REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

Department of Business Administration

RELATIONSHIP BETWEEN ORGANIZATIONAL TRUST AND JOB SATISFACTION: A CASE STUDY OF IRAQ

(2003-2020)

Master Thesis

Mazin Imad Abdulwahab ALBARAHEEM

Supervisor

Asst. Prof. Dr. Özge TURHAN

Istanbul – 2022

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DECLARATION

I hereby declare that in the preparation of this thesis / project, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis /project has not been submitted to this university or any other university as another thesis/project.

Mazin Imad Abdulwahab ALBARAHEEM

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The thesis study of (HUMAN RESOURCE MANAGEMENT) titled as (Managing human resources and how to optimize them in light of the natural disasters of the corona pandemic. (A CASE STUDY OF IRAQ) has been accepted as MASTER THESIS in the department of BUSINESS ADMINISTRATION by out jury.

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ÖZET

Örgütsel güven ve iş tatmini arasındaki ilişkinin incelenmesi, bir kuruluş veya şirketteki tüm departman sistemlerini oluşturan tüm ülkelerde önemli bir araştırmadır. Devlet, idari ve sosyal kuruluşlardaki yönetici ve görevlilerin mesleki yaşamlarında da iş tatmini, çalışanların ekip çalışmasında takdir görmesi ve aralarındaki güven, grup hazırlayıcı davranış ve örgütsel güven ve iş tatmini açısından önemli bir rol oynamaktadır. Bu çalışmada, işletme şefleri, direktörler ve CEO'lar bu araştırmaya dahil edilmiştir. Örgütsel güven ile iş tatmini arasındaki ilişki, başta geleneksel Irak kurumları olmak üzere tüm entelektüel ve pratik alanlarda ve disiplinlerde insan gücünün tahmin edilmesi gibi sosyolojinin alt konularının çözülebilir paragraflarında incelenmektedir. Telekomünikasyon, devlet bakanlıkları, e-devlet ve özel şirketler de araştırmaya dahil edilmiştir.

Anket 205 çalışana uygulanmıştır. Bu anketlerin herbiri geçerlidir. Öncelikle geçerlilik ve güvenirlik analizleri gerçekleştirilmiştir. Boyutlar ve alt boyutlar bazında analizler gerçekleştirilmiştir. Sonuç tatmin edici ve anlamlı olup, faktör iki bölüm için de analiz edilmiştir. Toplam varyans için 12 sorudan 2'sinin, 20 sorudan 4'ünün ve her iki bölüm için de iş tatmini ya da sözde özdeğerin çıkarıldığı örgütsel güven bölümü ile ilgili sorulardan toplam varyansın açıklama gücünün kabul edilir olduğu saptanmıştır. İş tatminini ve örgütsel güven için veya aralarındaki genel güven ve benzerliği belirlemek için %40 ve üzeri değerler kabul edilmiştir. İki değişken arasındaki ilişkinin tespiti için korelasyon analizi uygulanmıştır. Analiz sonuçlarına göre iki değişken arasında anlamlı ilişki olduğu saptanmıştır.

Örgütsel güven ve iş tatmini günümüz toplumunda iki önemli faktördür. Bu nedenle, gerek devlet gerekse özel sektörde çok sayıda çalışanı olan şirketlerde izlenen araştırmalara örneklemden yeni sonuçlar çıkarmak ve yeni örnekler eklemek için çalışma örneklemi üzerlerinde yürütülmüştür. En fazla toplam üretim sayısını geçmek ve aynı zamanda en fazla sayıda hatayı iyileştirmek ve başarılı olmak için şirkette istenen karı elde etmek için şirketi dürüstlük ve yüksek koordinasyonla esnek kararlar içinde yönetebilen gerçek işgörenlerden başarının geçtiği anlaşılmaktadır.

