

Level of Employers' Satisfaction on the Employees' Performance at the Irbid Industrial Zone in Jordan

Sulieman Ibraheem Shelash Al-Hawary

Professor of Business Management, Department of Business Administration, Faculty of Finance and Business Administration, Al al-Bayt University, P.O.BOX 130040, Mafraq 25113, Jordan

Email: dr_sliman73@aabu.edu.jo, dr_sliman@yahoo.com

Issa Sami Haddad

Researcher , Department of Business Administration, Faculty of Finance and Business Administration, Al al-Bayt University, P.O.BOX 130040, Mafraq 25113, Jordan

Email: issa_s_haddad@yahoo.com

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Abstract

This study aims to analyze level of employers' satisfaction on the employees' performance at the Irbid Industrial zone in Jordan; and in order to achieve the goal of the study, a descriptive analytical method was used, through constructing a questioner that consists of (27) items distributed over (7) areas, and after confirming the validity and reliability of the questioner it was distributed to the study sample that included employers of the Irbid industrial zone totaling (204); hereafter collecting the data and treating it statistically via statistical package for social sciences (SPSS). Results showed the existence of a medium degree of employers' satisfaction level on the employees' performance at the Irbid industrial zone, represented in cognitive skills, quality of work, planning and organizing the work, the employment relationships, time, skills, Appreciation and respect. In viewing the results the researcher recommended a set of recommendations most prominent raising the level of incentives for the employees in the Irbid Industrial zone in order to increase the quality of their work level, and trying to determine a precise role for all of the employees to save time in order to accomplish works entrusted to them.

Keywords: Employers' Satisfaction, Employees' performance, Irbid Industrial Zone.

Introduction

Human element is the main factor for the success of the production process in all sectors (manufacturing , service), including the industrial cities which offer maintenance services, and manufacturing processes such as Minor manufacturing, micro manufacturing, medium and small-sized industries, all of which play an important role in supporting the national economy by providing employment opportunities for local labors, they also offer

service and manufacturing needs that provide services to citizens directly, making the level of friction between the service recipient and the employer high.

In the light of rising demand for labors in the industrial cities, and the acute shortage of Jordanian skilled manpower in the implementation of the industrial business, and lack of measurement tools available to learn advanced capabilities for business, especially from people who are not qualified in the professional specialized centers, the institution must if they will to achieve goals through workers, they have to take into consideration the study of personality traits to their employees and the requisite action to attain their goals of personal behind this work.

This study contributes to finding appropriate solutions that help employers detect areas of weakness among workers which reflected on their performance, and diagnose the most important weaknesses in their performance, and make the necessary recommendations to minimize the negative aspects of their performance, and enhance every aspect of skill at work. The importance of this study stems from the importance of the subject and through the identification of the level of satisfaction of employers with the performance of their workers in the industrial city of Irbid, in addition to taking an important sector which is a craft professions, which is an important aspect of dealing with it on an ongoing basis in our lives. In light of this complex situation in human relations, satisfaction level of employers for the performance of their employees become central matter to the achievement of the wishes of the recipients of the service, and employers get their source of livelihood of return on their investment, and job security for workers. To achieve this equation to measure the level of employers satisfaction for employee performance for the effective verification of the economic, administrative and service operation within industrial cities, so the aim of this study was to identify the level of employers satisfaction of with the performance of workers in the industrial city of Irbid.

Theoretical framework

Performance

Performance is a fundamental and important concept for organizations in general, which represents the common denominator for the management scientists attention, almost it is a phenomenon inclusiveness and a central element of all differences and fields of administrative knowledge, as well as being the most important dimension of the various organizations, which revolves around the existence of the organization or not (Al- Chaoui, 2010, p. 47). Organizations growth has increased and widened its scope of work and occupied the theme of the performance a part of the interesting of thinkers and practitioners, and became the focus subject the a number of academic studies, it is an activity of the core activities in human resources management, such as human resource planning, selection, appointment, determine the salaries and wages, and other activities (Abu-Nasr, 2008, p. 72).

Farooqui & Nagendra (2014) noted that the job performance of the employees plays a crucial role in the organization's performance. When the employee is inefficient has low functional performance, and for this reason the tact person to speak and communicate information can be an indicator of his performance at work because of their this skill will be reflected positively in the results of their work and strengthen the relationship with their direct manager.

