These valuable results should be a strong incentive for managers of organizations to pay serious attention to the issue of job satisfaction of employees and take steps to create it (Amoopour, 2014). Among the groups that benefit from this research are the managers of organizations, especially the human resources managers of organizations, who by conducting the present research and examining this relationship, will pay more attention to this important issue (communication skills) (Zarei, 2010).

1.5 STUDY HYPOTHESES

The following hypotheses are being tested in this study:

The first hypothesis: There is no statistically significant effect at the level ($a \leq 0.05$) between manager's communication skills (empathy, equality, and positivity) and employee job satisfaction?
The second hypothesis: There is no statistically significant effect at the level ($\alpha \leq 0.05$) between manager's empathy and employees' job satisfaction?
The third hypothesis: There is no statistically significant effect at the level ($\alpha \leq 0.05$) between manager's positivity and employees' job satisfaction?

The fourth hypothesis: There is no statistically significant effect at the level ($\alpha \leq 0.05$) between manager's equality and employees' job satisfaction?

The fifth hypothesis: There is no statistically significant differences at the level ($\alpha \leq 0.05$) in the communication skills of managers and employees job satisfaction, according to: gender, job experience, age, job title, and qualification.

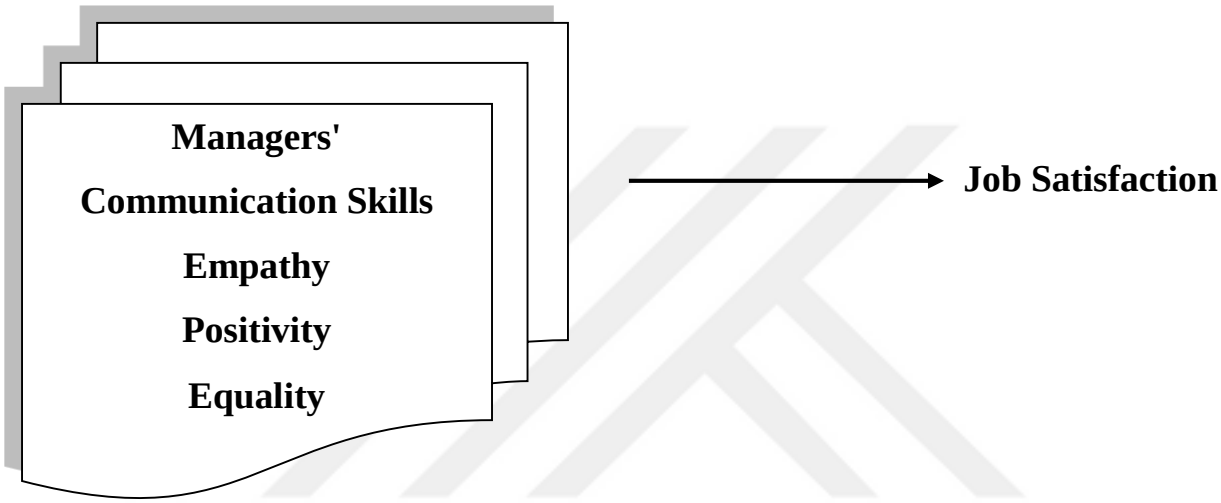

Figure 1.1: Study model (Zarei, 2010).

1.6 LIMITATIONS OF THE STUDY

a) Time-domain: The current research was conducted between, October 2020 to May 2022.

b) Spatial area: The spatial area of this research is the employees working at the state company of electricity production Al-Furat middle region / Babel – Iraq.

c) Subject area: It relates to the effect of managers' communication skills (Positivity, Empathy, Equality) on employee job satisfaction.

2. THEORETICAL FOUNDATIONS OF RESEARCH

In every company, effective communication is the most critical aspect in building a productive working atmosphere. The degree to which managers' communication strategies are of high quality and consistent has an important impact on employees' feelings of work satisfaction. The efficacy of managers' communication methods may have both good or negative impacts on work satisfaction, making it a complex independent variable that can be influenced by a wide range of circumstances.

2.1 COMMUNICATION

Individuals are in charge of running organizations. Communications and contacts are essential for the organization survival. People's ability to communicate is impacted by a variety of factors in their daily lives. People, on the other hand, utilize words or body language to describe their emotions since they must communicate at all times. (Sethi, 2009). A sign of mental health is healthy interpersonal relationships. Intimate relationships with other human beings are a source of trust and comfort for each of us. Social support is actually social bonds between individuals that create security, peace, importance and respect in individuals. To use this communication network you need to learn some skillset, skills that help us build better relationships with others. In such environment people feel that they are not alone and increase the sense of belonging. (Verdinejad, 2006). Communication is a social category, so it cannot be considered as a new topic and discussed with this view. In fact, the social essence of human beings is the connection between them. When examining the discussion of communication and its historical context it can be said that since the time humans decided to live together, the need for communication arose. Humans tried to communicate with each other and from here the issue of communication emerged as one of the most important issues for human life. However, communication is a word that has been taken into consideration in scientific and academic circles in recent decades. The truth is that humans have been involved in this activity (communication) since the beginning of their lives, and how to communicate has always been one of their main concerns. Of course, what was present in the communication discussion in the past is entirely the result of individual human experiences, and what is known today as the science of communication has emerged

since the late twentieth century. (Zarei, 2010). At the turn of the 21st century, life has gotten more complicated, and rules change according to the system in which human beings operate at a particular time. Such a situation requires special and complex communication and social skills, and therefore learning social skills is no longer a simple and spontaneous phenomenon and requires professional and systematic attention. Communication is one of the most crucial tools of civilized society and it is possible to argue that it is the most important factor in human progress and perfection. To put it another way, communication is essential for a person's success. Just as communication is vital for organizational operations or in other words for the formation and survival of the organization. "There will be no organizational communication without communication," says Herbert Simon. And for this reason, it can be said that the possibility of influencing the group on individual behavior will be impossible. (Mortazavi, 2004).

2.1.1 Definition of Communication

There are many different definitions of communication, some of which we will mention here because in the context, each one helps another to understand what their goals are (Ivancevich, 2013). Definitions of interpersonal communication require these characteristics (Communicating information from one person to another and face-to-face communicating). In either case, the content of the communication reflects the personal characteristics of the participants and also their social positions and interactions between themselves. (Sethi, 2009). Communication is a process, consciously or unconsciously, willingly or unwillingly; through which feelings and opinions are expressed in the form of verbal or non-verbal messages, then sent, received and perceived (Heath, 2013). In order to communicate, two or more individuals must use common signals to convey their thoughts and feelings. In other words, it is all the activities of speech, writing and action (movement) that are used to convey meaning and concept or to influence and influence others (Üstüner, 2014). Communicating skills are the abilities that allow individuals to participate in interpersonal interactions, and the communicating process is the exchange of verbal and nonverbal communications through which people share their information, thoughts, and feelings (Yousefi, 2006).

2.1.2 Communication Process Classification

Models can simply be called a definite object or phenomenon. Which reflect the most similarities and characteristics of the main phenomenon. Models do not cover all aspects of reality. Despite these shortcomings, models can help us look at the components of communication from a perspective that helps us further analyze and understand. (Ivancevich, 2013). Interpersonal communication may be acknowledged as a significant role in the recipient's psychological growth. Interpersonal communication involves the transfer of energy, emotions, shared activities, and relationships. (Frydrychowicz, 2005).

2.1.2.1 Michell & rice model

Interpersonal communication requires a person or group trying to convey information to another person or group. Michel and Rice believe that an efficient communication implies that the message has similar meanings for the sender and receiver. The following figure shows the communication process of the Michel and Rice model. (Ivancevich, 2013).

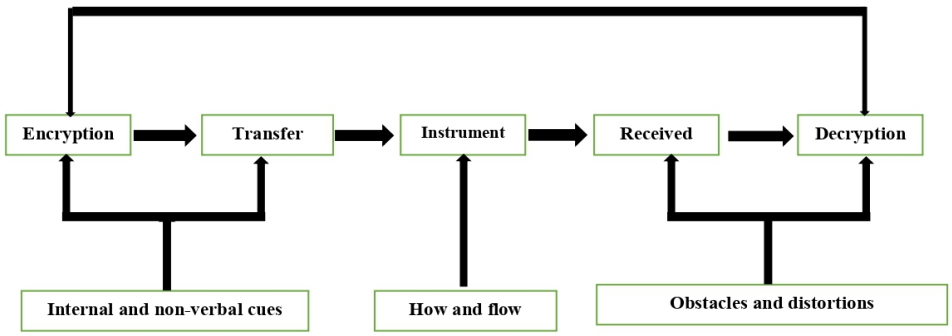

Figure 2.1: The communication process according to Michell and Rice.

2.1.2.2 Berko & wolvin models

Berko & Wolvin presented in his studies three types of communication modes, including linear model of communication (one-way), Interactive communication model (two-way) and exchange model (multi-directional), and we will explain some of them in the following. (Ivancevich,

2013)

2.1.3 Linear Model of Communication

In this model, the source coding the content and send it to the recipient by one or more sensual channels, the recipient receives the content and decoding it. How this pattern relates is shown in the figure below. In general, in one-way communication, the sender of the message has no expectation of receiving a response or result from the recipient of the message with whom he or she has established. The policies announced by the top managers of the organization are an example of one-way communication. (Ivancevich, 2013).

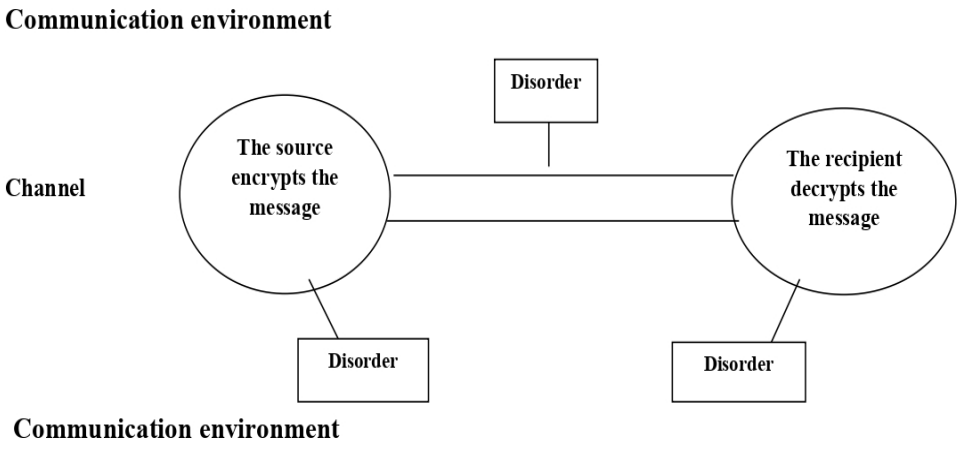

Figure 2.2: Linear pattern of communication (one-way communication).

2.1.4 Interactional Model of Communication

The linear communication pattern is a simplistic pattern that does not take into consideration all of the variables in the communication process (source-receiver). The interactive pattern of communication is shown in the figure below. In an interactive communication pattern, the source converts a message into a password and sends it to the recipient. The recipient receives the message and decodes it like a linear pattern. But then the feedback is encrypted and returned to the source. A two-way process is therefore generated, the feedback is then decrypted by the source, According to the previous content sent and the responses received, the source encrypts

a new content that is compatible with the responses. (Ivancevich, 2013).

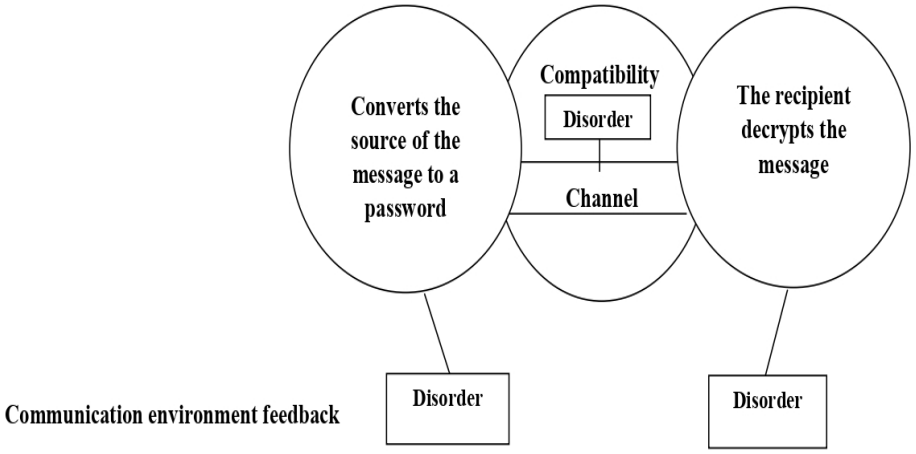

Figure 2.3: Interactional Model of Communication (two-way communication).

2.2 THE IMPORTANCE OF COMMUNICATION SKILLS

Communication has an important part in the functioning of businesses. In reality, an organization's primary necessity is communication. Similar to the circulatory system in the human body, this indivisible process is required and constant. Communication has an important role in defining a company's efficiency. The survival of an organization relies on variables such as command unity, delegation, collaboration, and leadership, all of which need robust interpersonal communication support. (Sethi, 2009). In principle, without communication between people in an organization, the organization becomes a collection of people with separate tasks. Also, there will be no coordination between organizational actions and individual goals will replace organizational goals. (Ivancevich, 2013). Among the duties of managers, the role of communication skills is explicitly and directly in the dimension of communication and covertly but still directly lies in other tasks. Because planning, organizing, controlling and supervising, guiding and motivating and making decisions, each are realized within the framework of a communication and interactive process. Research findings and daily experience show that 80% of managers' time is spent communicating with others. Given such a huge amount of time, it is obvious that the style of managers in communicating with employees, colleagues, senior officials, plays a decisive role in his performance. According to Stewart

Rosemary's research, managers spend more than two-thirds of their time with others, and the remaining one-third spend reading or preparing reports to communicate with others. (Mortazavi, 2004). For many employees and members of the organization, the group is the most important source of social communication (Relationships or mutual interaction), the communication that takes place within the group reflects the expression of hatred and the degree of despair or satisfaction of the person and the type of his feelings, so communication relieves the person of psychological pressure and helps him to meet his social needs. And do not compare any of these four tasks with others that are not superior. For a group to function effectively, it must exercise some kind of control over its members, motivate people to do things well, and it must adopt a method that people have in mind. (Express your feelings) Finally, make decisions reasonable. (Rabinz, 2011).

2.2.1 The Role of Communication

There are 4 roles in a communication group or organization are: Control, Motivate, Expressing emotions, and providing, receiving and exchanging information. Communication controls member behavior in several ways. Organizations have a hierarchy of formal authority and instructions that employees and members must follow. Communication motivates the organization and its members by clarifying what needs to be done, how things are done, and improving performance. (Rabinz, 2011). Setting specific goals, reviewing the results of operations, and reporting on progress and reinforcing desirable behaviors motivate communication. (Saatchi, 2008). Even at short intervals when managers are alone, their thinking may be disrupted by communication. In one study of how top and intermediate managers relate, it was found that they could only work non-stop for only half an hour or a little more every two days. (Hashemi, 2010). Therefore, it can be concluded that the main job of managers is to communicate in various forms such as meetings, listening to reports, giving orders, taking orders, talking to colleagues, etc. (face to face or by phone). And the available facts show that there is a direct correlation between efficient communication and the level of achievement or efficiency of individuals. Therefore, it should be said that effective communication is important for managers for the following reasons:

i. Communication is the means through which the management responsibilities of

planning, organizing, directing, and leading are carried out.

ii. Communication is an activity that managers use to coordinate and adjust their time. (Mortazavi, 2004). Improper communication reinforces the formation of incompatible issues and shapes conflict. (Üstüner, 2014).