Anahtar kelimeler: insan kaynakları , kurumsal güven , iş tatmini , çalışan performansı

SUMMARY

Study of the relation between of organizational confidence and also work satisfaction is an important research in all countries that make up all departmental systems in an organization or company. Job satisfaction also has a massive effect on the professional life of managers and officials in government, administrative and social organizations in terms of employee appreciation in teamwork and trust among them, group preparatory behavior, and organizational trust. and job satisfaction. Prior to this position, business chiefs, directors, and CEOs shorten this research and previous studies. Several studies have been undertaken on this topic and the connection between organizational confidence while also work satisfaction, in solvable paragraphs of sub-topics in sociology such as estimating manpower in all intellectual and practical fields and disciplines, especially in traditional Iraqi institutions. Including telecommunications, government ministries, e-government and private companies.

A validated questionnaire was conducted on 205 responding employees. The analyzes were as follows of reliability and reliability, sub-dimensions and their branching ratio from each section, and the result was satisfactory and meaningful, and the factor was also analyzed for the two sections. He explained the total variance from the questions about the organizational confidence section, where 2 out of 12 questions were extracted for total variance, 4 out of 20 questions, and job satisfaction, or the so-called eigenvalue, for both sections were extracted. The round components matrix is also for each section and choose 40% and above to determine the questions sub-dimension of the round components, skewness and kurtosis for each of the factors, job satisfaction, or general confidence and similarity between them. And also correlation analysis was examined. The analysis showed that a positive correlation. The Organizational confidence and job satisfaction are two important factors in the present society. Therefore, the study sample was conducted on them to extract new numbers from the sample and add new samples to the research that is followed in companies that contain a large number of employees, whether governmental or private, and the speed of new production on this research. Hand to pass the largest number of total production as well as improve the largest number of errors and reduce

them to be successful at the hands of real men who can run the company with integrity and high coordination within flexible decisions to achieve the desired profits in the light.

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ABBREVIATIONS

IRQ	:	Iraq
IBM	:	International Business Machine
SPSS	:	Statistical Package for the Social Sciences
IGU	:	Istanbul Gelisim University
APA	:	American Psychological Association
FWA	:	fixable work arrangement

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PREFACE

Praise be to God, and it is enough, and prayers be upon the beloved, the chosen one, his family, and those who are faithful. As for what follows:

Praise be to God, who has enabled us to appreciate this step in our academic journey with our memorandum, this fruit of effort and success, by His grace.

To all the generous family that supported me and still, from brothers and sisters to the companions of the journey who shared me for this moments, may god bless them and grant them success: Saad, Muhammad, to the Department of Business Administration and all the class of 2022 AD

Istanbul gelisim university, turkey

To everyone who had an impact on my life, and to everyone I love my heart and the breeze of my pen.

INTRODUCTION

The aim of the study in this research is about organizational trust and job satisfaction and the difference between them for the effect of the background study over the centuries, employee performance in industry, manufacturing, establishment and case study in Asiacell Iraq. Asiacell has two thousand seven hundred employees in 18 governorates, and thus moves in different departments, and in this case one derives organizational confidence and job satisfaction, and based on these foundations resulting in coordinating job performance in the global community in various public and private companies, and within the laws and decisions concerning institutions if they were traditional or within the global system programs, with regard to the achievements and positions through which it is possible to establish high skill within the required specialization related to the employee under hard work pressures.

Developing human resources within the framework of organizational confidence and job satisfaction, and implanting them in the employee while working in the institution or organization that is not far apart in light of the circumstances and decisions through which the employee can adapt to it and move towards it.