The subject of employee performance evaluation is one of the topics of prominent importance in the managerial process, it means that pay administrative systems to work energetically and actively, where make managers follow the duties and responsibilities of

their subordinates on an ongoing basis, and paid subordinates to work effectively, and show the importance of this medium when looking at the areas which use of the results of the performance evaluation, and most important: improving employee and development performance, and the adoption of such evaluation means for determining bonuses and increments, and as a tool for the detection of training needs, and a means to judge the safety of selection, recruitment and training policies, and an objective basis for setting these policies (Abu Sheikha, 2010, p. 332).

Concept of Job Performance

Job performance refers to the degree of achievement and completion of tasks which constituent of the function of the individual, which reflects how the tasks can be achieved, or how the individual can satisfy his job requirements, and often unequivocal and overlap occurs between performance and effort, effort refers to the energy expended, and the performance measured based on the results achieved by an individual ,for example, a student may make a great effort to prepare for the exam, but he gets low scores, and in such a case is high-effort, while low performance (Abu crack O.2010, p. 55).

Andreia (2012): noted that job performance is the most important functional outcomes , and he defines job performance as the accumulated value from activities that will be participated by the employee directly and individually positively or negatively in accomplishing organizational goals. Al-Taamnh (2009, p. 45) sees that job performance is the most important professional work axes in any functional area, if this performance is remarkable in light of the work environment of justice and equality, it makes sense to take this performance his friend to a prominent place in the organization in which he operates , and in the world of rapid change and intense competition, organization cannot compete only if high-performance is one of it is the most important characteristics, and this performance stems from the proceeds of the performance of individuals in the organization. Al-Saraireh et.al (2009, p. 89) has defined performance as the outcome of two interaction factors, namely the ability and motivation together, the sense of owning an individual's ability to perform the work without the presence of motivation , this leads individual to work improperly, and if he had the motivation to work without ability, he cannot work as it should.

Al-Dawy (2009) has defined performance as an act that leads to perform the work as it should, such act is characterized by unrivaled and continue, or is acting in a way to the achievement of the goals set in advance. Grandey (2013) Indicates that the rewards in the workplace is more stronger when supported by practices such as pay-for-performance incentives and commissions. As such bonuses may increase the behaviors of good performance, and reduce the intrinsic motivation to perform as intrinsic motivation to perform due to the satisfaction and joy of engaging in the same activity.

Job Satisfaction

The success of the organizations mainly depends on the performance effectiveness of the individual employees to their functions and duties, performance effectiveness influenced by the level of work satisfaction, because it is very natural that the individual performance differ of an individual feels that he satisfied in his work, an individual does not feel satisfied or he feels that the organization where he works does not concern with the status of his satisfaction , and his requirements, and this underlines the importance of job satisfaction in the life of the organization.

The subject of job satisfaction has aroused a great interest by researchers of the researchers in the field of management, psychology and other sciences and resulted in the emergence of a lot of research and studies related to the concept of job satisfaction of the individual and find out the reasons that lead to satisfaction, and then achieve his own objectives, as well as the goals of his work in a complementary and interactive way (Adel, 2010, p. 85).

Physical work environment is one of the very important things for the performance and employee satisfaction. When the work environment is bad conditions that may lead to a feeling of stress, pressure, and it will affect their performance at work, based on that, heterogeneous physical changes with employees affect the performance of their work. Accordingly, the change in some of the work environment items such as lighting, for example, could lead to an increase or decrease in the performance of employees. It was also noted that exposure to noise, for example, has a bad effect on sense of hearing, which may weaken the performance of employees (Vischer, 2007).

Erkutlu (2008) found that the employees who doing their jobs better and feel good when responding to workload when they think they earn enough reward for their efforts. Some also believed that unfair and biased treatment are considered serious pressure on the employee, and that have a bad impact psychological and social on the employees, and this in turn works on prejudice behaviors and attitudes to work.

Job satisfaction can be determined in how the behavior of the employees in the institutions in which they work, and this has a close relationship with staff relations with employers and colleagues, where job satisfaction plays an important role in industrial enterprises, which should be drawn by the need to improve employee work satisfaction (Soleimani et al., 2011).

The term of job satisfaction is one of the terms used, whether the staff was happy and convinced investigators to their desires and needs, as pointed out by some measures that job satisfaction is a factor of motivation, and a factor for the achievement of his objectives, and is also considered an important factor in building the positive ethics of employee at work (Bin Hussin, 2011).

The Concept of Job Satisfaction

Industrial Organizations seeks to be an effective and distinct, and this depends on the level of its employees satisfaction, because it has an important and effective influence on the employees performance, and it's the primary objective of those organizations (Malhotra & Mukherjee, 2008).