2.2.2 Empathy

The word empathy has been translated by German psychologists and means the ability to understand the other's ideas and intentions as much as they understand themselve. Empathy means the ability to understand the other party to the same capacity that he perceives himself. A person with this feeling can penetrate into another person and see his world through his eyes. He listens to the other person completely without being dry-minded or prejudiced. (Bolton, 2009). In order to be able to overcome the difficulties of life that we have to face due to our social nature, we need social support, and one of the most important of these supports is empathy. Empathy skills mean that one understands others' lives even without undertaking the same experience, or situation and that makes human beings more accepting, respectful to each other regardless the differences. Many violent behaviors in the community are due to lack of empathy skills. Empathy improves social relationships and leads to supportive and accepting behaviors toward other human beings. Strengthens friendships and communication and increases the level of social awareness in society. (Ratka, 2018). Empathy is the ability to evaluate and recognize emotions and facts in people. It is also an individual's ability to tolerate and maintain relationships with people in social life and hierarchical levels. (Prati, 2018). Empathy is the basic capacity of individuals in regulating relationships, supporting joint activities of group cohesion, and is an essential element for successful interpersonal actions. (Besharat, 2011). In order to establish empathetic relationships, one must be able to put oneself in the place of others and see things from their point of view. The necessary condition for such a thing is that the person knows himself. (Ratka, 2018). Empathy is an important ability that harmonizes a person with the feelings and thoughts of others, connects him to the social world, draws help for others and prevents harm to others. Empathy is the motivating force of social behaviors that leads to group cohesion. Empathy is also an important issue in modern moral philosophy. The role of empathy in moral and social development is unquestionable. Proper

expression of empathy requires social skills. (KHODABAKHSH, 2012). People are interested in working with people who have mutual love. Every worker and employee is interested in his colleagues being his kind friends and also being loved by his manager and always knowing his opinion about himself. Also, the manager should pay attention to the progress of his employee or worker and even tell him this attention. And on the other hand, the person likes to be supported by the family, it makes the person feel valued and respected, and the person enjoys his job more and does his job better and his job satisfaction increase. (Asgari, 2010).

2.2.2.1 The three parts of empathy

The definitions that have recently been developed for empathy include three parts:
First, the empathetic person has a correct and sensitive perception of other feelings while keeping a certain distance from him.
Second, empathy means understanding the position in which emotions are involved or targeted. The empathetic third person communicates with others in such a way that the other party feels accepted and understood. Understanding the type of communication a person is asking for empathy is very life-giving. (Bolton, 2009). If we put the concept of empathy in a spectrum that begins with indifference and ends with empathy, it will be better understood.
[Indifference, Sympathy, It does not matter to me that you look miserable today, That you are really depressed, This is your problem, I seem to be really worried about this, I'm hurt about you].
Indifference in dictionaries is defined as "lack of feeling, lack of attachment, or lack of attention".

2.2.2.2 Ways to achieve empathy

Understanding the mental framework of others: The perception of each of us from a particular situation is completely different from the other, because each of us interprets a subject according to our own experiences. People want to hear about something in detail, some just want to know the results of something, we need to be able to know the mental framework of others and know what is important to them, then by meeting their expectations we can have a warm relationship. To create intimacy, we must bring our mental framework as close to each other as possible so

that we can speak and communicate.

Control of emotions: Different people experience different emotions in the face of the same stimuli. In dealing with a particular event one person may be angry, another sad and one can easily overlook the reactions are also different. One expresses his anger, the other shakes his head and thinks what to do? People's level of skill in expressing emotions helps to communicate better with others. One of the underlying factors in achieving empathy is mastering emotions and feelings. In order to have an empathetic relationship, we need to know our emotions, take control of them, and not let anxiety disturb our thinking. People who have achieved self-control know the feelings of others better. (Ratka, 2018).

Harmony: It means reflecting the behavior of the other party so that he can find his actions and words in your actions and words. Harmony is entering the world of the other side in a way that makes us feel united and show them aspects of ourselves that are similar to others. It is true that we communicate best with those who feel like us and share our beliefs; but through the coordination we create, we can also increase our intimacy with people who have less intimacy, and thus open the way to building empathetic relationships.

Listening: Listening is different from just hearing. Listening is a voluntary act that requires patience and attention. Accurate listening is an acquired skill that requires a lot of effort. In this regard, in addition to the ear, the heart and eyes must also be helped, and the so-called words of the speaker must be listened to. Our reactions when listening, the questions we ask, our moods and movements are all effective in listening accurately. So convey your inference from the speaker's statements and feelings to him, whether he agrees or disagrees. By expressing your inference, you are actually showing the speaker that you understand the depth of his content and we are fully aware of his point of view. Summarize the content of the speaker in your mind and then convey it briefly.

2.2.3 Positivity

The Positive Psychology Movement, which emerged in the late twentieth century to pay attention to healthy people and to develop their abilities and talents, soon gained a foothold in other scientific fields, including organizational behavior, and led to the emergence of two behavioral movements. Organization and research became a positive organization. Positive

psychology is concerned with maximizing human status and aims to promote mental health, well-being, and personal development. Positive psychology is defined as the knowledge of strengths positive, positive character emotions, and establishments positive. According to Peterson the definition given above, the positive psychology three basic foundations. The first foundation, positive mental experiences such as satisfaction, well-being, enjoyment, and the possibility of flexibility and positive feelings. The second foundation, positive characteristics including concern, knowledge, morals, significance, purposefulness, progress and bravery. The third foundation includes positive organizations such as relatives, education, institutions, society and connections. Peterson also states that, The third foundation affects the other foundations and contributes to individual growth, What is known today as positivist psychology is extremely quickly increasing in scientific fields such as: education, health care, societal services, economics, political science, leading, managing, organizational science, etc. And expands. (Peterson, 2009). It is not right to ignore the positive aspects of work. The fundamental contribution and positive organizational behavior's added value, should be considered more than negative organizational behavior. Positive organizational behavior can have a significant contribution to organizational results much more than negative organizational behavior. Research has empirically confirmed that communication and supportive terms among team members generally distinguish them from lethargic teams. (Bakker, 2008). Positive psychology helps people improve their individual and organizational performance by relying on their strengths. For example, encouraging a person who feels highly capable of adapting to technological change through human resource development programs can flourish this feature. Walsh et al, have shown that is the words with a negative perspective (such as success and failure, dissatisfaction job, absences) have increased in recent years compared to positive words (compassion, piety, etc.) in the organizational press. (Lewis, 2011). Recent study has revealed that creating positive feelings in individuals, increases flexibility, complex problem solving, making decisions and assessing events. Several positive emotions, such as happiness, interest, satisfaction, have a great share in developing one's abilities. These positive emotions contribute to the physical, mental and intellectual structure of people. Positive emotions are a tool for happiness and peace of mind and prevent stress and help reduce stress. (Wright, 2003).

2.2.3.1 Some strategies to strengthen positive thinking

The mind of each of us, the thoughts we have has found its own taste and smell. Our mental filter is adjusted when the limbic part of the brain is overactive. People with depression (negative thoughts) are facing more and more new depressive events every day. Reviewing the past gives them a sense of remorse. The vision of the future revives anxiety and pessimism in them. Even now, there is something to be dissatisfied with.

Positive mental imagery: Many of us humans have specific patterns in our subconscious mind. These patterns are our mental images from which all our actions, behaviors, and emotions come. So what matters is what image we create in our minds. We should try to replace negative mental images with good ones. This change is not easy to do, but every human being has something that an animal does not have, and that is the power of the creative imagination. Man is not only a creature, he is also a creator, and he can determine various goals with his imagination. Only man can direct his mechanism of success using imagination or the ability to imagine.

Putting success as a mental precondition: We must always fill our minds with positive thoughts and strive to be an efficient person. We may not always be successful, but it is important to manage our failures with a positive attitude. One of the basic principles of positive thinking is to consider success as our precondition for success.

Forgiveness and generosity: As mentioned in the previous sections, forgiveness and generosity are other factors that prepare the human mind to replace positive thoughts and create a proper mental image.

Forgiveness of others: When we forgive others and forgive their mistakes, it makes us feel good. When we are angry at others, we actually suffer emotionally, and maybe the person we are upset with does not know we are upset, but when we forgive and let go of others in our minds, we find peace. The real forgiveness is forgetting and throwing out all the turbidity. When we change our attitude toward others, they too begin to change their behavior, as if the moment we decide to change our perspective, others respond positively to our changed expectations. (Stame, 2017).

2.2.4 Equality

Equality focuses on the perception of fairness in processes, the behavioral consequences by

which results are achieved. The existence of inequality causes a change in a person's perception and behavior, and the person continues to change his perception and behavior until he reaches balance. The two main necessities related to human resources are justice and job satisfaction. Organizational justice deals with the way employees are treated so that they feel they have been treated fairly. (Hao, 2016). Perception of injustice has destructive effects on the process of development and growth because it overshadows the motivation of commitment and diligence of human resources and employees. (Soumia, 2017). Therefore, observance of justice is particularly essential for employees in several management practices with employees such as reward distribution, managerial support, promotes, hiring. Regarding the necessity and importance of the existence of justice and equality, It is sufficient that justice exists inside the organization causes growth and excellence and continuous improvement of the performance of organizations and a great force for synergy, development and creation of opportunities for excellence. Undoubtedly, none of this would be possible without measuring and evaluating justice. Employees will have a greater understanding of organizational justice if they consider the amount of their pay and duties and the procedures and criteria for promotion in the organization to be fair. And they will be more satisfied with the promotion and payment. Also, if the officials in the organization treat the employees with politeness and respect and allow them to participate until the executive stages of determining the results, it will increase the employees' confidence in the organization. (Hao, 2016). The Oxford Dictionary describes justice as the protection of rights through the exercise of power and the defense of rights through the determination of reward or punishment. But what is closer to our goals in the definitions of this word is the concept of this justice means equality of justice and fairness and judgment or truthfulness in the treatment of employees in organizations. Employees have at least two sources about the administration of justice in the organization or its violation. The most obvious of these sources is the individual supervisor or direct manager. This supervisor has complete authority over the subordinate. Leadership and its type play an important role in the path of feeling equal. According to Mitchell, leadership in any organization is a key process that the organization's success or failure is inferred by its leadership (Rahimian, 2009). The second source to which employees may attribute this justice or injustice is the organization itself as a whole.

2.2.4.1 Types of equality

About 40 years ago, a psychologist named J. Stace Adams proposed his theory of equality, in which he showed that people want to receive a fair reward for doing the work, in other words, as much as their co-workers. (Rahimian, 2009). Adams theory of equity and Justice in the organization and the effects of inequalities and outcomes on workplace behavior is a key factor in the input-to-output ratio. Their outputs (rewards) should be equal to the same ratios for their peers. (Coldwell, 2007). That's mean:

$$\frac{\text{Individual outputs}}{\text{Individual input}} = \frac{\text{Other's outputs}}{\text{Other's input}}$$

If this equation is not established, inequality will prevail. Regarding equality or inequality ratios, it is necessary to mention a few points:

First, the conditions that create equality or inequality are based on one's perceptions of inputs and outcomes.

Second, Inequality is a relative phenomenon. If the person's input is high and the consequences are low, there will not necessarily be inequality because the reference person in the comparison may have the same ratio.

Third, relatively low or high pay causes inequality. (Seyed, 2009). Adams points to six ways to reduce inequality:

1. Change inputs: change your person or your inputs.
2. Substitution of consequences: The person changes the results.
3. Cognitive distortion of your inputs and outcomes: The person changes his perception of input or output.
4. A person may leave his job.
5. One may change one's perception of justice.
6. Changing the shape of comparisons: The person completely removes the feeling of inequality.

The choice of each method to create equality depends on the characteristics of the situation in

which the inequality arises. This situation is as follows. (Coldwell, 2007).

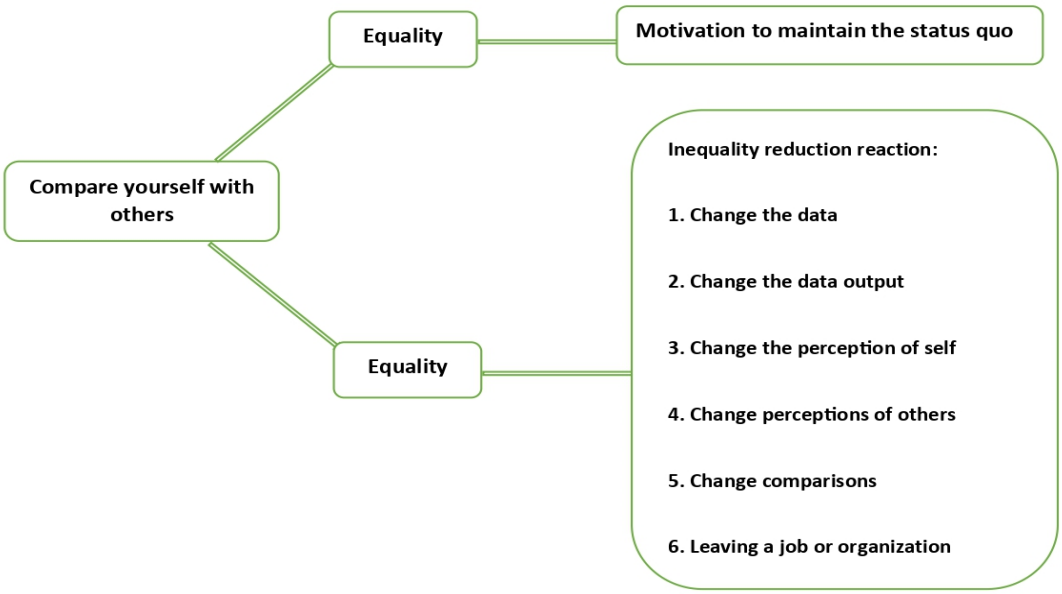

Figure 2.4: Factors Affecting Reducing Inequality (Adams).

2.3 JOB SATISFACTION

In the current century, the importance and effectiveness of this human knowledge is such that some experts consider the 20th century as the era of management and today's world the world of managers, and consider the art and science of management as one of the most delicate difficult and fruitful works. As one of the important indicators of contemporary civilization, they are considered as one of the effective factors in the growth of social, cultural and economic development of today's societies. (Saatchi, 2008). One of the primary duties of management is to promote and maintain motivation in employees and help employees to be satisfied with their work. In the event that employees are dissatisfied with their positions, they will not be able to meet the standards of their workplace well, and dissatisfaction and poor performance may lead to the displacement and absence of employees and severely affect their performance. (Ullah, 2010). Today, it has been proven that the more managers of organizations are aware of job satisfaction and employee issues, the better they can improve the organization and productivity with rational planning in addition to increasing the level of employee satisfaction. (Saleem, 2015). Job satisfaction for employees is a positive effect that a job or job position creates for

him and increases his quality of working life. (Spector, 2022). To achieve modern productivity, job satisfaction is essential and is one of the effective factors in employee performance. Attractive and creative work, respectable and valuable employees, play an important role in job satisfaction. Cognitive and emotional aspects of one's employment contribute to one's level of job satisfaction. Cognitive satisfaction is satisfaction that is based more on rational and rational evaluation of working conditions. Cognitive satisfaction is therefore a comparison based on comparisons that does not rely on emotional judgments. And assesses the conditions of opportunities and incomes. But emotional satisfaction is overall evaluation of person's for his or her work emotionally. It shows the satisfaction of a person's good mood and his good and positive feeling when working towards his work. (Zahra, 2019). In fact, it can be said that job satisfaction is an issue that people struggle with, and constantly compare their work with the expectations they have of life (Spector, 2022).

2.3.1 Definition of Job Satisfaction

When someone claims he has a high level of job satisfaction, it shows he absolutely loves his job and he is satisfied with his job. Some people define job satisfaction based on the type of a psychological dimension and consider it a type of adaptability of emotional to the work and recruitment circumstances, that is, if the work gives the employee the needed pleasure, he or she will be satisfied with his or her work and will behave in a way that Improve its performance. (Rezaei, 2009). Locke considers job satisfaction to be the desired psychological feeling resulting from an individual's evaluations of a job or work experience. Spector also considers job satisfaction as people's feelings about their jobs in general, or about various aspects of it. And he enumerates the important aspects of job satisfaction as: satisfaction about the organization, organizational commitment, job satisfaction, satisfaction about the supervisor, satisfaction about colleagues, satisfaction about salaries and benefits, and satisfaction about promotions. (Spector, 2022). Fisher and Hannah consider the satisfaction of job as: a psychic dimension and describe it as a type of emotional adjustment to the work and recruitment circumstances. That is, if the desired work meets the person's of requirements in a desirable way, in this case the person is satisfied with his work. On the other hand, if the person does not satisfy with desired work , in this case, the he starts to leave the service or tries to change it. (Paleksić, 2017).

According to the above definitions, We might say the job satisfaction is a sense of contentment with one's job inside a company. That is, liking the tasks required for a job and the circumstances in which the work is performed. It has a positive effect that the job or job situation creates for the employee and increases the quality of his working life.