CHAPTER ONE

RELATIONSHIP BETWEEN ORGANIZATIONAL TRUST AND JOB SATISFACTION

Introduction

Sociologists consider accept to be an important component of the complicated organizational structure., and they consider it as essential of cooperation between organizations. Trust in companies is beneficial for fostering a culture wherein collective goals are prioritized, expanding cooperation within organizations. Trust lowers that cost of exchange, influences encounters between Consumers, as well as collaborative behavior, (Ranca, 2013)). Researchers (Chathoth, 2011) feel that organizational trust is a key aspect in fostering cooperation in the workplace, which leads to more progressive behaviors and results. One of the most essential aspects that contribute to a user's effectiveness and pleasure is employee satisfaction, as well as economic success Work engagement is a multifaceted notion that includes psychological, physical, and social aspects. Only one thing makes a difference (Lee, 2013). not contribute to work satisfaction Instead, a variety of things contribute to a functioning group's entertainment at any given time ((Khosravi, 2009)). Citizens' ideas regarding the opposite group's future actions are referred to as confidence. There are three primary streams of trust literature: first, inter-organizational trust; that is, trust between employees and supervisors or managers, or between colleagues inside the company. Second, there is operational goodwill, which is a phenomenon, and third, there is organizational trust, , respect between their establishments and their clients, which is a marketing idea (Shirazi, 2011).

The employee's access to solving problems related to guest trust could be renewed through his presence in his workplace at the level of the executive level of the company and the content of the company in reducing pressure so that the employee can make new plans. Innovation and creativity in developing the program present in the organization can also be explained. There are also influencing factors that can be explained it is as follows:

1- Allow room for new employees to come up with new ideas and take an interest in the mentioned job

2 - Training the employees for a period of not less than a month, starting from job trust, etc.

3- Giving the employee the moral motive in light of the climate or pressures present at work.

4- Appointing individuals who are qualified to trust during work, help colleagues, principles and attention.

The researcher believes that this definition of trust came to clarify the degree to which trust is based on principles Ethical, as this view of trust in organizational theory is nothing but a prediction for similar behavior in Under an ethical vision that separates between what is good or bad for the benefit of the individual and the group or the organization in order to secure the common and mutual interests of all parties.

Organizational trust is the most important element that determines the success or failure of organizations (Freund, 2014). The more employees trust their leaders, the more the organization will be able to deal with the pressures it faces inside and outside the organization. This belief in the importance of trust called both (Nanus, 1985).

To say that mutual trust is the emotional link that achieves integration and unification among the members of the organization, and that it is not limited to the mere mutual trust between workers and each other - leaders and subordinates - but also to trust in the basic values of the organization and a common vision and trust in the system itself.

Trust in management creates the necessary basis for achieving productivity and creating an organizational environment that encourages the formation of a culture conducive to cooperation and teamwork. On the other hand, employees listen to and accept the guidance of leaders they trust and accept (Kouzes, 2007).

Rosevelt defined confidence as a set of expectations shared by two parties it is seen, upon agreement, as a spiritual contract (Contract Psychological) it is written between them while adhering to it in behavioral and relational terms. This agreement generates confidence in the psychological contract Mutual rule between the two parties. This psychological contract also governs the daily transactions between The two parties, although not written and not legally binding, are but the basis and the only criterion In evaluating the

quality and nature of the relationship between them, the mutual trust contract will break if the two parties do not respect this The contract then becomes tense and worsens their relationship between, (Confidence is a kind of expectancy raises foreboding a partnership is It will act hypothetically. (Luhmann, 1979)

As for (Gambetta, 2000), he defined trust as (a special level) The objective probability according to which the confident guesses is the other trusted or a collection of trusted They should both execute a special activity prior they may observe that including in the in which it occurs is It has an influence on his actions (Gambetta, 2000).

1.1. The research scopes

The scope of the research is on the foundation issue of improving the relationship between the employee and the company through the organizational trust of the company and decision-making, as well as the belief of the individual, the leader and his workers in the goals, decisions and policies. Organizational success in the organization, which reflects the satisfaction and commitment of everyone to the organization.

The concept of organizational trust reflects five facts, namely:

Charity: It is a party's feeling of the security of the other side, improving it with good and providing it with sympathy.

Reliability: The extent to which a person is dependent on another person or group.

Merit: possessing skill, knowledge and experience.

Honesty: i.e. the personality, integrity, integrity and credibility of the trusted party.

Openness: that is, there is no blocking of details.