The modern behavioral school contributed in the development of the job satisfaction concept, where it looks at it as a response to multiple factors, including the feeling about the job, and the content and circumstances of factors, and believes that to understand the job satisfaction, it is necessary to study the job dimensions and standards, which includes employment, salary, promotion, and working conditions, supervision, and colleagues. Researchers have reported numerous definitions trying to clarify the meaning of job satisfaction, but there is no standard definition of the concept of job satisfaction due to the multiplicity of studies and research that dealt with this topic in different ways, each of them tries to develop the concept which is consistent with the requirements of his research or study, in addition to that the issue of satisfaction is often seen as a personal and a relative, because the thing that can be a satisfaction to someone who may be unhappy with someone

else, because of the different needs and motivations between them. so it will be the most important definitions contained in order to take this concept addressed.

The concept of job satisfaction multifaceted dimensions, and is influenced by factors some of which dates back to the work itself, while others regard to group work and the surrounding work environment, it is a mistake to believe that if an individual satisfaction increased for a specific aspect of his work, it means that not necessarily satisfied with the rest of the aspects of the job and its dimensions, where we might find someone satisfied with the relationship with colleagues and is not satisfied with the salary or work or other circumstances. Job satisfaction relative issue rather than absolute, since there is no maximum or minimum for it, and the feeling of satisfaction is the result of the interaction between the individual what he wants and what is actually happening in a certain position (Shawish, 2011).

Many studies have looked for the employees satisfaction as the satisfaction of the employees leads to effective participation in the quality and excellence of organizational performance, where there is an important relationship between the satisfaction of the employees and the effectiveness of their performance. (Piriyanthanalai & Muenjohn, 2012) and Wahyudi et al. (2013) noted that job satisfaction can be discussed as a generalization of the employee's position towards the work carried out which containing the different aspects and therefore the employee position toward his work reflects the work experiences which are pleasant and unsatisfactory experiences as well as future expectations.

Piriyanthanalai & Muenjohn (2012, p90) Refers that job satisfaction is an overall assessment of the employee about his work, which is influenced by the location of the employee at work, incentives and control mechanism and management system. Wang (2012, p176) defines job satisfaction as an employee's actions, responses, personal feelings and his physically and intellectually position with respect to the work environment, and the general situation in which the employee holds toward his duties of work.

Mansouri (2010) defines job satisfaction as the result of the sum of what the employee waits from his work, and what happened to him, and the result explains his job satisfaction'. while Abdul Ghani (2008) defines job satisfaction as accepting the employee for his work in all circumstances and conditions, and this satisfaction reflects his feeling towards what work they are doing and satisfaction is leading to more production and achievement coupled with normal tension (positive). The dissatisfaction leads to uneven tension (negative), and weak incentive for production.

Liham (2009) referred that job satisfaction is due to the negative and positive attitude of the employees towards their work, or some features of their work. The employees job satisfaction express emotional reactions of the individual to a particular job, and if the organization wants to increase its production and develop its performance, it should concern heavily on job satisfaction of their employees, because ignoring of satisfaction factors would lead to the neglect of a large part of the organization's objectives. (Piriyanthanalai & Muenjohn, 2012).

Kermani (2013) defines job satisfaction as an enjoyable and positive emotional state resulting from the evaluation done by the employee for his work and his practical experience'. Here we can strengthen the aspects that lead to job satisfaction for employees, and reduce the negatives that lead to reduce the level of job satisfaction of their employees, whether it's in terms of work environment or salary or the relationship between colleagues or the relationship with supervisor, and how empowering employees and delegating them with the necessary authorities, and in order to get the job done perfectly.

Methodology

In this section, we discuss measures, sample and data collection as well as the statistical tests used to answer the question which is:

What is the level of the employers satisfaction for the performance of their employees?

Sources of Data

Two types of data are involved in this study: Primary Data and Secondary data. The Primary Data concerns the data which is collected through the questionnaire, while the sources of secondary data are collected from various reviews such as journals, books and articles.

Measures

In this study, a survey based descriptive scanning model was used. After the related literature was examined, the theoretical framework was postulated and the questionnaire was drafted. As this questionnaire was being drafted, before this draft was administered, the opinions of specialists and teachers were taken about the content and the language of this questionnaire and necessary improvements were made. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. satisfaction of the employers for the performance of their employees consist of cognitive skill, quality of work, planning and organizing of work, and the work relationship, time, skills, and appreciation and respect.