2.3.2 Different Theories about Job Satisfaction

There are many theories of job satisfaction. Just as there is no consensus on the definition and factors that create job satisfaction, Different perspectives on theories of job satisfaction have been stated and the following are the most important theories of the satisfaction of job:

2.3.2.1 Value theory

In this theory, the satisfaction of job is specified by the fact of whether or not a job allows an individual to maintain personal and private values. According to the theory, if the job is appropriate with maintaining the employee's private and personal values, he will be pleased with his job.. But, if his job is incompatible with his personal values, he will not be satisfied with his job. (Zhou, 2016).

2.3.2.2 Brill theory

Brill believes that the natural man does not need advice in order to choose a job, he himself feels the activity that he has to follow. This theory's implicit meaning is that if a person selects his or her job based on his or her thoughts and decisions, he will naturally be satisfied with it. But if he chooses it by force or urgency, he will most likely be dissatisfied with his job. (Zhou, 2016).

2.3.2.3 Theory of hope and expectation

The theory of hope is the belief that one's efforts will lead to valuable rewards. (Vangel, 2011). For a person's level of job satisfaction, their assumptions matter. According to this theory, holds that determined of job satisfaction by the complete compliance of hopes and expectations with one's growth. Although dissatisfaction is the outcome of failure to meet expectations. (Myskova, 2011).

2.3.2.4 Role theory

According to this theory two of social and psychological aspects are considered. In the social dimension, the effect of factors such as organizational and workplace system as well as employment environment factors, on job satisfaction is considered. The psychological dimension of job satisfaction is more associated with one's aspirations. Overall satisfaction is the result that a person gains from the combination socially and psychologically. (Afshar, 2016).

2.3.2.5 Blake and moton theory

In this theory, giving attention to human issues and satisfying social demands and well-being leads to employees' satisfaction with their jobs and creating interest in them. (Myskova, 2011).

2.3.2.6 Camaraderie theory

The first concept is, a person will be satisfied if his requirements are achieved. And second concept is, the more important and meaningful the aims that a person aspires to achievement, he more satisfied, when they are achieved. And if he doesn't succeed, he'll become even more highly dissatisfied. (Myskova, 2011).

2.3.2.7 Holland theory

Holland bases his theory on two important principles:
First, The choice of job and profession depends on the type of personality of the person.
Second, The choice of job and profession is directly related to the attitude and attitude of the individual.
This theory implies that if a person chooses his work based on his personality characteristics and has a positive behavior toward it, he will be satisfied with it, otherwise, he will be dissatisfied. (Myskova, 2011).

2.3.2.8 Porter and lawler’s theory of motivational model

This model claims that a person's effort to do a task depends on two factors are (Rewards that include external rewards such as payments and internal rewards such as feeling successful and

The level of desirability of rewards for providing job satisfaction). Therefore, by increasing the quantity of rewards received and also offering more desirable rewards; Motivation and consequently effort can be increased. Judging by the actions he has done for the organization, he uses the process of this model to state that effort (force or motivation) is not directly directed to performance, but individual capabilities and role perception are mediated by these. The most important issue of this model is what happens after the performance, that is, the amount of rewards and how they are received, determine satisfaction. (Myskova, 2011).

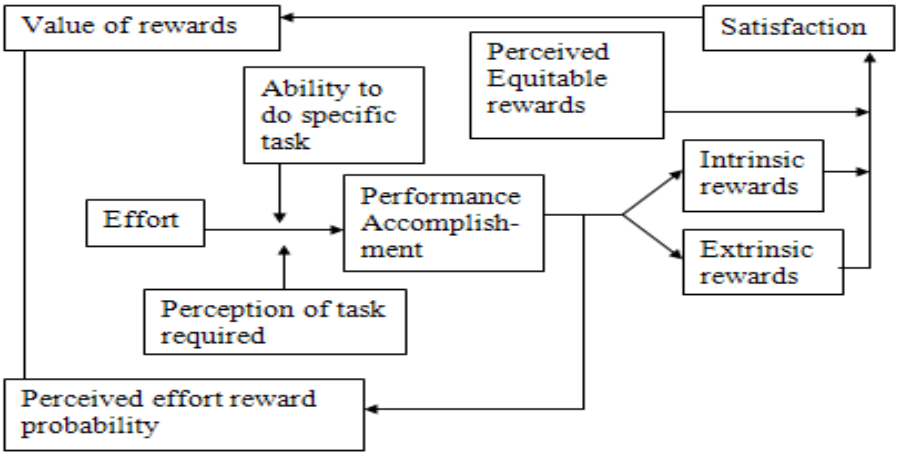

Figure 2.5: Porter and Lawler's motivational model.

2.3.3 Factors Affecting Job Satisfaction

Job satisfaction, like many other variables, is a phenomenon that is formed by various factors and also affects various factors. On the one hand, job satisfaction is an independent variable and affects dependent variables such as efficiency, absenteeism, relocation, leaving service, individual behavior in society, family behavior and to some extent on individual attitudes toward social, cultural, political and other environments. In contrast, the dependent variable, such as wages and benefits, is influenced by the independent variable, relationship with colleagues and age, gender, education and service history and job category. (Zahra, 2019). The general job satisfaction model shows what factors affect job satisfaction and its effects and consequences on the organization and the employees themselves. This model is mentioned and used in most researches in this field. (Myskova, 2011).

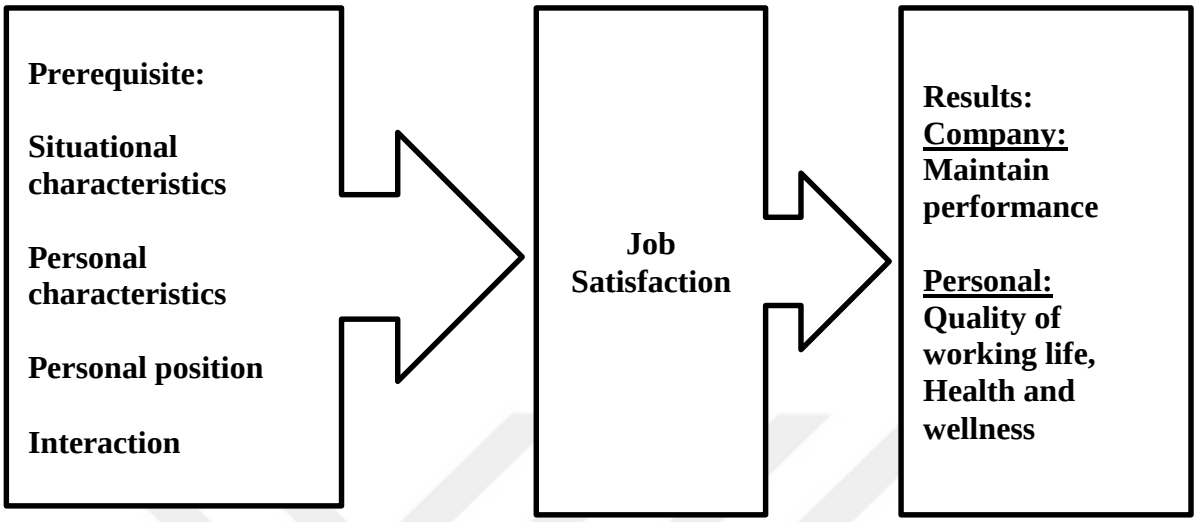

Figure 2.6: Factors Affecting Job Satisfaction.

The issue of job satisfaction has attracted considerable attention from human resources professionals, organizational psychologists and sociologists over the past fifty years. Most of the issues related to job satisfaction are in the realm of behavior. And this concept is related to the behavior of employees at the place of work. (Vangel, 2011). According to Hoppock, job satisfaction is a multifaceted concept influenced by psychological, physical, and social aspects. On the other hand, only one factor does not lead to job satisfaction. Rather, a specific combination of several factors causes the employee to feel satisfied with his work at certain moments of time and to tell himself that he is satisfied with his job and enjoys it. (Paleksić, 2017). Many conventional studies on employee job satisfaction such as researchs for (Seymour, Carr, and Desantis et al.). They say that; Employees prefer stable work, promotion opportunities and satisfactory rewards. Some studies, such as the (Daley) research or (Emmret et al.,) research, show that factors such as flexible working hours, social satisfaction, and the characteristics and behaviors of supervisors also affect employee behavior. (Zahra, 2019). Organizational factors such as appropriate salaries and rewards, how salaries are paid, employee participation in job-related decisions, how to deal and communicate, giving responsibility and authority to individuals, and the quality of supervision and employee relationships are effective in creating job satisfaction. (Rezaei, 2009). In general, the factors affecting job satisfaction are: In general,

the factors affecting job satisfaction are: Rewards (stipend and promotion), Job context (working conditions and advantages), Factors and interpersonal relationships with coworkers and managers, and work attributes. (Khalifa, 2010). The results of various researches indicate that work for a famous institution, good working environment, low workload, strong communication with officials are effective and motivating factors for employees. In addition, job security, independence, role ambiguity and conflict, management support, job importance, group work, work standardization, and hereditary factors, all affect employee satisfaction. (Rad, 2006). Factors that affect job satisfaction can be divided into three categories:

2.3.3.1 Internal content factors or traits and characteristics of work

The studies has shown that job characteristics are associated with job satisfaction within internal determinants, and these determinants are: meaningful job, sufficient skills, variety in work, optimal level of challenge with motivating work, work fit with physical condition and information and access to results of work. (Saleh, 2010). The nature of the job has two aspects: one is the scope of the job, which includes the degree of responsibility for work actions and feedback. The wider these factors are, the greater the scope of the job, which in turn provides job satisfaction. The second aspect is the diversity of work. Research has shown that moderate work diversity is effective. Because the wider variety causes stress and ambiguity. (Moghimi, 2008).

2.3.3.2 External underlying factors

These factors include the following: It's one of the most crucial components of the job are (Job security - ambiguity of role, organizational of structure, physical conditions of job, factors of environmental such as recreational opportunities, sports and health services in workplace, coworkers' relationships, and the managerial principles that represent the organization). (Afshar, 2016). Appropriate salaries and bonuses, how to pay salaries, employee participation in job decisions and work processes, how to deal and communicate, giving responsibility and authority to individuals and the quality of supervision are the most significant external factors influencing job satisfaction. (Rezaei, 2009). Usually, people tend to use their abilities and skills according to the job opportunities that arise in the field and finally show their successful achievements.

Therefore, actions that do not seek rivalry cause boredom. On the other hand, too much challenge can cause employee desperation, frustration, and failure. But if the rivalry is not extreme, it will lead to happiness in employee satisfaction. (Abdolshah, 2018)

2.3.3.3 Individual characteristics

Characteristics of individual include gender, age, level of expertise, knowledge, talent, mentally and physically health. Research has shown that the more people know about their inner experiences, feelings, emotions and relationships with others, the more satisfied they will be with their job. According to research, There is a substantial link between job satisfaction and personality components. These include openness to active perceptions, sensitivity to well-being, attention to inner emotional experiences, and independent judgment of values and opinions. Nervousness includes having negative emotions, incompatibility, anxiety, anger and resentment, depression and vulnerability. (Afshar, 2016).

2.4 COMMUNICATION AND JOB SATISFACTION: A RELATIONSHIP

2.4.1 Effective Communication

Effectively communicate is critical in cultures of corporate and is based on a multifaceted component that establishes confidence, realization, and personal and occupational relations. As a result, there is a obvious formal framework that employees comprehend and can use to following the instructions, which leads to job satisfaction. (Barrett, 2006). Hargie, noted that effective communication is a critical factor in establishing and maintaining productive working relationships and setting the stage for the overall success of a business, through planning, coordinating, regulating, training, and directing jobs, managers develop effective communication skills. (Greenstreet, 2022). As a result, for efficient communication, a variety of techniques of transmitting information to subordinates, including written, vocal, and nonverbal forms of communication, must be used, It is essential that managers master these employees if they want to effectively express their communication styles to their workforce, consistency, and quality. (Greene, 2021).

2.4.2 Communication Barriers

Understanding communication barriers is an important step in ensuring successful communication between managers and employees (Lawerance, 2005). When behavioral, competitive, materialistic, perceptual, and social barriers to communication are found, this results in lower communication satisfaction, which then leads to decreased job satisfaction. As a result, employee job satisfaction and other associated aspects like productivity and commitment are adversely impacted (Greene, 2021).

2.4.3 Job Satisfaction

Job satisfaction is a multifaceted notion that can be thought of as an attitude, according to Madlock job satisfaction is a product of communication satisfaction and direct supervisory communication style. Communication satisfaction has been recognized as a mediator of components resulting in job satisfaction in various research that are relevant to the present study (Madlock, 2008). Employees' job satisfaction is significantly impacted negatively by dissatisfaction because of the weakness in the communicate effectively from the employees prospective. As a result, misinterpretation of the intended message is possible, especially when nonverbal communication is involved (Fix&Sias, 2006).

2.4.4 Correlation between Managers Communication and Job Satisfaction

Given the extensive study on communication methods and their positive impacts on job satisfaction, it is essential to go more into this subject, particularly supervisory communication approaches and communication satisfaction. Madlock focused on which communication behavior of the boss had the biggest influence on employee job satisfaction. Effective communication had a bigger impact on the job satisfaction of subordinates than nonverbal immediacy, according to the results of the research (Madlock, 2006). By identifying management communication style. Butts, focused on the implications of style of communication of managers on job satisfaction of employees. The findings revealed that no particular type was linked with satisfaction of job (Butts, 2010). Fix and Sias focused on perceptions of employees' of managers' use communication methods that focus on the person, the strength of the relations

between manager and employee, and their satisfaction of the job. Employee Connections, Relationships between managers and employees, and Job Satisfaction all proved positive results. Furthermore, the study discovered that employee job satisfaction is connected to person-centered communication. (Fix&Sias, 2006). Butts, indicated that their research will support managers comprehend their employees. Although, this research found some problems in positive connection between managers and employees, where they found that there is a moderate correlation only, this demonstrates that competence of communication and connection that focused on the individual, are both successful and positive to increasing job satisfaction of employees. (Butts, 2010). These studies aimed to investigate if management communication had a positive or negative impact on employee job satisfaction. As a result, we can see that there are some accords and differences on this fact. While the researchers Madlock, Fix and Sias found that managers' communication (communication competence and person-centered communication) had a good influence on employee job satisfaction. According to one study found that there is no unique type of communication that leads to employee job satisfaction. (Madlock, 2006) (Fix & Sias, 2006). There's a connection between successful communication and job satisfaction, according to a previous factor analytic study of communication. (Downs, 1977). This suggests, Communication satisfaction must be adopted by those in higher positions in order for satisfaction to occur. (Carriere, 2009). The field of observation was narrowed, it was found that managers' ability to communicate has an influence on employee job satisfaction. (Pettite, 1997). Per the Kawai, managers spend the majority of time in speaking directly with employees and He particularly emphasized the influence of managers' communication on outcome of work and satisfaction. Furthermore, according to Barrett, managers communicate often during the day, and represent for 70% to 90% of their daily activities. (Barrett, 2006). Higher employees of performance and larger levels of satisfaction at job are the effects of a favorable link between the preceding, which leads to a better perception of organizational culture and increased efficiency within the company. Better productivity is the result of increased efficacy and employee job satisfaction, which improves the customer experience. Various research looked at various aspects of communication satisfaction to see which of the particular components contributes to total job satisfaction. While past research has studied the relationship among communications and job satisfaction in general, none has examined at its

impact on various characteristics. The ability of supervisors to communicate openly with their employees via both verbal and nonverbal signals is a crucial component of effective supervisor-subordinate communication. (e.g., interacting with employees through eye stare, etc.). The supervisor's communication style differs depending on their position. For example, interior managers are more convincing than external managers, and research suggests that subordinates like bosses who are highly nice and use less aggressive techniques, which is related with better employee job satisfaction. (Kumar, 2009). According to Delahoussaye, from a Human Resource Management viewpoint, this theory posits that companies will gain from stronger supervisor-subordinate interactions and greater employee job satisfaction if managers have enough training and are driven to communicate more effectively. Overall, the authors agreed that effective communication from managers is important to the effective job satisfaction of employees, and the most of them favored verbal communication since it conveys a clear picture of the situation and relevant details. (Koermer, 1993). Even though Butts et al., denied it, that any type of communication can have a good effect on employee job satisfaction. (Butts, 2010). Greene, Identified a number of impediments to efficient communication between supervisors and subordinates. According to the findings, The communication style used by the supervisor has a favorable or negative impact on employee job satisfaction. Interpersonal relationships are also important in the development of a good relationship between the manager and the employees. Moreover, quality of information, tendency to interact, confidence in superiors, superiors influence, and satisfaction with communication, yet, none of these factors consistently led to increased levels of job satisfaction among their subordinates. As a result, the body of literature mentioned above supports the importance of manager communication support in achieving the desired outcome of job satisfaction. (Greene, 2021).