An investigation into examined the linkage around structural trust and some important issues such as (Cooperation, coordination within the organization) and reached a positive correlation between the prevailing trust and subordinates and the increase in the processes of cooperation and coordination within the organization, as the study proved that trust is a means of increasing Strategic flexibility leads to further adaptation (Blomqvist, 2004)**Literature Review**

4

The goal The purpose of this research is to investigate into relationships the interaction between work happiness and organizational achievement and see if there is an empirically proven link between the two, as well as the relationship's direction and intensity. An empirical A test was applied to a sample of 40 major of medium-sized Croatian businesses, with a total of 5806 employees polled. The findings of this topic reveal that there is a clear correlation between employee job satisfaction and organizational performance in both directions, but it is only of moderate strength.

A thorough investigation revealed that the link between work job satisfaction and work function is stronger than the link between quality of work life. It might be argued that job happiness influences organizational performance rather than the other way around.

1.3. The research problem

In light of the economic situations around the world, the intensification of the business and the transformation a diverse range of enterprises, from local to worldwide, the need for establishments to search, looking for innovative ways to boost their productivity is increasing, so the scope had changed to the human side of organizations, including their needs, aspirations, attitudes about their jobs, and level of satisfaction., and their emotional orientation towards their work This study aims to know the organization's impact trust on the role of work organizational factors.

As a result of the more competitive work environment, the worldwide economy is experiencing a socialist revolution. (Mayer, 1995). Competitive organizations were tied to bureaucratic systems that followed strict politics as during industrial revolution. (Shaw, 1997). This legal order bred social uncertainty, resulting in strained relationships between labor and management. Shaw (1997) believes that worker trust is a necessary component of organizational transformation since it raises the chance of successful reform.

The current research problem stems from the following aspects:

1- The literature indicated that organizational trust (OT) is a fundamental source of competitive advantage, and a crucial feature in the life and development of organizations in the long term, and this is considered a catalyst and an imperative to conduct applied research that clarifies the determinants and results of organizational trust (Lima, 2006).

2- Despite the abundance of applied research that dealt with the issue of organizational trust, some researchers such as (Decker) (2002) indicate that organizational trust is an area of study under study (Yang, 2005:).

3- There is an emphasis on the lack of research efforts towards studying the issue of organizational trust from the Trust Foci or Trust Referent (Dirks K. T., 2002), and the existence of a clear absence within the literature of organizational behavior about the role that the trust reference plays in influencing work outputs Individualism and organization (Shah, 1998).

4- Despite the presence of many foreign studies that explain the effect of removing organizational confidence on work outputs, there is little if not a lack of studies that clarify the relative importance of each dimension of the removal of organizational trust on the variables of work outputs (Dirks & Sharlicki, 2004: 27) Attitude and behavior.

On the basis of the foregoing, the most recent research came to test the link between organizational confidence and work outputs in a sample of workers in (texture) Factory, and the treatment of the sub-aspects of the research problem came through achieving the objectives of the current research later mentioned.

1.4. The research questions

The findings of this study have been posed:

RQ1. Are school dropouts satisfied with their jobs?

RQ2. Are university graduates satisfied with their jobs?

RQ3. Are College graduates more satisfied with their jobs than school graduates?

RQ4: What is the level of objectivity of the performance evaluation system with its various dimensions from the teachers' point of view in the surveyed directorates?

RQ5: What is the quality of prevailing organizational trustworthiness, and the level of availability of each of its fields, arranged according to relative importance from the teachers' point of view in the searched directorates?

1.5. The research hypothesis and Model

H1: There is a significant association between organizational trust and employees' job satisfaction.

H01: There are no correlation the relation across organizational trust and job satisfaction.

H02: Organizational trust and job involvement are NOT had normality distribution), and will accept the alternative hypothesis.