Sample

A study population consisted of all employers of the Irbid industrial zone totaling (1650), a random sample was taken from the study population mounted (250) employers . The unit analysis for this study was the employers of the Irbid industrial zone. Therefore, researcher looked at the data which was gathered individually from the randomly selected employers through the survey being conducted. The questionnaires, with instructions of how to complete them, were distributed to respondents by an interviewer. Subjects were asked to assess their perceptions of various items of different constructs. Assessments were based on A Five-point Likert scale ranging from “strongly disagree (1) to “strongly agree (5) was used to measure the 59 items. In order to minimize possible response bias, instructions emphasized that the study focused only on their personal opinions. There were no right or wrong answers. After completion, the questionnaires were checked and collected by the interviewer. However, due to some invalid questionnaires which were removed from the population. The total questionnaires was 204 valid for analysis, Table (1) shows the characteristics of the sample.

Table (1)

Sample characteristics

Variable		Frequency	%
Gender	Male	204	100.0
	Female	-	-
Age	less than 25	15	7.4
	25- less than 35	42	20.6
	35- less than 45	54	26.5
	45 years and more	93	45.6
Educational level	Less than Diploma	171	83.8
	Diploma	22	10.8
	Bachelor	11	5.4

The employers were all male. The largest group of respondents (45.6 percent) were aged 45 years and more. The next largest group (26.5 percent) were aged 35- less than 45. Smaller groups of respondents were aged less than 25 (7.4 percent). With regard to educational level, respondents with Less than Diploma were the largest group of respondents make (83.8 percent) , respondents with Diploma degrees make (10.8 percent). Finally, holders of Bachelor degrees make (5.4 percent) of the employers. The sample characteristics of the respondents represented in Table (1).

Reliability and validity of the survey instrument

The survey instrument with 27 items with seven dimensions : Cognitive skill (CS1-CS4), Quality of work (QW5-QW8), Planning and Organizing of work (POW9-POW11), Work Relationship (WR12-WR15), Time (TI16-TI18), Skills (SK19-SK23), and Appreciation and Respect (AR24-AR27).The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

Table (2)

Factor analysis of employers satisfaction for the performance of their employees

Construct and item	Loadings	Communalities	Reliability
Cognitive skill (CS)			0.86
CS1	.680	.712	
CS2	.656	.698	
CS3	.622	.672	
CS4	.549	.613	
Quality of work (QW)			0.91
QW5	.711	.746	
QW6	.756	.794	
QW7	.615	.672	
QW8	.574	.614	
Planning and Organizing of work (POW)			0.83
POW9	.703	.749	
POW10	.667	.716	
POW11	.569	.627	
Work Relationship (WR)			0.84
WR12	.714	.782	
WR13	.604	.681	
WR14	.608	.658	
WR15	.540	.608	
Time (TI)			0.90
TI16	.663	.716	
TI17	.602	.728	
TI18	.582	.633	
Skills (SK)			0.83
SK19	.697	.709	
SK20	.719	.775	
SK21	.624	.679	
SK22	.557	.631	
SK23	.557	.641	
Appreciation and Respect (AR)			0.88
AR24	.668	.722	
AR25	.645	.698	
AR26	.504	.627	
AR27	.587	.597	

Factor analysis and reliability analysis were used in order to determine the data reliability for the employers satisfaction for the performance of their employees. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (2). All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study

contracts are shown in table (2). Thus it can be concluded that the measures used in this study are valid and reliable. On the basis of Cattell (1966) and Hair et al. (1998) criterion, factors with eigenvalues greater than 1.0 and factor loadings that are equal to or greater than 0.50 were retained. 59 items, loading under seven factors for measuring employers satisfaction for the performance of their employees

Psychometric properties and dimensions of the revised employers satisfaction for the performance of their employees

Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table 3) are generally considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 52 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself, and the Bartlett tests of sphericity was significant at $p < 0.01$, thus, indicating that the sample was suitable for factor analytic procedures (see Table 3).

Table 3

Kaiser-Meyer-Olkin and the Bartlett's Test of Sphericity

Variables	Kaiser-Meyer-Olkin Values	Bartlett's Test of Sphericity	
		Approx. Chi-Square	Sig.
Cognitive skill	.745	364.258	.000
Quality of work	.697	318.927	.000
Planning and Organizing of work	.859	297.125	.000
Work Relationship	.972	456.397	.000
Time	.768	519.243	.000
Skills	.699	349.627	.000
Appreciation and Respect	.746	402.381	.000

Correlation Analysis

The correlation matrix was calculated to identify bivariate links among the variables of the study. The results of these correlations can be viewed in Table (4).