2.5 PREVIOUS STUDIES

In a study on positive organizational behavior among 60 management teams, it was found that 15 teams that had positive verbal interaction by their managers had better results in terms of (profitability, customer satisfaction, and evaluation by superiors). Support and encouragement were considered positive organizational behavior and opposition, pessimism, and sarcasm were considered negative behaviour. 16 teams with average verbal interaction by their managers

demonstrated moderate performance. 19 teams showed low performance with negative verbal interactions from their managers. The results showed that the team with positive verbal interaction from their manager showed greater success and higher initiative and ideas than the other teams (Bakker, 2008).

In a study conducted by Rezaei, in the northern cities of West Azerbaijan province, they looked at the link between principals' social intelligence and teachers' job satisfaction. According to the data, there was a favorable relationship between teachers' job satisfaction and supervisors' "social intelligence" (Rezaei, 2009).

Employees at Iran Computational Company in Tehran were asked to rate the influence of several aspects of organizational equality on various elements of job and organizational satisfaction, and the results revealed that the impacts were varied and of varying degrees. Nonetheless, employee engagement to a company, general job satisfaction, and satisfaction with managers have all been positively correlated with a feeling of equality. (Seyed, 2009).

In a study performed by Sethi, on interpersonal communication, they concluded that An organization's ability to function effectively depends on its ability to communicate effectively, which is both a function and a process. A essential, unbreakable, and unstoppable flow like the blood of a human organism. And the various barriers to effective interpersonal communication, such as emotions, information confinement, filtering, and cultural differences and slang, can be controlled through simple language, emotion control and effective listening, and the use of feedback. (Sethi, 2009).

Nadiri & Tanova (2010) in their study titled The role of justice in the tendency to abandon citizenship behavior and job satisfaction found that Justice has a favorable correlation with job satisfaction and a significant effect on the satisfaction of the job. (Nadiri, 2010).

In a research aiming at evaluating the link between workers views of equality and job satisfaction in private institutions in Egypt, Showed that in cases where the motivational criterion is the motivating factor, There is a favorable correlation between equality views and job satisfaction. However, in cases where the motivating factor was a health factor, no relationship was observed between the perception of equality and job satisfaction. (Hossam, 2010).

In a study conducted by Youssef zadeh, S. et al on identifying the components of managers'

communication skills and its relationship with employee job satisfaction; 8 indicators were identified for managers' communication skills, which were: openness, empathy, supportiveness, positivity, equality, self-discipline, social skills, ideal influence and inspiration, wise stimulation. The study population in this study was the staff of the Education Organization of Mazandaran Province, which according to the obtained statistics, the statistical population was 205 people. A questionnaire was used to identify the components of managers' communication skills, interviews with professors and experts, and library studies, and a survey was utilized to analyze the connection between managers' communications skills and employee job satisfaction. The findings revealed that there was a close connection between communication skills, empathy and social skills with job satisfaction and the link between managers 'self-regulation and employees' job satisfaction was moderate and down. Self-openness, support, and wise stimulation had a moderate to high relationship with employee satisfaction. The study between perfect influence and inspiration and positivity with job satisfaction established that there is an average connection between them and job satisfaction. Lastly, by assessing the indicators of managers' communication abilities and workers' job satisfaction, According to the findings of the study, they have 80% strong and direct association between them. (Zarei, 2010). Another research investigated the influence of manager empathy in employee wellbeing within the context of a welfare employee paradigm, with sixty employees supervised by 13 managers observed for two weeks. The model predicts that the manager's empathy in the top-down approach affects employees' physical complaints, progress in daily goals, and their emotional states in different ways. In this model, it is assumed that empathetic managers can directly affect the daily physical complaints and moods of their employees, depending on the circumstances and taking into account the sensitivity of employees. In addition, it is hypothesized that the scale at which daily moods are measured by employees' perceptions of goal achievement may be influenced by the empathy of their managers. Research has shown that negative empathy is associated with employees' physical complaints, especially when this support is negative from their supervisor. There is ample evidence that fluctuations and physical problems are associated with emotional change. The findings of this investigation indicated that: Employees who report physical complaints progress less toward their goals and experience decreased joyful mood and increased negative emotion. While at the level of managerial empathy interactions, it was

observed that a group of employees who experienced managerial empathy felt less physical complaints, and more progress in daily goals. Consequently, the empathy of managers has a significant favorable impact on the group of employees. (Scott, 2010).

In a study conducted by Arons, P. A. (2010) on the relationship between management interactions and relationships on employee motivation and job satisfaction, the results showed that:

1. Managers 'communication methods affect employees' job satisfaction.
2. Managers' communication methods do not have much effect on motivating employees to work.
3. Male employees are more affected than female employees by supervisors' communication tactics in terms of job satisfaction.
4. Employee service history has no effect on their work motivation or job satisfaction.
5. On the eyes of managers and supervisors, they had a bigger impact in job motivation and satisfaction at work than what employees themselves admitted to. (Arons, 2010).

Another study conducted by Ahmadi & Keshavarzi (2012) with the aim of assessing the job satisfaction of Islamic Azad University professors of Marvdasht Branch in terms of motivation and health for all members full-time and part-time faculty). The results showed that the two factors of usefulness and value of work and respect and the two factors of feeling of success and the need for creativity in terms of motivation have the highest and lowest values of faculty members, respectively. In relation to health factors, the highest satisfaction belonged to being good and fascinated by work. And the lowest satisfaction belonged to the suitability of conditions and complexity of work. Regarding job satisfaction between male and female in 5 factors. Work, management, co-workers, promotion and pay, male were more satisfied than female. These results were significant at the level of ($p < .5$). (Ahmadi, 2012).

In a study conducted by (Elshaer, 2013) to contribute to research in the area of communication management in hotels with the Investigation on the link between managers' ability to effectively communicate with their workforce and workers' levels of job satisfaction with emphasis on employees' perspectives, The results showed that between managers' communication skills and job satisfactions there is a direct and strong association with. That is, the more communication skills, the greater the job satisfaction. Also, the findings of the current investigation show that

there is a direct and substantial association between verbal communication, written communication and non-verbal communication with job satisfaction of employees. (Elshaer, 2013).

In a research by Saleem et al., (2015) on the influence of leadership styles on job satisfaction of professors at higher education institutions in Lahore, Pakistan, The findings revealed that there is a substantial link among leadership style and job satisfaction. Job satisfaction is positively correlated with a leadership style that places an emphasis on building relationships. (Saleem, 2015).

In a study conducted by Hao et al., (2016). To investigate the connection between organizational equality and job satisfaction and the findings revealed that was a positive and significant relationship between equality among employees and their job satisfaction ($r = .61$ & $p \leq .01$). There was really no substantial correlation between age and job satisfaction ($r = .19$ & $p \geq .01$). Furthermore, there was no gender-based difference in judgments of organizational equality and job satisfaction. (Hao, 2016).

In a research conducted by Al-Khidr in relation to the study of reasons and factors impacting on job satisfaction of male and female employees of campus facilities department at the University of Qatar in March 2016, the results showed that 84% of workers campus facilities departments are satisfied with their jobs. The level of satisfaction with the management performance was 81% and the salary received was 64%, but this rate is higher in male employees than women. (Al-Khidr, 2016).

Numerous studies have shown the significant effect of employees' attitudes toward equality and organizational justice on various dimensions of organizational behaviors, including job satisfaction, in addition to previous research and efforts by theorists. This area also indicates that employees who feel more inequality have less job satisfaction than other employees. Also, in another research examining the link between the sense of equality among employees and their job satisfaction, it was discovered that there is a positive correlation between employees' job satisfaction and their view of equality in the business. Inequality motivates people to achieve equality and reduce inequality. And the power of this motivation changes directly with the size of the perceived inequality. (Soumia, 2017).

2.5.1 Commenting On Previous Studies

We discovered the following by looking at previous studies:

1- The studies conducted by researchers (Zarei, 2010), (Elshaer, 2013) and (Sethi, 2009) have dealt in detail and completely about the relationship between manager's communication skills and job satisfaction of employees. Most of the main points about job satisfaction of employees and its relationship to communication with managers were summarized, and the studies gave the pros and cons regarding this subject.

2- Some studies such as (Rezaei, 2009) and (Saleem, 2015) Discussed the relationship between leadership styles and job satisfaction of teachers and workers in the educational sector. It concluded that leadership and social intelligence of managers have a significant impact on job satisfaction and performance improvement.

3- As mentioned in the literature review (Scott, 2010) taken into consideration empathy and how it affects the well-being of employees and improves good performance at work through the questionnaires they took. And empathy is one of the main factor in this research.

4- Several reports have shown that such as (Hao, 2016), (Soumia, 2017) and (Seyed, 2009) dealt with equality and its representation in the work environment. These studies showed that there is a strong partnership and connection between equality and raising efficiency and effectiveness in the organization. At the same time, any sense of equality has always had a significant impact on organizational commitment and overall job satisfaction.

5- Prior studies (Arons, 2010) & (Bakker,, 2008) that have noted the importance of employee motivation for both genders and its relationship with job satisfaction, its negative and positive effects, and its relationship to communication skills with managers in the organization. Which is one of the cornerstones in improving the work environment.

6- In the studies conducted by (Ahmadi, 2012) & (Al-Khidr, 2016) it was concluded that job satisfaction in terms of motivation and health for all faculty members gave positive results in terms of a sense of success and the need for creativity. The more good health

factors, the greater the job satisfaction. And the results showed that men were more satisfied with their jobs than women.

7- It was concluded in the studies conducted by (Nadiri & Tanova, 2010), (Hossam, 2010) that justice has a positive association with job satisfaction and has a significant influence on job satisfaction, and that there is a favorable relationship between employees' views of equality and job satisfaction.

According to these data and studies, we can infer that these results provide further support for our hypothesis .Which helped us to develop a mechanism for work and focus on the strengths and weaknesses of the research the impact of previous research and studies on our research was as follows:

1- Keep the researcher from making the same mistakes as past researches.
2- To assist the researcher in developing study-related questions, since the researcher learns from the queries offered by other researchers.
3- Develop aspects and focus on them that did not get their full right in previous studies.
4- To broaden the researcher's mindset and teach him about the study's issue by providing him with useful information.
5- It simplify the topic of scientific study, assist the researcher in understanding the areas relevant to his study, and give a wealth of available sources.
6- Creating the study's overall structure and outlining its objectives and theories.
7- Giving the researcher with a collection of thoughts that he would not have had before, allowing him to profit by them in study.

3. STUDY METHODOLOGY

This chapter includes a description of the methodology and sample study, the study tool and the variables of the study. It also includes the procedures for applying the study and the statistical procedures that we used to analyze the findings of the study to identify the influence of the managers' communication abilities on the employee's job satisfaction at the state company of electricity production.

3.1 STUDY APPROACH

In accordance with the nature of the research and the information required to achieve its goals, the researcher relied on the quantitative study by using the descriptive analytical approach to know the effect of managers' communication skills on the employee's job satisfaction in the state company of electricity production. Moreover, aimed to analyze the data to determine the relationship between its components the views that are presented around it, the procedures that it includes and its influences.

3.2 STUDY COMMUNITY

The study community consists of workers at the state company of electricity production Al-Furat Middle Region / Babel – Iraq, where the number of workers reached (200) employees.

3.3 STUDY SAMPLE

The study sample is defined as the phenomenon that the researcher studies and is founded on the research problem and its objectives. The study sample was the employees of the state company of electricity production, who number at (200) in a sample distributed on more than one level, starting from the highest job grade to the lowest job grade within the company. The researcher used the comprehensive inventory method for the research sample, where he distributed the questionnaire to the sample members by e-mail as well as through a personal interview. The correct, error-free and analyzable questionnaires of (200) respondents were retrieved and collected with (100%) correctly answered questionnaires. Table (3-1) illustrates the characteristics of the study sample regarding demographic variables.

Table 3.1: The characteristics of the demographic sample

Variables		Number	Percentage
Gender	Male	116	58%
	Female	84	42%
	Total	200	100%
Job experience	Under 10 years	87	43.5%
	10-20 years	88	44%
	Above 20 years	25	12.5%
	Total	200	100%
Age	Less the 30 years	36	18%
	30-less than 40 year	112	56%
	40-less than 50 years	47	23.5%
	50 years and over	5	2.5%
	Total	200	100%
Job Title	General Manager	-	-
	Manager	3	1.5%
	Deputy Manager	5	2.5%
	Head of Department	15	7.5%
	Head of Division	51	25.5%
	Employee	126	63%
	Total	200	100%
Qualification	High school and less	19	9.5%
	Diploma	27	13.5%
	Bachelor's	113	56.5%
	Postgraduate	41	20.5%
	Total	200	100%

It is obvious from the table (3-1), which shows the study sample's characteristics, as follows:

- Most of the study sample members were males (58%) compared to (42%) females.
- (44%) of the study sample members have experience from (10-20 years), and (43.5%) have less than 10 years of experience, while (12.5%) have more than 20 years.
- Most participants of the study's sample fell between the age range of (30 - less than 40 years),

as their percentage reached (56%), and (23.5%) were (from 40 - less than 50 years old), and (18%) were aged (Less than 30 years old), while (2.5%) of the sample were aged (50 years and over).

- (63%) of the study sample members were employees, (25.5%) heads of divisions, (7.5%) heads of departments, (2.5%) held the position of deputy director, and (1.5%) held the position of director, and there are no A general manager among the sample members.

- The sample of those who participated in the study had at least degree of bachelor's, with a percentage of (56.5%) compared to (20.5%) of the graduate studies holders, (13.5%) of the diploma holders, and (9.5%) of those holding a high school diploma or less.

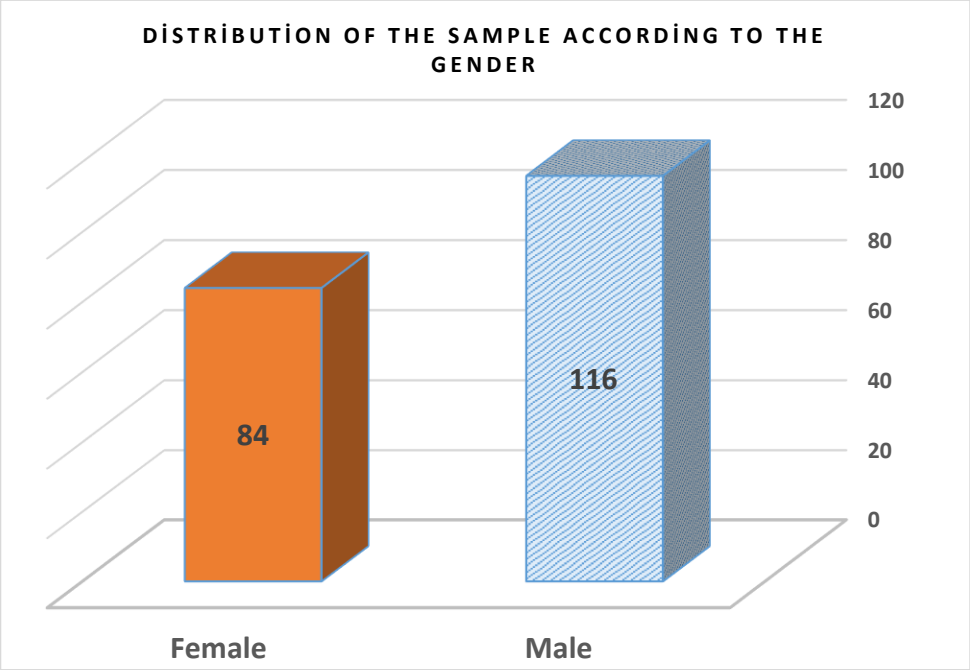

Figure 3.1: Distribution of the sample according to the gender.