Table 4

Summary of correlations

Variables	CK	QW	POW	WR	TI	SK	AR
CK	1	**0.474	**0.518	**0.464	**0.338	**0.567	**0.410
QW		1	**0.504	**0.374	**0.645	**0.450	**0.330
POW			1	**0.547	**0.410	**0.535	**0.375
WR				1	**0.336	**0.536	**0.456
TI					1	**0.463	**0.319
SK						1	**0.548
AR							1

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

The correlation matrix illustrated in Table (4) highlighted that the correlation coefficients were ranging from (0.319) to (0.645). According to the table, dimensions of employers satisfaction for the performance of their employees (cognitive skill, quality of work, planning and organizing of work, and the work relationship, time, skills, and appreciation and respect) were positively correlated. The highest value of correlation coefficient between independent variables was (0.645), which indicated that the model of the study is free of multicollinearity (Hair et al., 1998).

Descriptive Statistics Analysis

Table (5) indicates that employers evaluate their level of satisfaction for the performance of their employees of the Irbid industrial zone with regard to Appreciation and Respect (with the highest mean scores, i.e. $M = 3.60$, $SD = .89$), followed by Cognitive skill ($M = 3.57$, $SD = .82$), Work Relationship ($M = 3.48$, $SD = .84$), Skills ($M = 3.43$, $SD = .77$), Planning and Organizing of work ($M = 3.40$, $SD = .89$), Quality of work ($M = 2.85$, $SD = 1.08$), and Time (with the lowest mean scores $M = 2.75$, $SD = 1.16$).

Table 5

Descriptive analysis of the employers satisfaction for the performance of their employees

Dimension	Mean	Standard deviation
Cognitive skill	3.57	0.82
Quality of work	2.85	1.08
Planning and Organizing of work	3.40	0.89
Work Relationship	3.48	0.84
Time	2.75	1.16
Skills	3.43	0.77
Appreciation and Respect	3.60	0.89

Data Analysis

Data were analyzed by Statistical Package for the Social Sciences SPSS programme, their standard deviations and means were computed and the techniques of T-test (for the variables of cognitive skill, quality of work, planning and organizing of work, the work relationship, time, skills, and appreciation and respect). In general, these analyses have been made on seven dimensions. To answer the main question (*What is the level of the employers satisfaction for the performance of their employees?*), the application of the test 'T' (One- Sample T. Test)

to detect the level of satisfaction of employers about the performance of their employees in the industrial city of Irbid, and Table (6) shows that.

Table 6

'T' test results (One- Sample T. Test) to detect the level of employers satisfaction of the performance of their employees

Employers satisfaction for the performance of their employees	Mean	Standard Deviation	Freedom degree	T value	Significance
	3.32	0.67	203	6.877	0.000

The table shows (6) that the value of (T) is positive and stood at (6.877) and statistically significant and (0.00), where general mean value compared to the standard value of the Likert- 5 Scale, namely, (3), and the results showed medium degree and statistical level of employers satisfaction for performance workers at the significance level (0.05).

Q11: What the level of employers satisfaction of the cognitive skill of the workers in the industrial city of Irbid?

The application of the test 'T' (One- Sample T. Test) to detect the level of satisfaction of employers about the cognitive skill of their employees in the industrial city of Irbid, and Table (7) shows that.

Table 7

'T' test results (One- Sample T. Test) to detect the level of employers satisfaction of cognitive skill of their workers

cognitive skill	Mean	Standard Deviation	Freedom degree	T value	Significance
	3.57	0.82	203	9.978	0.000

The table shows (7) that the value of (T) is positive and stood at (9.978) and statistically significant and (0.00), where general mean value compared to the standard value of the Likert- 5 Scale, namely, (3), and the results showed medium degree and statistical significance at the level (0.05) of employers satisfaction for cognitive skill in the industrial city of Irbid.

Q12: What the level of employers satisfaction of the quality of work of the workers in the industrial city of Irbid?

The application of the test 'T' (One- Sample T. Test) to detect the level of satisfaction of employers about the quality of work of their employees in the industrial city of Irbid, and Table (8) shows that.

Table 8

'T' test results (One- Sample T. Test) to detect the level of employers satisfaction of quality of work of their workers

quality of work	Mean	Standard Deviation	Freedom degree	T value	Significance
	2.85	1.08	203	-1.930	0.055

The table shows (8) that the value of (T) is negative and stood at (-1.930) and statistically insignificant and (0.055), where general mean value compared to the standard value of the Likert- 5 Scale, namely, (3), and the results showed medium degree and statistical insignificance at the level (0.05) of employers satisfaction for quality of work in the industrial city of Irbid.

Q13: What the level of employers satisfaction of the planning and organizing of work of the workers in the industrial city of Irbid?

The application of the test 'T' (One- Sample T. Test) to detect the level of satisfaction of employers about the planning and organizing of work of their employees in the industrial city of Irbid, and Table (9) shows that.

Table 9

'T' test results (One- Sample T. Test) to detect the level of employers satisfaction of planning and organizing of work among workers

planning and organizing of work	Mean	Standard Deviation	Freedom degree	T value	Significance
	3.40	0.89	203	6.399	0.000

The table shows (9) that the value of (T) is positive and stood at (6.399) and statistically significant and (0.00), where general mean value compared to the standard value of the Likert- 5 Scale, namely, (3), and the results showed medium degree and statistical significance at the level (0.05) of employers satisfaction for planning and organizing of work in the industrial city of Irbid.

Q14: What the level of employers satisfaction of the work relationship of the workers in the industrial city of Irbid?

The application of the test 'T' (One- Sample T. Test) to detect the level of satisfaction of employers about the work relationship of their employees in the industrial city of Irbid, and Table (10) shows that.

Table 10

'T' test results (One- Sample T. Test) to detect the level of employers satisfaction of the work relationship among workers

The work relationship	Mean	Standard Deviation	Freedom degree	T value	Significance
	3.48	0.84	203	8.105	0.000

The table shows (10) that the value of (T) is positive and stood at (8.105) and statistically significant and (0.00), where general mean value compared to the standard value of the Likert- 5 Scale, namely, (3), and the results showed medium degree and statistical significance

at the level (0.05) of employers satisfaction for the work relationship in the industrial city of Irbid.

Q15: What the level of employers satisfaction of the Time of the workers in the industrial city of Irbid?

The application of the test 'T' (One- Sample T. Test) to detect the level of satisfaction of employers about the Time of their employees in the industrial city of Irbid, and Table (11) shows that.

Table 11

'T' test results (One- Sample T. Test) to detect the level of employers satisfaction of the time spent by workers

Time	Mean	Standard Deviation	Freedom degree	T value	Significance
	2.75	1.16	203	3.111-	0.002

The table shows (11) that the value of (T) is negative and stood at (3.111-) and statistically significant and (0.002), where general mean value compared to the standard value of the Likert- 5 Scale, namely, (3), and the results showed medium degree and statistical significance at the level (0.05) of employers satisfaction for Time spent by workers in the industrial city of Irbid.

Q16: What the level of employers satisfaction of the Skills of the workers in the industrial city of Irbid?

The application of the test 'T' (One- Sample T. Test) to detect the level of satisfaction of employers about the Skills of their employees in the industrial city of Irbid, and Table (12) shows that.

Table 12

'T' test results (One- Sample T. Test) to detect the level of employers satisfaction of Skills of their workers

Skills	Mean	Standard Deviation	Freedom degree	T value	Significance
	3.43	0.77	203	8.044	0.000

The table shows (12) that the value of (T) is positive and stood at (8.044) and statistically significant and (0.00), where general mean value compared to the standard value of the Likert- 5 Scale, namely, (3), and the results showed medium degree and statistical significance level at the (0.05)of employers satisfaction for workers Skills in the industrial city of Irbid.

Q17: What the level of employers satisfaction of the Appreciation and respect of the workers in the industrial city of Irbid?

The application of the test 'T' (One- Sample T. Test) to detect the level of satisfaction of employers about the Appreciation and respect of their employees in the industrial city of Irbid, and Table (13) shows that.

Table 13

'T' test results (One- Sample T. Test) to detect the level of employers satisfaction of appreciation and respect among workers

Appreciation and respect	Mean	Standard Deviation	Freedom degree	T value	Significance
	3.60	0.89	203	9.642	0.000

The table shows (13) that the value of (T) is positive and stood at (9.642) and statistically significant and (0.00), where general mean value compared to the standard value of the Likert- 5 Scale, namely, (3), and the results showed medium degree and statistical significance at the level (0.05) of employers satisfaction for Appreciation and respect of workers in the industrial city of Irbid..