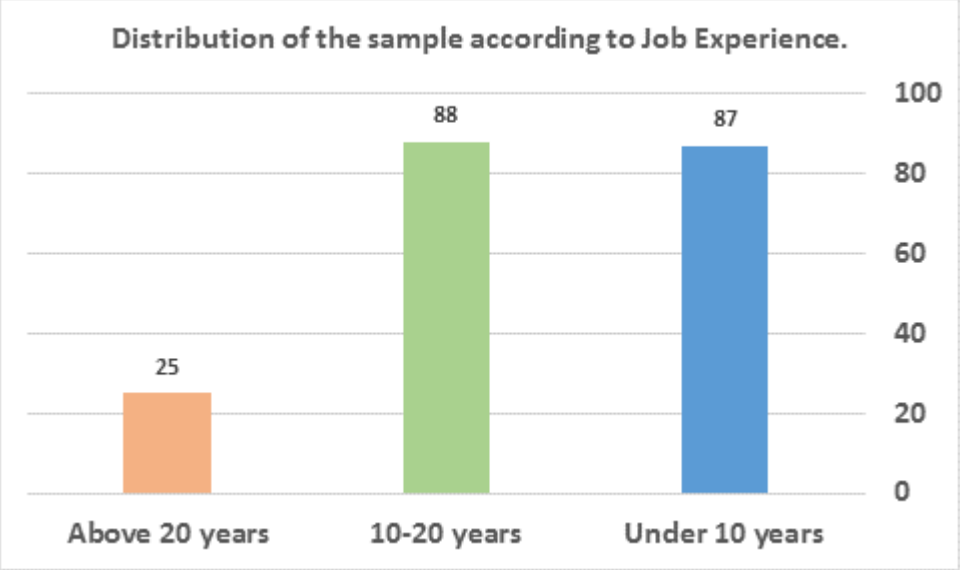

Figure 3.2: Distribution of the sample according to Job Experience.

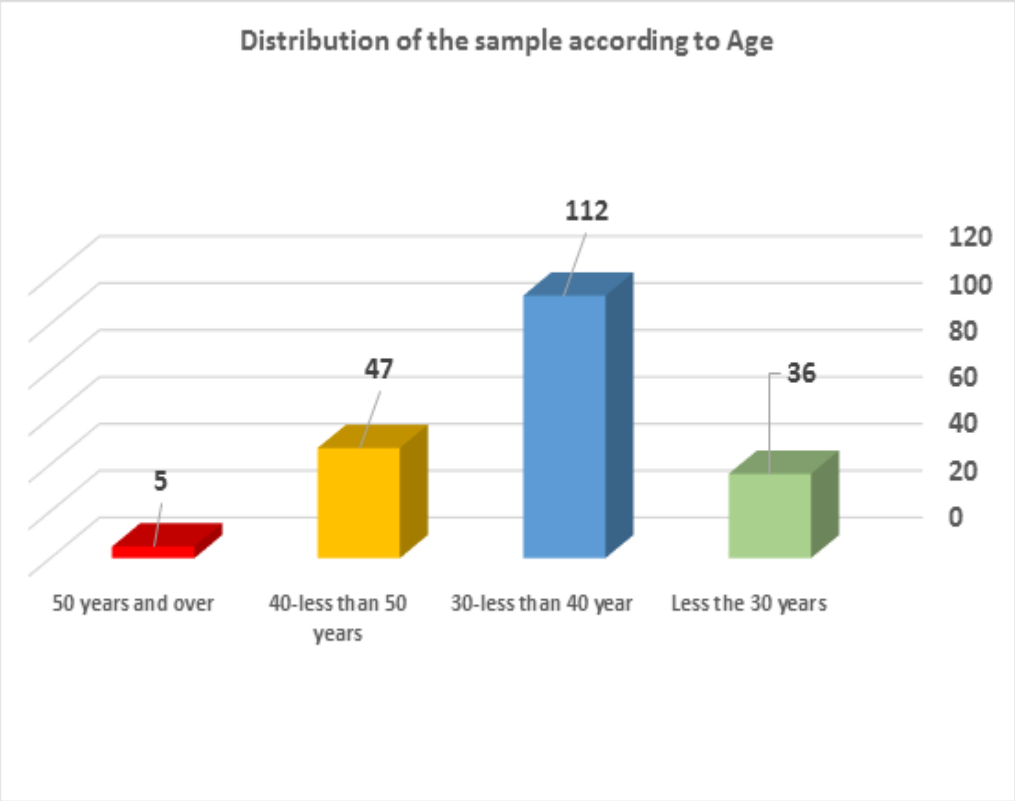

Figure 3.3: Distribution of the sample according to Age.

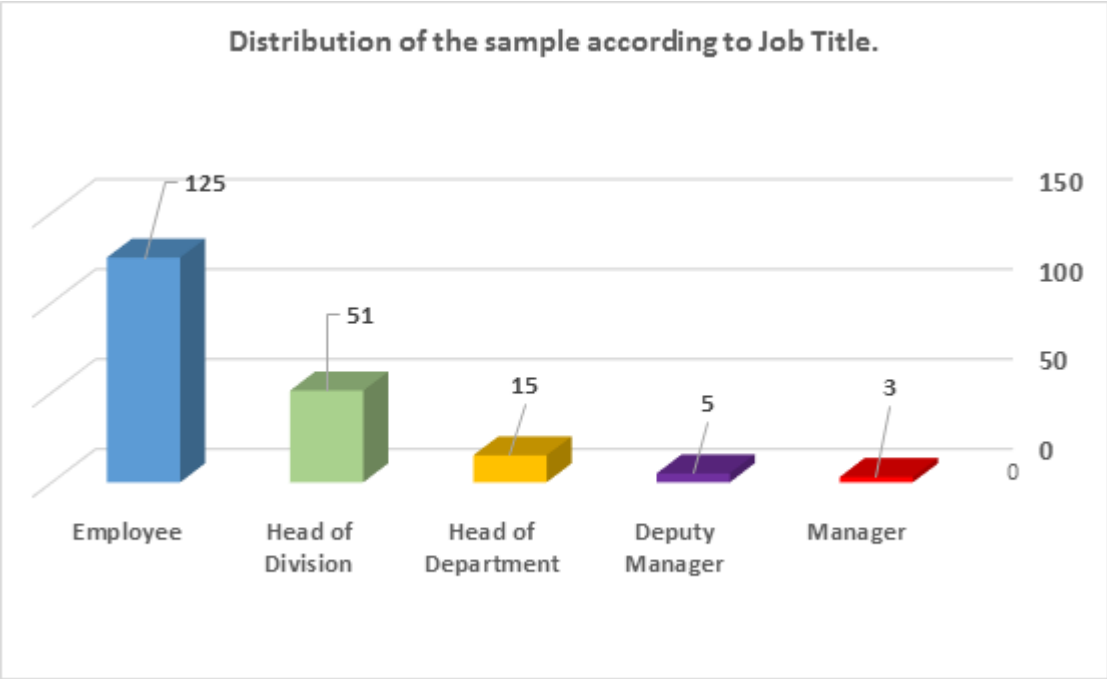

Figure 3.4: Distribution of the sample according to Job Title.

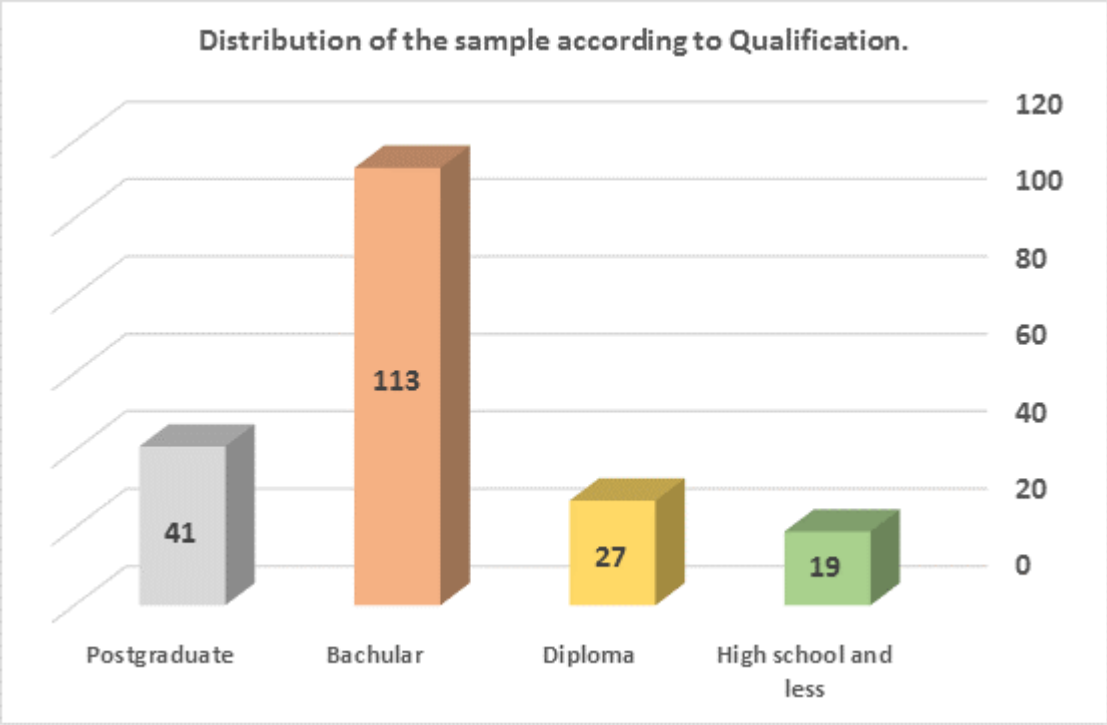

Figure 3.5: Distribution of the sample according to Qualification.

3.4 STUDY TOOL

The researcher addresses the analytical aspects to collect data by developing a questionnaire as the main tool to collect the study data used to measure the influence of managers' communication abilities (Empathy, Positivity, Equality) on employee job satisfaction at state company of electricity production, and to measure the dimensions of the managers' communication skills of the company, and the questionnaire was divided into two sections.

The first section is contains the variables of the personal study, which are: (Gender, Job experience, Age, Job title, Qualification). And the second section is consists of two main axes:

The first field is to measures the communication skills of managers, and it divided of (26) paragraphs distributed over three dimensions, which are:

The first dimension includes Empathy, and it divided of (9) paragraphs, the second dimension includes Positivity, and divided of (9) paragraphs, the third dimension: includes Equality, and divided of (8) paragraphs.

The second field is to measures employee job satisfaction, and it divided of (20) paragraphs divided into two dimensions, which are:

The first dimension includes the supervision style and it divided of (10) paragraphs and the second dimension: It includes the work environment, and it divided of (10) paragraphs.

And this after several paragraphs were amended and added and deleted based on the arbitrators' recommendations, the questionnaire dealt with the study questions and their answers and was determined according to the five-point Likert scale (1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree).

The study tool was designed to answer the study questions, which confirm the validity of the tool used as shown in Table (3.3):

Table 3.2: Distribution of study questions according to paragraphs of questionnaire.

STUDY QUESTION	PARAGRAPHS OF QUESTIONNAIRE
1. What is the reality of the communication skills of managers (Empathy, Positivity, and Equality) at State Company of Electricity Production Al-Furat Middle Region in Iraq?	1-26
2. What is the reality of the Employee Job Satisfaction (Supervision Style and Work Environment) at State Company of Electricity Production Al-Furat Middle Region in Iraq?	27-46
3. Is there a statistically significant at level ($\alpha \leq 0.05$) relationship between the communication skills of managers (Empathy, Positivity, and Equality) and employee job satisfaction?	1-46

3.5 THE VALIDATE TOOLS

The validity of the tool reflects the tool's validity to measure what it was meant to measure. We sent questionnaires to a number of arbitrators and experts with doctorates in management science, sociology, statistics, and scientific research methodologies, as well as experience at a number of colleges in Iraq and Arab countries. As the number of arbitrators with doctoral degrees, the questionnaire's paragraphs were revised in accordance with the submitted remarks and modifications, and in its final draft, the questionnaire was redesigned. The purpose of this was to evaluate the degree of appropriateness of the paragraphs, their clarity and relevance to the field, and the soundness of the linguistic formulation. According on the arbitrators' judgments and suggestions, some paragraphs were modified linguistically, while others were deleted and new paragraphs were added, bringing the total number of questionnaire paragraphs to (46) (Appendix (A)).

3.6 VALIDATE TOOL

Table 3.3: (a) Matrix of correlation coefficients for communication skills.

Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
Empathy	1	0.588**	00.00	Positivity	10	0.672**	00.00
	2	0.650**	00.00		11	0.711**	00.00
	3	0.676**	00.00		12	0.738**	00.00
	4	0.666**	00.00		13	0.748**	00.00
	5	0.672**	00.00		14	0.607**	00.00
	6	0.672**	00.00		15	0.717**	00.00
	7	0.726**	00.00		16	0.807**	00.00
	8	0.615**	00.00		17	0.80**	00.00
	9	0.766**	00.00		18	0.812**	00.00
Equality	19	0.719**	00.00				
	20	0.752**	00.00				
	21	0.737**	00.00				
	22	0.846**	00.00				
	23	0.764**	00.00				
	24	0.726**	00.00				
	25	0.651**	00.00				
	26	0.694**	00.00				

**Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed).

From the table above, it is clear that there is a strong and statistically significant correlation between all the managers' communication items and their fields at the significance level (0.01).

Table 3.3: (b) Matrix of correlation coefficients for Employee Job Satisfaction.

Field	Paragraph no	Correlation	Sig. (2-tailed)	Field	Paragraph no	Correlation	Sig. (2-tailed)
Supervision Style	1	0.521**	00.00	Work Environment	11	0.458**	00.00
	2	0.726**	00.00		12	0.604**	00.00
	3	0.602**	00.00		13	0.641**	00.00
	4	0.611**	00.00		14	0.142*	00.00
	5	0.674**	00.00		15	0.331**	00.00
	6	0.352**	00.00		16	0.631**	00.00
	7	0.672**	00.00		17	0.528**	00.00
	8	0.539**	00.00		18	0.556**	00.00
	9	0.523**	00.00		19	0.413**	00.00
	10	0.688**	00.00		20	0.397**	00.00

**Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed).

From the table above, it is clear that there is a strong and statistically significant correlation between most of the items of job satisfaction and its fields at the significance level (0.01), while the correlation was weak in the items: (6, 11, 14, 15, 19, 20).

Table 3.4: (a) Matrix of correlation coefficients for the communication skills.

Areas of communication skills	Field	Correlation	Sig. (2-tailed)
	Empathy	0.874**	00.00
	Positivity	0.942**	00.00
	Equality	0.902**	00.00

**Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed).

From the table above, it is clear that there is a strong and statistically significant correlation between all areas of managers' communication skills and the total score at the significance level (0.01), which indicates the availability of validity based on the research instrument.

Table 3.4: (b) Matrix of correlation coefficients for employee job satisfaction.

Areas of Employee Job Satisfacti	Field	Correlation	Sig. (2-tailed)
	Supervision Style	0.883**	00.00
	Work Environment	0.748**	00.00

**Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed).

From the table above, it is clear that there is a strong and statistically significant correlation between all areas of employee job satisfaction and the total score at the significance level (0.01), which indicates the availability of validity based on the research instrument.

3.7 STABILITY OF THE STUDY TOOL

The stability of the measuring instrument was calculated with Cronbach's alpha method, where we calculated the alpha coefficient for each scale that was used in the study. The value of the alpha coefficient ranges between 0 and 1 such that a value closer to 1 indicates that there is high and strong reliability, and as it approaches zero, it indicates the absence of strong stability, and that is according to table (3-5):

Table 3.5: Matrix of stability coefficients according to Cronbach Alpha coefficients.

Field	Number of Items	Cronbach's Alpha
Total score of manager communications	26	0.961
Total score of employee job satisfaction	33	0.861

It is clear from the table above, that the value of the coefficient of stability of communication skills according to Cronbach's alpha on the total score was (0.961), while the value of the coefficient of stability of job satisfaction on the total score was (0.861). They are generally high stability coefficients which indicates the accuracy of the measuring instrument.

3.8 STUDY VARIABLES

Independent and intermediate (demographic) variables: There are six levels:
Gender, includes two levels: (male, female).

Job experience, includes three levels: (less than 10 years, from 10 -20 years, more than 20 years).

Age, includes four levels: (less than 30 years old, from 30- less than 40 years old, from 40 less than 50 years old, from 50 years old and more).

Job title, includes six levels: (General Manager, Manager, Deputy Manager, Head of Department, Head of Division, Employee).

Qualification, includes four levels: (High school and less, Diploma, Bachelor, Postgraduate).

Independent variable: Manager Communication Skills.

Dependent variable: Employee Job Satisfaction.