Results Discussion

The results showed a moderate degree of satisfaction of the employers for the performance of their employees represented by the (cognitive skill, quality of work, planning and organizing of work, and the work relationship, time, skills, and appreciation and respect), and most notably to the dimension of appreciation and respect, largely due to the presence of respect and appreciation for the employers. Meanwhile, gentle treatment with customers on the other hand, and having work ethic urging them to appreciate and respect their superiors, and it must be pointed out that these ethics usually stems from the characteristics of the management of the employers, and cooperation with employees and understanding their problems. Then came the dimension (skills), due to the expertise came from using machines and possession of the adequate powers limits to their job to make the right decisions at the right time, with the lowest averages were on the dimension of (time), and (quality of work), the reason for this may be due to the work entrusted to the workers take longer than the time available, or may be due to a lack of personnel management, or lack of enough efforts paid by workers to do their work, or not feeling sufficient justice which will reflect negatively on their achievement. or the wage is not commensurate with the nature of the work or tasks assigned which may be above their abilities, and another point of view we can say that the lack of harmony among the workers in Irbid Industrial City and his work leads to lower quality of work, especially the powers and authorities granted to the workers, all of which lead to a lower level enthusiasm and motivation among workers in the industrial city of Irbid. Regarding the area (the planning and organizing of work) is attributable why obtaining this area medium degree to the style of choosing the right leaders at work, and this plays a major role and effective in planning, implementation and supervision of the functional roles, with regard to the dimension of (working relationship) is attributable why obtaining a medium degree to the existence of some kind of trust among workers, which works to create a positive relationship with each other.

- The results showed a medium level of employers satisfaction of for cognitive skill skills of workers of the industrial city of Irbid. The reason for this is that competences is increasing its importance with increasing of what employees are acquiring from the experiences of their work, and thus increase the cognitive skills, and Employers must invest those experiences ideally, the paragraph that states that 'workers have the knowledge of the requirements of the tasks entrusted to perform them has got the highest average, this is an evidence that senior management follow the division of labor and identification method, which makes the individual specialized, and experts, and this

consequently expands their knowledge and prospects and contribute to facilitating the tasks and do it efficiently and effectively, and raise the level of bear responsibility entrusted to them, and the paragraph which states 'the employees know-how to perform their procedures' the reason that got high average may due to clarity of procedures and rules of work, and is not relying on the background of the worker and diligence, and this leaves no room for confusion of the worker for his work, so do not allow the existence of a failure to perform his works.

- The results showed a median level and statistically insignificant. For the employers satisfaction about the quality of work among workers in the industrial city of Irbid. Perhaps the reason for this is the exposure of worker to many pressures that make him frustrated, and unwillingness to fulfill his duties to the fullest, it must be noted that the lack of a sense of job security, and his feeling that the employer may get him out of the work , making him lose loyalty to the place where he works, and this what will reflect negatively on the quality of work, the paragraph which states 'staff has the ability to perform tasks assigned to them accurately' has got the highest average and this demonstrates the inability of workers from being able to work and mastery perhaps to its difficulty or frequent pressure that worker faces which will reflect negatively on quality of work. As for the paragraph which states 'workers followed correct the error in time' has got high average due to sequential control in all the action steps in the event of the presence of any error may be avoided in a timely manner.
- The results showed a medium level of employer satisfaction for the planning and organizing of work among workers in Irbid Industrial City, and the reason for this is that employers are characterized by constant thinking about the desired objectives, which leads to accomplish work they trying to achieve ,and develop appropriate plan for these goals, It must be pointed the high level of control in the industrial city and friction the employers closely with workers, continuous control of the plans and modified them in a timely manner and in line with the future conditions creates a positive role for the organizing and planning at the facility, The paragraph which states ' workers have the ability to perform the tasks entrusted to them without having to recall ' has got the highest average . This is because the sense of workers of permanent monitoring, and their commitment and discipline with the tasks entrusted to them, every worker knows well what he must do, thus raising the level of satisfaction among employers. As for the paragraph which states 'workers have the ability to solve problems and obstacles they face in their work' The reason to get that paragraph high degree due to having workers some kind of powers that enable them to solve the problems facing them in a timely manner, and must draw attention to the accumulated experience by the workers, helping them to create appropriate solutions to the problems they face at work, helping to satisfy employers.
- The results showed a medium level of employers satisfaction for the work relationship among the workers in the industrial city of Irbid level. The reason for this is trust among workers, or to the harmony of the cognitive and cultural perceptions, which creates a kind of relationship between workers, The paragraph which states 'workers have the ability to build good relations among workers “has got high average as the good relations between workers contribute to raising work performance, and achieve the goals of the organization, which creates a sense of satisfaction among employers, then the paragraph which states' workers have the ability to build good relations with supervisors, co-workers came in the second rank . This is due to the positive interaction between

employees and their commitment to business ethics, and their knowledge of the need to build good relations with supervisors and co-workers, and especially as they spend long periods at work, they must create a good atmosphere, far from hatred and hatred among themselves, and the paragraph which states 'workers own the ability to coordinate among themselves, 'Without good relations between workers, coordination among workers become difficult, and is worth mentioning that the organizational structure facilitates the channels of communication between workers, which reflected positively on the ease of coordination among workers, leading to the creation of the kind of employers satisfaction toward workers, and agreed this result with the result of Allaabh study (2013), which referred to the need to support and promote positive working relationships between staff (official and unofficial), and directed in a manner consistent with business objectives, and establishing a culture of teamwork as an incentive moral to reach the levels of the planned performance, also agreed with the result of bin Mubarak, et al (2012), which found that the relationship with the colleagues is one of the determinants of job satisfaction among e-conductors and institution workers.

- The results revealed a medium average of employers satisfaction about the time spent by the workers in the industrial city of Irbid. Perhaps the reason for this result is due to long hours to complete the tasks required by the workers, or provide a high capacity to complete the work on time, or is due to the lack of incentives and rewards to motivate workers to complete the work on time, and the most prominent mean of the paragraphs , the paragraph which states 'workers have the ability to maintain time and exploited optimally' and the paragraph which states that 'the work is done on time' such a feature usually due to the need of employers and their obligation to deliver work on time in advance.
- The results revealed a medium level of employers satisfaction for workers in the industrial city of Irbid skills level. The reason for getting that result is that the industry the city is concerned with providing necessary skills for employees to perform their work and through their training on the professions and business in various facilities, as well as make them aware of the provisions related to their job and interest in training workers on modern methods in various industries, which leads to the provision of necessary skill for workers, the paragraphs which states that 'workers have the ability to interpret defects and bugs' this efficiency results from the expertise, experience and knowledge of the interaction with the machines and give knowledge with the appropriate guidelines for the use of these mechanisms, resulting in raising the efficiency of workers and increasing the level of employers satisfaction, As for the paragraph which states 'workers have the ability to provide logical suggestions regarding bugs in the vehicle' all of this results from the experience of working with the instruments and experiments that he met through his work.
- The results revealed a medium average of employers satisfaction regarding appreciation and respect among workers in the industrial city of Irbid level. Perhaps the reason for this is due to good industrial city management, and distancing itself from the tyranny of opinion and intolerance, and to give powers to the workers within the limits of their job, which creates a kind of appreciation and respect among senior worker for their management, and employers. the paragraphs which states the behavior of workers 'characterized with the values and respect for the employers' has got the highest mean, this shows the commitment of workers in the industrial city of business ethics, which urges them to respect the employers, and the paragraph which states working relations

characterized with cooperation and respect' may be that the atmosphere in the industrial city characterized by the good relations which the success of the index, the respect and mutual trust between employees due to their understanding and assimilation of the circumstances in which they live, and the acquiescence of the job problems so as not to affect their relationships, which creates satisfaction for employers regarding appreciation and respect among workers in the industrial city.

Recommendations

Based on the study results, the researchers recommend:

- 1- encourage continued efforts and the development of performance to reach the best level, by placing functional tasks, and clear in the work and intensify appropriate training courses for all roles , and to assign individuals with tasks commensurate with the nature of their work.
- 2- Work on a new system of incentives, and increasing interest in incentives and encourage employees to competition and innovation in the work, and appreciate the efforts of staff, and to provide financial and moral rewards for outstanding employees.
- 3- try to determine the roles accurately to all staff to provide a timely manner to accomplish the entrusted work on them.
- 4- work to raise the level of incentives for workers in Irbid Industrial city to increase the quality of their work level.
- 5- giving adequate authority for each worker to face any conditions or problems at work, in order to allow him to take the appropriate decision at the appropriate time.
- 6- organize training sessions to raise the efficiency of workers in dealing with machines to meet any malfunction during their work.
- 7- Conduct field studies on the training needs for workers in the industrial city of Irbid, and other studies on the difficulties they face in their work.

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