3.9 STATISTICAL PROCESSING

After gathering the study data, we evaluated it in preparation for its input into SPSS for statistical processing, and we entered it by assigning numbers based on the five-point Likert scale. As demonstrated in the following table, the higher the score, the bigger the significance of the scale and the greater the degree of acceptance and approval:

Table 3.6: Converting the verbal answers into numerical answers for entry into the SPSS.

Verbal answer	**Strongly agree**	**Agree**	**Neutral**	**Oppose**	**Strongly Oppose**
The answer is in numbers	5	4	3	2	1

Scale correction:

We have used the following scale, which splits the response range into five estimated categories, in order to estimate response degrees according to the study scale: $L = \frac{5-1}{5} = 0.8$

As a result, the rating table for response scores has been set as a standard key, so that it may be depended on when estimating response scores, as detailed below:

Table 3.7: The Key to the Estimated Categories of Response Scores.

Category	Estimation	Indication in the questionnaire
1 To ‹ 1.8	Very Low	Strongly Oppose
1.8 To ‹ 2.6	Low	Oppose
2.6 To ‹ 3.4	Medium	Neutral
3.4 To ‹ 4.2	High	Agree
4.2 To -5.0	Very High	Strongly Agree

In purpose of answering the research questions and evaluate its hypotheses, the Statistical Package for the Social Sciences (SPSS) application was used to examine the validity of the questionnaire's contents by using the correlation coefficient of Pearson. We utilized Cronbach Alpha to evaluate the stability coefficient of the tool. And we will use descriptive statistics by employing tables of frequency distributions and graphs to describe the data associated with the study community and its sample, as well as measures of central tendency (especially the arithmetic mean) and measures of dispersion (especially the standard deviation) to describe the responses of the study sample to the effect of managers' communication skills (Empathy, Positivity, and Equality) on employee job satisfaction for employees. And also used inferential statistics through the use of measures of correlation and regression, with the purpose of examining the strength and direction of the correlation and regression between specific components, as well as measures of comparison of means ("t-test" for independent samples and one-way analysis of variance) and to examine the differences in the responses of the sample members in regards to the effect of managers' communication skills (Empathy, Positivity, and Equality).

4. DATA ANALYSES AND RESULTS

This part presents the findings of the field research that reflects the level of the research samples responses to the research through the response of the study sample members on the effect of managers' communication skills (Empathy, Positivity, Equality) on employee job satisfaction for employees at state company of electricity reduction after being analyzed and statistically treated according to the study's questions and hypotheses. Then, it shows the conclusions in a simple form that can be clearly understood.

4.1 PRESENTING THE RESULTS OF THE FIRST QUESTION: WHAT IS THE REALITY OF THE COMMUNICATION SKILLS OF MANAGERS (EMPATHY, POSITIVITY, AND EQUALITY) AT STATE COMPANY OF ELECTRICITY PRODUCTION AL-FURAT MIDDLE REGION IN BABEL - IRAQ?

To answer this question, the arithmetic means and standard deviations were extracted, as is evident in the tables below:

Table 4.1: Arithmetic means and standard deviations.

Field	Mean	Std. Deviation	Degree
Positivity	3.64	0.745	High
Empathy	3.60	0.754	High
Equality	3.40	0.831	High
Communication skills	3.55	0.702	High

From the table above the data indicate that the degree of communication skills of managers at the state company of electricity production was generally high with an arithmetic mean (3.55) and a standard deviation (0.702), and the highest communication skills came: Positivity skill with an arithmetic mean (3.64). Standard deviation (0.745), followed by the skill of empathy with an arithmetic mean (3.60) and a standard deviation (0.754), and finally the skill of equality with an arithmetic mean (3.40) and a standard deviation (0.831). The following is an overview of each of the areas of communication skill:

4.1.1 Empathy

Table 4.2: Arithmetic means and standard deviations of Empathy.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
P4	1	The manager praises me when I get my job done.	3.86	1.00	High
P9	2	The manager appreciates the effort I put in to get my work done.	3.85	0.933	High
P1	3	The manager's contacts me kindly.	3.82	0.859	High
P5	4	The manager shows real interest in my words.	3.65	0.938	High
P6	5	The manager smiles at me while talking to me.	3.60	0.961	High
P2	6	The manager communicates with me in an interesting manner.	3.48	0.918	High
P8	7	The manager is keen on employee participation in their occasions.	3.48	1.02	High
p3	8	The manager cares about my feelings.	3.36	1.07	Medium
P7	9	The manager understands my failure at work without emotion.	3.35	1.11	Medium

From the table above the data indicate that most of the empathy paragraphs were high, and the highest paragraphs were the paragraph that states (The manager praises me when I get my job done) with an arithmetic mean (3.86) and a standard deviation (1.00), followed by the paragraph that states (The manager appreciates the effort I put in to get my work done) with an arithmetic mean (3.85) and a standard deviation (0.933), followed by the paragraph that states (The manager's contacts me kindly) with an arithmetic mean (3.82) and a standard deviation (0.859), followed by the paragraph that states (The manager shows real interest in my words) with an arithmetic mean (3.65) and a standard deviation (0.938), followed by the paragraph that states (The manager smiles at me while talking to me) with an arithmetic mean (3.60) and a standard deviation (0.961), followed by the paragraph that states (The manager communicates with me in an interesting manner) With an arithmetic mean (3.48) and a standard deviation (0.918), the paragraph that states (The manager is keen on employee participation in their occasions) with an arithmetic mean (3.48) and a standard deviation (1.02), followed by the paragraph that states

(The manager cares about my feelings) with an arithmetic mean (3.36). A standard deviation of (1.07), and finally the paragraph that states (The manager understands my failure at work without emotion) with an arithmetic mean of (3.35) and standard deviation (1.11).

4.1.2 Positivity

Table 4.3: Arithmetic means and standard deviations of Positivity.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
P4	1	The manager respectfully listens to my words	3.89	0.818	High
P9	2	The manager constantly praises the creative employees	3.80	0.982	High
P5	3	The manager meets with the employees periodically	3.79	0.973	High
P8	4	The manager respects the privacy and feelings of his employees	3.70	0.906	High
P1	5	The manager listens to my speech without interruption	3.63	0.948	High
p3	6	The manager accepts objective criticism positively	3.56	0.921	High
P2	7	The manager often estimates my psychological condition	3.53	0.960	High
P7	8	The manager provides me with psychological and moral support	3.47	1.04	High
P6	9	The manager uses the principle of consulting with employees before taking any action	3.41	1.05	High

From the table above the data indicate that most of the positivity items were high, and the highest items were the paragraph that states (The manager respectfully listens to my words) with an arithmetic mean (3.89) and a standard deviation (0.818), followed by the paragraph that states (The manager constantly praises the creative employees) with an arithmetic mean (3.80) and a standard deviation (0.982), followed by the paragraph that states (The manager meets with the employees periodically) with an arithmetic mean (3.79) and a standard deviation (0.973), followed by the paragraph that states (The manager respects the privacy and feelings of his employees) with an arithmetic mean (3.70) and a standard deviation (0.906), followed by the

paragraph that states (The manager listens to my speech without interruption) with an arithmetic mean (3.63) and a standard deviation (0.948), followed by the paragraph that states (The manager accepts objective criticism positively) with an arithmetic mean (3.56) and a standard deviation (0.921), and the paragraph that states (The manager often estimates my psychological condition) with an arithmetic mean (3.53) and a standard deviation (0.960), followed by the paragraph that states (The manager provides me with psychological and moral support) With an arithmetic mean (3.47) and a standard deviation (1.04), and finally the paragraph that states (The manager uses the principle of consulting with employees before taking any action) with mean (3.41) and standard deviation (1.05).

4.1.3 Equality

Table 4.4: Arithmetic means and standard deviations of Equality.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
P6	1	The manager listens to employees' complaints without favoritism	3.58	0.978	High
P5	2	The manager motivates creative employees without prejudice	3.49	1.03	High
P7	3	The manager takes into account the individual differences among employees	3.48	0.896	High
P8	4	The manager provides opportunities for professional growth for all employees	3.40	0.913	High
P1	5	The manager communicates with all co-workers without discrimination	3.38	1.19	Medium
P2	6	The manager shows interest in all employees of the organization	3.38	1.03	Medium
P4	7	The manager respects the views of employees without prejudice	3.32	1.00	Medium
p3	8	The manager exchanges opinions with all his employees in the organization	3.20	1.11	Medium

From the table above the data indicate that most of the equality paragraphs were high, and the highest paragraphs were the paragraph that states (The manager listens to employees' complaints

without favoritism) with a mean of (3.58) and a standard deviation (0.978), followed by the paragraph that states (The manager motivates creative employees without prejudice) with an arithmetic mean (3.49) and a standard deviation (1.03), followed by the paragraph that states (The manager takes into account the individual differences among employees) with an arithmetic mean (3.48) and a standard deviation (0.896), followed by the paragraph that states (The manager provides opportunities for professional growth for all employees) with a mean (3.40) and a standard deviation (0.913), followed by the paragraph that states (The manager communicates with all co-workers without discrimination) with a mean (3.38) and a standard deviation (1.19), and the paragraph that states (The manager shows interest in all employees of the organization) with an arithmetic mean (3.38) and a standard deviation (1.03), followed by the paragraph that states (The manager respects the views of employees without prejudice) with an arithmetic mean (3.32) and a standard deviation (1.00), and finally the paragraph that states (The manager exchanges opinions with all his employees in the organization) with an arithmetic mean (3.20) and a standard deviation (1.11).

4.2 PRESENTING THE RESULT OF THE SECOND QUESTION: WHAT IS THE REALITY OF THE EMPLOYEE JOB SATISFACTION (SUPERVISION STYLE AND WORK ENVIRONMENT) AT STATE COMPANY OF ELECTRICITY PRODUCTION AL-FURAT MIDDLE REGION IN BABEL - IRAQ?

To answer this question, the arithmetic means and standard deviations were extracted, as is evident in the tables (4.5):

Table 4.5: Arithmetic means and standard deviations

Field	Mean	Std. Deviation	Degree
Work Environment	4.11	0.448	High
Supervision Style	3.69	0.635	High
Employee Job Satisfaction	3.90	0.448	High

From the table above the data indicate that the degree of satisfaction of employees working at the state company of electricity production was generally high with a mean (3.90) and a standard deviation (0.448), and the highest areas of satisfaction were: the domain of work environment with a

mean (4.11) A standard deviation of (0.448), followed by the domain of the supervision style, with an arithmetic mean (3.69) and a standard deviation (0.635). The following is an overview of each area of job satisfaction:

4.2.1 Supervision Style

Table 4.6: Arithmetic means and standard deviations Supervision Style.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
P1	1	There is a friendly and respectful relationship between me and the manager	4.11	0.825	High
P6	2	The manager tracks attendance and absence at work	4.09	0.897	High
P8	3	The manager make unannounced visits to see the progress of work	4.06	0.933	High
P2	4	The manager treats me with credibility	3.78	0.929	High
P5	5	The manager appreciates me when I do my job	3.78	0.867	High
P7	6	The manager is keen to take my complaint into account	3.72	0.885	High
P10	7	The manager provide opportunities to develop and grow	3.58	1.09	High
P4	8	The manager takes my opinion into account	3.39	0.981	Medium
P9	9	The manager overlooks some of my mistakes at work	3.29	1.00	Medium
p3	10	The manager consults me on many decisions and situations	3.11	1.04	Medium

From the table above the data indicate that most of the paragraphs of the supervision style were high, and the highest paragraphs were the paragraph that states (There is a friendly and respectful relationship between me and the manager) with an arithmetic mean (4.11) and a standard deviation (0.825), followed by the paragraph that states that (The manager tracks attendance and absence at work) with a mean (4.09) and a standard deviation (0.897), followed by the paragraph that states (The manager make unannounced visits to see the progress of work) with a mean (4.06) and a standard deviation (0.933), followed by the paragraph that states that (The manager treats me with credibility) with an arithmetic mean (3.78) and a standard deviation (0.929), and

the paragraph that states (The manager appreciates me when I do my job) with an arithmetic mean (3.78) and a standard deviation (0.867), followed by the paragraph that states (The manager is keen to take my complaint into account) with an arithmetic mean (3.72) and a standard deviation (0.885), followed by the paragraph that states (The manager provide opportunities to develop and grow) with an arithmetic mean (3.58) and a standard deviation (1.09), followed by the paragraph that states (The manager takes my opinion into account) with an arithmetic mean (3.39) and a standard deviation (0.981), followed by the paragraph that states (The manager overlooks some of my mistakes at work) with an arithmetic mean (3.39) and a standard deviation (1.00). On the other hand, the lowest and medium paragraphs were the paragraph that states (The manager consults me on many decisions and situations) with an arithmetic mean (3.11) and a standard deviation (1.04).

4.2.2 Work Environment

Table 4.7: Arithmetic means and standard deviations Work Environment.

Paragraph number	Paragraph rank	Paragraph	Mean	Std. Deviation	Degree
P10	1	My colleagues sharing me at social events	4.54	0.608	High
P1	2	A respectful relationship prevails with my colleagues	4.47	0.656	High
P2	3	I feel a part of the community I work with	4.43	0.748	High
P6	4	When I feel belong to my colleagues I feel comfortable.	4.26	0.689	High
P7	5	My colleagues support me to complete my work if I need it	4.26	0.676	High
P8	6	My colleagues support me to complete my work if I need it	4.26	0.651	High
P5	7	I find it difficult to communicate with my colleagues	4.24	0.603	High
p3	8	My colleagues feel comfortable in their work	4.21	0.780	High
P9	9	There is coordination between me and my colleagues in the joint business	4.05	0.827	High
P4	10	I have a definite desire to collaborate with my colleagues	2.41	1.11	Low

From the table (4.7) the data indicate that most of the work environment paragraphs were high, and the highest paragraphs were the paragraph that states (My colleagues sharing me at social events) with a mean of (4.54) and a standard deviation (0.608), followed by the paragraph that states that (A respectful relationship prevails with my colleagues) with an arithmetic mean (4.47) and a standard deviation (0.556), followed by the paragraph that states (I feel a part of the community I work with) with an arithmetic mean (4.43) and a standard deviation (0.748), followed by the paragraph that states On (When I feel belong to my colleagues I feel comfortable) with an arithmetic mean (4.26) and a standard deviation (0.689), and the paragraph that states (My colleagues support me to complete my work if I need it) with an arithmetic mean (4.26) and a standard deviation (0.676), and the paragraph that It states (My colleagues support me to complete my work if I need it) with an arithmetic mean (4.26) and a standard deviation (0.651), followed by the paragraph that states (I find it difficult to communicate with my colleagues) with an arithmetic mean (4.24) and a standard deviation (0.603), This was followed by the paragraph that states (My colleagues feel comfortable in their work) with an arithmetic mean (4.21) and a standard deviation (0.780), followed by paragraph which states (There is coordination between me and my colleagues in the joint business) with an arithmetic mean (4.05) and a standard deviation (0.827). Whereas, the lowest paragraphs came with a low degree, the paragraph that states (I have a definite desire to collaborate with my colleagues) with an arithmetic mean (2.41) and a standard deviation (1.11).

4.3 PRESENTING THE RESULT OF THE THIRD QUESTION: IS THERE A STATISTICALLY SIGNIFICANT EFFECT AT LEVEL (A≤0.05) BETWEEN THE COMMUNICATION SKILLS OF MANAGERS (EMPATHY, POSITIVITY, AND EQUALITY) AND EMPLOYEE JOB SATISFACTION?

This question is tested through the first hypothesis, which states"

4.3.1 First Hypothesis: There Is No Statistically Significant Effect at the Level (a≤0.05) Between Manager's Communication Skills (Empathy, Positivity, And Equality) And Employee Job Satisfaction.

To test this hypothesis, a one-way regression analysis was used:

Table 4.8: (a) Arithmetic means and standard deviations.

Variables	Mean	Std. Deviation	Sample size
communication skills	3.55	0.702	200
employee job satisfaction	3.90	0.448	200

Table 4.8: (b) (R) values for the correlation coefficient.

Model	R value	R square	Adjusted R square	Std error of the estimate
1	0.763	0.583	0.580	0.29035

The table above shows that the correlation coefficient of communication skills of managers and job satisfaction of workers at the state company of electricity production is (0.763), which is a high correlation coefficient, while the value of R square indicates the ratio of what is explained by the independent variable from the dependent variable, or the ratio of what can be explained from the dependent variable by the independent variable.

Table 4.9: ANOVA Test Results

ANOVA[a]

Model	source of contrast	Sum of Squares	Df	Mean Square	F	Sig
A	Regression	23.296	1	23.296	276.338	.000[b]
	Residual	16.692	198	0.084		
	Total	39.988	199			

From the table above the data indicate the significance of the regression, that is, there is a significant relationship between the communication skills of managers and job satisfaction of employees, where the statistical significance was < 0.05, which is statistically significant.

Table 4.10: The coefficients results of regression

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std error	Beta		
(Constant)	2.170	0.106	0.763	20.426	00.00
AVCOMMUNICATIONS	0.487	0.029		16.623	00.00

The table above shows that the job satisfaction of employees in the state company of electricity production changes according to the managers' communication skills, so that whenever communication skills change by one degree, employee job satisfaction changes by (0.487) degrees, and the effect of managers' communication skills on achieving job satisfaction for employees summarized here. This means that if managers' communication skills increased by one degree, employee job satisfaction increased by (0.487) degrees, and vice versa.

4.3.2 Second Hypothesis: There Is No Statistically Significant Effect At The Level (A≤0.05) Between Manager's Empathy And Employees' Job Satisfaction.

To test this hypothesis, a one-way regression analysis was used:

Table 4.11: (a) Arithmetic mean and standard deviation of the manager's empathy.

Variables	Mean	Std. Deviation	Sample size
Empathy	3.60	0.754	200
employee job satisfaction	3.90	0.448	200

Table 4.11: (b) (R) values for the correlation coefficient of managers empathy.

Model	R value	R square	Adjusted R square	Std error of the estimate
1	0.655	0.430	0.427	0.33941

From the table above the empathy correlation coefficient for managers and job satisfaction for workers in the state company of electricity production is (0.655) which is a high correlation coefficient, while the value of R square indicates the ratio of what is interpreted by the independent variable from the dependent variable, or the ratio of what can be explained from

the dependent variable by the independent variable.

Table 4.12: ANOVA Test Results manager's empathy and employee job satisfaction

ANOVA[a]

Model	source of contrast	Sum of Squares	Df	Mean Square	F	Sig
A	Regression	17.178	1	17.178	149.118	.000[b]
	Residual	22.809	198	0.115		
	Total	39.988	199			

From the table above the data indicate a significant regression, that is, there is a significant relationship between managers' empathy and employees' job satisfaction, where the statistical significance was < 0.05, which is statistically significant.

Table 4.13: The coefficients results of regression of manager's empathy.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std error	Beta		
(Constant)	2.499	0.117	0.655	21.276	00.00
AVEMPATHY	0.389	0.032		12.211	00.00

From the table above the job satisfaction of the employees in in the state company of electricity production changes according to the empathy of the managers, so that whenever the empathy of the managers changes by one degree, the employee's satisfaction changes by (0.389) degrees, and here the effect of empathy among the managers is summed up in achieving the job satisfaction of the employees, and it means that if managers' empathy increases by one degree, employee satisfaction increases by (0.389) degrees, and vice versa.

4.3.3 Third Hypothesis: There Is No Statistically Significant Effect at the Level (a≤0.05) Between Manager's Positivity and Employees' Job Satisfaction.

To test this hypothesis, a one-way regression analysis was used:

Table 4.14: (a) Arithmetic mean and standard deviation of the manager's positivity.

Variables	Mean	Std. Deviation	Sample size
Positivity	3.64	0.754	200
employee job satisfaction	3.90	0.448	200

Table 4.14: (b) (R) values for the correlation coefficient of manager's positivity

Model	R value	R square	Adjusted R square	Std error of the estimate
1	0.710	0.502	0.505	0.31632

From the table above the positivity correlation coefficient of managers and job satisfaction of employees in in the state company of electricity production is (0.710), which is a high correlation coefficient, while the value of R square indicates the ratio of what is interpreted by the independent variable from the dependent variable, or the ratio of what can be explained from the dependent variable by the independent variable.

Table 4.15: ANOVA Test Results of manager's positivity and employee job satisfaction.

ANOVA[a]

Model	source of contrast	Sum of Squares	Df	Mean Square	F	Sig
A	Regression	20.176	1	20.176	201.645	.000[b]
	Residual	19.811	198	0.100		
	Total	39.988	199			

From the table above the data indicate a significant regression, that is, there is a significant relationship between managers' positivity and employees' job satisfaction, where the statistical significance was < 0.05, which is statistically significant.

Table 4.16: The coefficients results of regression of manager's positivity.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std error	Beta		
(Constant)	2.346	0.112	0.710	20.968	00.00
AVPOSITIVITY	0.427	0.030		14.200	00.00

From the table (4.16) the job satisfaction of the employees in the state company of electricity production changes according to the positivity of the managers, so that whenever the positivity of the managers changes by one degree, the employee's satisfaction changes by (0.427) degrees, and here the effect of the positivity of the managers is summed up in achieving the employee's job satisfaction, And it means that if managers' positivity increases by one degree, employee satisfaction increases by (0.427) degrees, and vice versa.

4.3.4 Forth Hypothesis: There Is No Statistically Significant Effect at the Level (a≤0.05) Between Manager's Equality and Employees' Job Satisfaction.

To test this hypothesis, a one-way regression analysis was used:

Table 4.17: (a) Arithmetic mean and standard deviation of the manager's equality

Variables	Mean	Std. Deviation	Sample size
Equality	3.40	0.831	200
employee job satisfaction	3.90	0.448	200

Table 4.17: (b) (R) values for the correlation coefficient of manager's equality.

Model	R value	R square	Adjusted R square	Std error of the estimate
1	0.708	0.501	0.499	0.31744

From the table above the correlation coefficient of equality among managers and job satisfaction of workers in the state company of electricity production is (0.708), which is a high correlation coefficient, while the value of R square indicates the ratio of what is interpreted by the independent variable from the dependent variable, or the ratio of what can be explained from the dependent variable by the independent variable.

Table 4.18: ANOVA Test Results of manager's equality and employee job satisfaction.

ANOVA[a]

Model	source of contrast	Sum of Squares	Df	Mean Square	F	Sig
A	Regression	20.035	1	20.035	198.827	.000[b]
	Residual	19.952	198	0.101		
	Total	39.988	199			

From the table above the data indicate the significance of the regression, that is, there is a significant relationship between the equality of managers and job satisfaction of employees, where the statistical significance was < 0.05, which is statistically significant.

Table 4.19: The coefficients results of regression of manager's equality.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std error	Beta		
(Constant)	2.605	0.095	0.708	27.499	00.00
AVEQUALITY	0.381	0.027		14.101	00.00

From the table above the job satisfaction of the employees in the electricity company changes according to the equality of the managers, so that whenever the equality of the managers changes by one degree, the employee's satisfaction changes by (0.381) degrees, and here the effect of the equality of the managers is summed up in achieving the job satisfaction of the employees. It means that if managers' equality increases by one degree, employee satisfaction increases by (0.381) degrees, and vice versa.

4.3.5 Fifth Hypothesis: There Is No Statistically Significant Differences at The Level (a≤0.05) In the Communication Skills of Managers and Employees Job Satisfaction, According To: Gender, Job Experience, Age, Job Title, and Qualification.

To answer this hypothesis, the T-test was used to indicate the differences between the means, as well as the one-way analysis of variance test to indicate the differences between averages.

4.3.5.1 According to the gender variable

Table 4.20: The results of the "T" test of the gender variable

Gender	N	Mean	Std. Deviation	df	T	Sig. (2-tailed)
Male	116	3.80	0.439	115	2.997	0.003
Female	84	3.57	0.671	83		

* A function at the level of significance (α≤0.05).

From the table above, there are statistically significant differences at the level ($\alpha \leq 0.05$) on the effect of communication skills of managers and job satisfaction of employees at state company of electricity production according to the gender variable, where the statistical significance was < 0.05, which is statistically significant. The differences were in favor of males, with a mean of (3.80) compared to (3.57) for females.

4.3.5.2 According to job experience variable

The one-way analysis of variance test was used to indicate the differences between averages, as shown in Table (4.21/a), and (4.21/b):

Table 4.21: (a) Arithmetic means and standard deviations of the job experience variable.

Variables	N	Mean	Std. Deviation
Under 10 years	87	3.70	0.573
10-20 years	88	3.68	0.581
Above 20 years	25	3.81	0.418
Total	200	3.70	0.559

Table 4.21: (b) one-way analysis of variance test according to job experience variable.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.312	2	0.156	0.496	0.610
Within Groups	61.976	197	0.615		
Total	62.288	199			

From the two tables above, there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effect of managers' communication skills and employee satisfaction at the state company of electricity production according to the variable of job experience, where the statistical significance was > 0.05, which is not statistically significant.

4.3.5.3 According to age variable

The one-way analysis of variance test was used to indicate the differences between averages, as shown in Table (4.22/a), and (4.22/b):

Table 4.22: (a) Arithmetic means and standard deviations of the age variable.

Variables	N	Mean	Std. Deviation
Less the 30 years	36	3.64	0.640
30-less than 40 year	112	3.70	0.587
40-less than 50 years	47	3.77	0.436
50 years and over	5	3.50	0.221
Total	200	3.70	0.559

Table 4.22: (b) one-way analysis of variance test according to age variable.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.585	3	0.195	0.620	0.603
Within Groups	61.702	196	0.315		
Total	62.288	199			

From the two tables above, there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effect of communication skills among managers and employee job satisfaction at state company of electricity production according to the age variable, where the statistical significance was > 0.05, which is not statistically significant.

4.3.5.4 According to job title variable

The one-way analysis of variance test was used to indicate the differences between averages, as shown in Table (4.23/a) and (4.23/b):

Table 4.23: (a) Arithmetic means and standard deviations of the job title variable.

Variables	N	Mean	Std. Deviation
General Manager	-	-	-
Manager	3	3.54	1.46
Deputy Manager	5	3.60	0.707
Head of Department	15	3.83	0.538
Head of Division	51	3.63	0.589
Employee	126	3.73	0.522
Total	200	3.70	0.559

Table 4.23: (b) One-Way Analysis Of Variance Test According To Job Title Variable.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.708	4	0.177	0.558	0.694
Within Groups	61.566	195	0.317		
Total	62.288	199			

From the two tables above, there are no statistically significant differences at the level ($\alpha \leq 0.05$) on the effect of managers' communication skills and employee satisfaction at state company of electricity production according to the job title variable, where the statistical significance was > 0.05, which is not statistically significant.

4.3.5.5 According to qualification variable

The one-way analysis of variance test was used to indicate the differences between averages, as shown in Table (4.24/a) and (4.24/b):

Table 4.24: (a) Arithmetic means and standard deviations of the qualification variable.

Variables	N	Mean	Std. Deviation
High school and less	19	3.66	0.506
Diploma	27	3.54	0.608
Bachelor's	113	3.75	0.567
Postgraduate	41	3.71	0.525
Total	200	3.70	0.559

Table 4.24: (b) One-Way Analysis Of Variance Test According To Qualification Variable.

	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	0.961	3	0.320	1.024	0.383
Within Groups	61.327	196	0.313		
Total	62.288	199			

From the two tables above, there are no statistically significant differences at the level ($\alpha \leq 0.05$) on the effect of managers' communication skills and employee satisfaction at state company of electricity production according to the qualification variable, where the statistical significance was > 0.05, which is not statistically significant.

5. DISCUSSION OF THE RESULTS

This part discusses the research findings, which are organized according to the research questions, which aim to know the effect of managers' communication skills on job satisfaction of employees at the State Company of Electricity Production Al-Furat Middle Region in Babel - Iraq. This chapter also includes conclusions and recommendations.

In our survey,, the first question was asking, What is the reality of the communication skills of managers (Empathy, Positivity, and Equality) at State Company of Electricity Production Al-Furat Middle Region in Babel – Iraq, And the findings shown in the table (4.1) revealed that the degree of communication skills of managers at State Company of Electricity Production Al-Furat Middle Region in Babel - Iraq was generally high and the communication skills came respectively: Empathy, Positivity, and Equality. This is due to the interest of the manager's State Company of Electricity Production in the continuous development of their communication skills, given its importance in improving the performance of employees within the organization. The results of the study agreed with a study conducted by Zarei Matin, H., & Yousefzadeh, S. (2010) on determining indicators of managers' communication skills and their relationship to job satisfaction. 8 indicators of managers' communication skills were also identified, among these indicators were (Empathy, Positivity and Equality). The results showed that there is a strong relationship between these indicators and job satisfaction.

The results presented in the table (4.2) indicated that most of the paragraphs of empathy were high and came in order: (The manager praises me when I get my job done, The manager appreciates the effort I put in to get my work done, The managers contacts me kindly, The manager shows real interest in my words, The manager smiles at me while talking to me, The manager communicates with me in an interesting manner, The manager is keen on employee participation in their occasions, The manager cares about my feelings, The manager understands my failure at work without emotion).

The results shown in the table (4.3) indicated that most of the positivity paragraphs were high and the paragraphs came in the order: (The manager respectfully listens to my words, The manager constantly praises the creative employees, The manager meets with the employees

periodically, The manager respects the privacy and feelings of his employees, The manager listens to my speech without interruption, The manager accepts objective criticism positively, The manager often estimates my psychological condition, The manager provides me with psychological and moral support, The manager uses the principle of consulting with employees before taking any action).

The results presented in the table (4.4) indicated that most of the equality paragraphs were high and the paragraphs came in order: (The manager listens to employees' complaints without favoritism, The manager motivates creative employees without prejudice, The manager takes into account the individual differences among employees, The manager provides opportunities for professional growth for all employees, The manager communicates with all co-workers without discrimination, The manager shows interest in all employees of the organization, The manager respects the views of employees without prejudice, The manager exchanges opinions with all his employees in the organization).

In our second question we asked about, what is the reality of the Employee Job Satisfaction (Work environment and Supervision style) at the State Company of Electricity Production Al-Furat Middle Region in Babel – Iraq. And the findings presented in the table (4.5) revealed that the degree of satisfaction of employees working at State Company of Electricity Production was generally high and the highest areas of satisfaction were: Work environment and Supervision style. This is due to the fact that the work environment and supervision style at the State Company of Electricity Production was appropriate and good for the employees working within the company, which led to their feeling of job satisfaction. Our study agreed with the findings of the study conducted (Saleem, 2015) on the effect of leadership styles on job satisfaction. The results showed that there is a significant relationship between leadership style and job satisfaction. There is also a direct and positive relationship between directed leadership style and job satisfaction. The results of the study also agreed with a study performed by (Al-Khidr, 2016) regarding the study of causes and factors that affect job satisfaction for male and female campus facility management staff at Qatar University, one of these factors (management performance) and the results showed that 84% of workers Campus facilities departments are satisfied with their jobs. The percentage of satisfaction with the performance of management

was 81%, but this percentage is higher among employees than women. The results of the study also agreed with another study conducted by Ahmadi & Keshavarzi (2012) intending to evaluate job satisfaction for faculty members at Islamic Azad University in terms of motivation and health of all members. The results showed that the factors of interest, the value of work, respect, feelings of success, and need for creativity in terms of motivation are the highest and lowest values for faculty members, respectively. In terms of health factors, the highest satisfaction scores are due to being well and fascinated by work. The lowest satisfaction is due to the suitability and complexity of working conditions. Regarding job satisfaction between males and females in 5 factors (work, management, co-workers, promotion, and wages) males were more satisfied than females.

The results presented in the table (4.6) indicated that most of the paragraphs in the supervision style were high and the order of the paragraphs was as follows: (There is a friendly and respectful relationship between me and the manager, The manager tracks attendance and absence at work, The manager make unannounced visits to see the progress of work, The manager treats me with credibility, The manager appreciates me when I do my job, The manager is keen to take my complaint into account, The manager provide opportunities to develop and grow, The manager takes my opinion into account, The manager overlooks some of my mistakes at work, The manager consults me on many decisions and situations).

The results presented in the table (4.7) indicated that most of the work environment paragraphs were high and the paragraphs were arranged in order of importance: (My colleagues sharing me at social events, A respectful relationship prevails with my colleagues, I feel a part of the community I work with, When I feel belong to my colleagues I feel comfortable, My colleagues support me to complete my work if I need it, My colleagues support me to complete my work if I need it, I find it difficult to communicate with my colleagues, My colleagues feel comfortable in their work, There is coordination between me and my colleagues in the joint business, I have a definite desire to collaborate with my colleagues).

In our study the first hypothesis was, there is no statistically significant effect at level ($\alpha \leq 0.05$) between the communication skills of managers (Empathy, Positivity, and Equality) and employee job satisfaction. And the findings in the table (4.9) revealed there are a statistically

significant effect at level (α≤0.05) between the communication skills of managers and job satisfaction of employees, Where the job satisfaction of the employees in the Electricity Company changes according to the managers' communication skills, so that whenever the communication skills change by one degree, the employee's satisfaction changes by (0.487) degrees. It means that if the managers' communication skills increase by an amount one degree increased employee satisfaction by (0.487) degrees, and vice versa. This is due to the effectiveness of the communication skills of managers in at State Company of Electricity Production and their impact on job satisfaction for employees working within the company. The results of the study agreed with a study conducted by Elshaer, et al (2013) to contribute to research in the field of communication management in hotels with the aim of investigating the relationship between managers' communication skills and employee job satisfaction with a focus on employees' perspectives, where the study results summarized that there is a direct and significant relationship between managers' communication skills and job satisfaction. That is, the higher the communication skills, the higher the job satisfaction. And the secondary findings of the current research indicated that there is a direct and significant relationship between verbal communication, written communication, and nonverbal communication with employee job satisfaction.

In our second hypothesis we hypothesized, there is no statistically significant effect at the level (α≤0.05) between manager's empathy and employees' job satisfaction. And the findings in the table (4.12) indicated there are a statistically significant effect at the level (α≤0.05) between manager's empathy and employees' job satisfaction. Where the job satisfaction of the employees in the electricity company changes according to the empathy of the managers, so that whenever the managers' empathy changes by one degree, the employees' satisfaction changes by (0.389) degrees, meaning that if the managers' empathy increases by one degree, the employees' satisfaction increases by (0.389) degrees, and vice versa. This is due to the fact that the managers at the State Company of Electricity Production have true empathy for the employees who working within the company, which positively affected on their job satisfaction. The results of the study agreed with a study conducted by Scott, Brent A et al. (2010) where this study examined the role of manager empathy in employee well-being. The study concluded that

negative empathy from a manager is associated with employees' physical complaints, especially when such support is negative from their supervisors. The results of this study showed that employees who report physical complaints progress less towards their goals and feel higher levels of negative sentiments and lesser levels of positive feelings. While at the level of managerial empathy, it was observed that a group of employees who experienced managerial empathy from their managers felt fewer physical complaints and more progress in their daily goals. As a result, this shows that managers' empathy has a very positive impact on employee satisfaction.

In our third hypothesis we hypothesized, there is no statistically significant effect at the level ($\alpha \leq 0.05$) between manager's positivity and employees' job satisfaction. And the results indicated in the table (4.15) indicated there are a statistically significant effect at the level ($\alpha \leq 0.05$) between manager's positivity and employees' job satisfaction. Where the job satisfaction of the employees in the Electricity Company changes according to the positivity of the managers, so that whenever the managers' positivity changes by one degree, the employee's satisfaction changes by (0.427) degrees, meaning that if the managers' positivity increases by one degree, Employee satisfaction increased by (0.427) degrees, and vice versa. This is due to the fact that there is a real positivity on the part of the managers in the company of electricity with the employees working within the company, which positively affected their job satisfaction. Where the results of the current study agreed with a study conducted by (Bakker, 2008) on positive organizational behavior among 60 management teams, and it was found that 15 teams who were exposed to positive verbal interaction by managers achieved better results in terms of (profitability, customer satisfaction, and evaluation by superiors), 16 teams who were exposed to moderate verbal interaction by managers showed moderate performance, and 19 teams who were exposed to negative verbal interaction showed low performance. The results showed that the team that was exposed to a positive verbal interaction from their managers showed greater success and higher initiatives and ideas than the other teams that were exposed to a negative verbal interaction from their managers. As a result, this shows that managers' positivity has a very positive impact on employee satisfaction.

In our fourth hypothesis we hypothesized, there is no statistically significant effect at the level ($\alpha \leq 0.05$) between manager's equality and employees' job satisfaction. And the results indicated in the table (4.18) indicated there are a statistically significant effect at the level ($\alpha \leq 0.05$) between manager's equality and employees' job satisfaction. Where the job satisfaction of the employees in the Electricity Company changes according to the equality of the managers, so that whenever the equality of the managers changes by one degree, the employee's satisfaction changes by (0.381) degrees, meaning that if the equality of the managers increases by one degree employee satisfaction increased by (0.381) degrees, and vice versa. This is due to the fact that there is real equality by the managers in the electricity company between the employees working within the company, which positively affected their job satisfaction. Where the results of the current study agreed with a study conducted by SEYED, J. S., Faraahi, M. M., & TAHERI, A. G. (2009) on how to measure the dimensions of organizational equality on various aspects of job and organizational satisfaction, where the results of the study summarized that any feeling of equality within the organization has always had an impact Significant and positive on organizational commitment and overall job satisfaction. Also in a study by Hao, Y., Hao, J., & Wang, X. (2016). To verify the relationship between organizational equality and job satisfaction, the results showed that there is a positive and significant relationship between employee equality within the organization and their job satisfaction. In another study conducted by Soumia Touati. (2017) on the relationship between the perception of equality between employees and their job satisfaction, the outcomes of the study summarized that there is a positive connection between employee job satisfaction and their perception of equality within the organization. Inequality always motivates employees to achieve equality and reduce inequality among them. The strength of this motivation changes directly with the extent of perceived inequality of employees within the organization. In another study conducted by Nadiri & Tanova (2010) on the role of justice in the tendency to abandon citizenship behavior and job satisfaction, the study concluded that justice has a positive relationship with job satisfaction and even has a strong impact on job satisfaction. In another study that aims to examine the relationship between employees' perceptions of equality and job satisfaction in private universities in Egypt, by Hossam El-Din KHALIFA, Mohamed, Truong, Quang. (2010), summarized that in cases where the motivational criterion is the motivating factor, there is a

positive relationship between perceptions of equality and job satisfaction within the organization. As a result, this shows that managers' equality has a very positive impact on employee satisfaction.

In our fifth hypothesis we hypothesized, there is no statistically significant differences at the level ($\alpha \leq 0.05$) in the communication skills of managers and employees job satisfaction, according to: Gender, Job experience, Age, Job title, Qualification. And it will be discussed as follows:

In our study, when we checked the gender variable, the results contain in the table (4.20) indicated that there are statistically significant differences at the level ($\alpha \leq 0.05$) on the effect of communication skills of managers and job satisfaction of employees at state company of electricity production Al-Furat middle region / Babel – Iraq, according to the gender variable, Males outperform with an average of (3.80) compared to (3.57) for females. This is attributed to the great role of managers at state company of electricity production in strengthening social relations with employees working within the company, as the constant endeavor to strengthen relations with employees leads to a positive increase in job satisfaction within the organization and continuously improves their performance. And the job satisfaction of male employees was higher than female employees, due to the fact that male employees tend to strengthen the relationship with their managers on the personal and practical levels permanently due to the work relationship that binds them together. In contrast to female employees, they tend to keep the relationship formal and monotonous with their managers, because of the societal customs and traditions in the Arab countries in general and in Iraq, especially since the study community includes male and female employees within the state company of electricity production. The results of the study were similar with a study conducted by Arons, P. A. (2010) on the relationship between management interactions and relationships on employee motivation and job satisfaction. of female employees. But managers and supervisors believed that their role in motivating work and job satisfaction was greater than what employees reported.

In our study, when we checked the Job Experience variable, the results contained in tables (4.21/a) and (4.21/b) indicated that there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effect of communication skills of managers and job satisfaction of employees

at state company of electricity production according to the variable of job experience. This is due to the fact that the nature of the years of service has no impact on the job satisfaction of the employees working inside the company of electricity, since the managers' communication skills the main variable influencing on the employee's job satisfaction by permanently improving their skills. Where the study agreed with a study conducted by Arons, P. A. (2010) on the relationship between management interactions and relationships on employee motivation and job satisfaction, where the results showed that the employee's service history had no effect on work motivation or job satisfaction.

In our study, when we checked the Age variable, The results contained in tables (4.22/a) and (4.22/b) indicated that there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effect of communication skills of managers and job satisfaction of employees at state company of electricity production al-furat middle region / Babel – Iraq according to the age variable. This is due to the fact that the nature of age has no effect on the job satisfaction of the employees working inside the company of electricity, since the managers' communication skills are the main variable that influencing the employee's job satisfaction by permanently improving their skills. Where the study agreed with a study conducted by Hao, Y., Hao, J., & Wang, X. (2016) to verify the correlation between equality of organizational and job satisfaction and the results showed that there is no statistically significant relationship between age and job satisfaction.

In our study, when we checked the Job Title variable, The results contained in tables (4.23/a) and (4.23/b) indicated that there are no statistically significant differences at the level ($\alpha \leq 0.05$) about the effect of communication skills of managers and job satisfaction of employees at state company of electricity production according to the job title variable. This is due to the fact that the nature of the job title has no effect on the job satisfaction of the employees working in the company of electricity, as the managers' communication skills are the main variable that influencing the employee's job satisfaction, through the constantly improvement of these skills.

In our study, when we checked the Qualification variable, The results contained in tables

(4.24/a) and (4.24/b) indicated that there are no statistically significant differences at the level ($\alpha \leq 0.05$), and that there are statistically significant differences at the level ($\alpha \leq 0.05$) about the effect of communication skills of managers and job satisfaction of employees at state company of electricity production according to the qualification variable. This is due to the fact that the nature of the qualification has no effect on the job satisfaction of the employees working Inside the company of electricity, as the managers' communication skills are the main variable that influencing the employee's job satisfaction, through the constantly improvement of these skills.

5.1 CONCLUSIONS

This study found that is the managers of the state company of electricity production al-furat middle region / Babel – Iraq have high communication skills, represented by positivity, empathy and equality, motivate the workers morally by praising them, when they accomplish the tasks entrusted to them, and appreciating every effort made by the employee, also the employees are communicated in a pleasant and interesting manner by the manager and shows a real interest in the employee's words, and the manager is keen on the employees' participation in their occasions, furthermore they care about the feelings of their employees.

The managers understands the employee's shortcomings in his work and without emotion, and respectfully listens to their words, and constantly praises the creative workers, as well The managers meets with employees periodically, respects the privacy and feelings of employees, and listens to employees' conversations without interruption, In addition the managers accepts objective criticism from employees, and consults them before taking any action and the managers often estimates the psychological situation of the employees, and provides them with psychological and moral support, listens to the employees' complaints without favoritism, and exchanges opinions with all his employees in the institution.

The managers takes into account the individual differences between employees, and provides opportunities for professional growth for all employees, and satisfaction of employees working at state company of electricity production is high, and the areas of satisfaction came in order: work environment, supervision style.

The relationship of cordiality and respect prevails between employees and managers in the company, Where the managers deals with the employees credibly and appreciates the work they

do, and overlooks some issues at work, and consults his employees in many decisions and situations. Employees help each other in completing work and solving some work problems, which provides them with comfort and reassurance, also there some employees do not have a firm desire to cooperate with their colleagues.

Moreover there is an effect of managers' empathy on job satisfaction for employees of the state company of electricity production. Additionally, there is an effect of managing positively on the job satisfaction for the employees of the company of electricity production. Also there is an effect of equality in the managers' dealings with employees on their job satisfaction in the state company of electricity production, It was also discovered as well that the employee satisfaction at the state company of electricity production was generally high, and the highest areas of satisfaction were the domain of work environment, followed by the domain of supervisory style. Further, there are statistically significant differences at the level ($\alpha \leq 0.05$) on the effect of managers' communication skills and employee satisfaction in the state company of electricity production according to the gender variable, and male employees had more impact than female employees, While it was found that there are no statistically significant differences at the level ($\alpha \leq 0.05$) on the effect of managers' communication skills and job satisfaction of employees in the state company of electricity production according to the variables: job experience, age, job title, and qualification.

5.2 RECOMMENDATIONS FOR FUTURE STUDIES

The researcher recommended based on the study's findings that is the necessity for managers at state company of electricity production Al-Furat middle region / Babel – Iraq to continue to deal with workers with high positivity, equality in dealing with workers, and empathy with employees who suffer from exceptional circumstances. Additionally, work to provide material incentives for creative employees, Do more studies to clarify the shortcomings in the supervision style followed in the company to work towards avoiding them.

The necessity of transferring the experience of the state company of electricity production to similar companies in other governorates, especially the experience of managers in communication skills. And conducting more studies to measure the effect of communication skills on employee performance, because of its importance in enhancing the company's ability

to compete with similar companies.

Furthermore, more studies should be conducted to measure the effects of communication skills on employee loyalty, given their relevance in improving employee performance and therefore increasing a company's capacity to compete with similar companies.

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APPENDIX A

Study Questionnaire

The researcher is conducting a study entitled "The effect of managers' communication skills (Empathy, Positivity, and Equality) on employees' job satisfaction" (Field Study at the State Company of Electricity Production Al-Furat Middle Region / Babel - Iraq) so please fill out the questionnaire carefully and accurately by placing an X in the appropriate box, noting that the data will be completely confidential and will only be used for scientific research purposes. Thank you for your kind cooperation.

Researcher: MOHANAD ALGBURI
Supervisors: Dr. Mehmet Gürel TEKELIOĞLU
Co-Supervisors: Dr. Sameer Sulayman AL-JAMAL

Section One: personal information:

This part aims to identify some information for the purpose of statistical analysis only. Please put an (x) in the appropriate place.

Gender	1. Male ( ) 2. Female ( )
Age	1. Under 30 ( ) 2. From 30 to less than 40 ( ) 3. From 40 to less than 50 ( ) 4. Above 50 ( )
Job experience	1. less than 10 years ( ) 2. 10-20 years ( ) 3. More than 20 years ( )
Job title	1. General Manager ( ) 2. Manager ( ) 3. Deputy Manager ( ) 4. Head of Department ( ) 5. Division Head ( ) 6. Employee ( )
Qualification	1. High School ( ) 2. Diploma ( ) 3. Bachelor ( ) 4. Post Graduate ( )

Section Two: It consists of two axes:

Please put a reference in the appropriate place.

NO	Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Part one: Communication skills and consists of three dimensions.						
The first dimension: Empathy						
1	The manager kindly contacts me					
2	The manager communicates with me in an interesting manner					
3	The manager cares about my feelings					
4	The manager praises me when I get my job done					
5	The manager shows real interest in my words					
6	The manager smiles at me while talking to me					
7	The manager understands my failure at work without emotion					
8	The manager is keen on employee participation in their events					
9	The manager appreciates the effort I put in to get my work done					
The second dimension: Positivity						
10	The manager listens to my talk without interrupting					
11	The manager often assesses my psychological condition					
12	The manager accepts objective criticism positively					
13	The manager respectfully listens to my words					
14	The manager meets with the employees periodically					
15	The manager uses the principle of consulting with employees before taking any action					
16	The manager provides me with psychological and moral support					
17	The manager respects the privacy and feelings of his employees					
18	The manager constantly praises the creative employees					

The third dimension: Equality						
19	The manager communicates with all employees without discrimination					
20	The manager shows interest in all employees of the organization					
21	The manager exchanges opinions with all his employees in the organization					
22	The manager respects the views of employees without prejudice					
23	The manager motivates creative employees without prejudice					
24	The manager listens to employees' complaints without favoritism					
25	The manager takes into account the individual differences among employees					
26	The manager provides opportunities for professional growth for all employees					
Part Two: job satisfaction						
The first dimension: Mode of supervision						
1	There is a friendly and respectful relationship between me and my managers					
2	My manager treats me with credibility					
3	My manager consults me on many decisions and situations					
4	My manager takes my opinion into account					
5	My manager appreciates me when I do my job					
6	Managers track attendance and absence at work					
7	My manager is keen to take my complaint into account					
8	My manager make unannounced visits to see the progress of work					
9	My manager overlooks some of my mistakes at work					
10	My manager provide opportunities to develop and grow					

The second dimension: Work environment						
11	Respectful relationship prevails with my colleagues.					
12	I feel a part of the community I work with.					
13	My colleagues feel comfortable in their work					
14	I have a definite desire to collaborate with my colleagues					
15	I find it difficult to communicate with my colleagues					
16	Being with my colleagues makes me feel comfortable					
17	My colleagues support me to complete my work if I need it					
18	My colleagues help me solve problems that I encounter at work					
19	There is coordination between me and my colleagues in the joint business					
20	My colleagues sharing me at social events					

Survey completed, Thank you