The model of the research:

Figure 1. research model
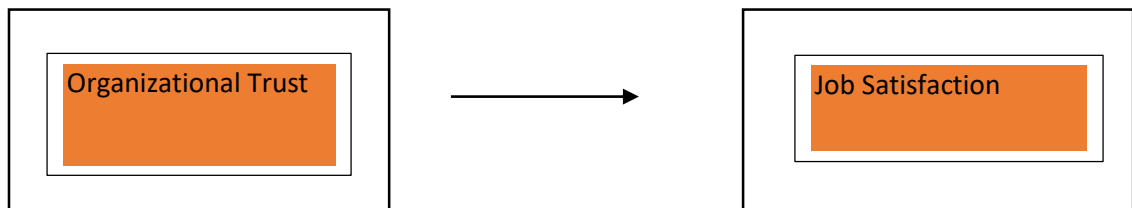
1.6. Reasons for choosing the subject

1- Identifying the level of organizational confidence in its three dimensions among employees of local units.

2- Identify the positive aspects of the environment and direction of the relation amongst distributive fairness along with organizational trust.

As according to findings of earlier inquiry - which were completed in different environments - then:

The current study includes a number of hypotheses that were developed and formulated with a view tested in order to meet the research's goals, and is based on a general assumption that "affects confidence affecting organizational justice and awareness of organizational justice and some demographic characteristics morally on organizational commitment.

1.7. Research objectives:

The following aims instructed the research:

1. To find out employee's job satisfaction.
2. To find out how the work environment affects job satisfaction. To find out the level of working Relation.
3. To learn more the employee interest in their job.
4. To find out the working condition.
5. To find out supervisor cooperation with their subordinates.

1.8. Research importance

The Influence of Job Satisfaction and Normative Commitment on Employee Retention:

Employee turnover in detention institutions can be disastrous. Excessive turnover is a waste of money when it comes to hiring and training. Furthermore, high turnover rates may have a direct impact on the institution's security along with their own safety personnel and others prisoners Thus, in this examination, imprisonment personnel Employees at a maximum-security private jail were questioned to determine the influence of work environment, personal attributes, external employment possibilities, job satisfaction, and organizational commitment on turnover intent.

The multivariate ordinary general linear equation results generally supported the proposed path model, indicating that age, job satisfaction, and organizational citizenship behavior have direct effects on turnover intent, whereas gender, career satisfaction, role conflict, role ambiguity, role overload, input into decision making, and organizational fairness have indirect effects on staff members' choices to change jobs.

1.9. Research concepts and definitions

The concept of organizational trust:

In recent decades, organizational confidence has received a distinct intellectual interest that has not been seen in decades This is what we see through studies regarding its nature, and determining its role in building life Contemporary and future, and the beginnings of interest in it go back to the beginning of the empirical study of trust in the late fifties of the last century with attention directed towards finding solutions to the escalation of the Cold War and the increase in the cost of the arms race resulting from those tensions, as Morton Deutsh in 1958 studied trust through the use of games It has a mixture of motives in laboratory experiments in which people who are strangers participated in each other, as he defined trust in behavioral terms and inferred trust through cooperation between players by calculating the benefits and losses resulting from that cooperation (Tschannen-Moran, 1998).

Administrative policies:

This dimension includes a set of variables which are working under clear administrative systems, availability of appropriate training opportunities, progression to the career ladder based on objective considerations, participation in decision-making, obtaining promotions with complete justice, performing work in complete safety, feeling of stability Career at work and performance measurement according to objective criteria.

Innovation and self-realization:

This dimension includes a set of variables, which are delegating authority to subordinates, expressing positive opinions and proposals with complete freedom, knowledge and high

managerial culture of superiors, subordinate's feeling of its importance in organizing, expressing negative opinions with complete safety, the president's confidence in the abilities of subordinates to accomplish, the constant encouragement of superiors For subordinates to develop their personal capabilities, praise of superiors for the efforts of subordinates at work and create a work environment that helps innovate and innovate in it.

Prevailing values:

This dimension includes the variables related to the sincere cooperation of others with the subordinate, mutual respect between management and workers, application of the system to everyone without exception, the prevalence of good relations between workers in the organization and the existence of respect for the value of time among the employees of the organization.

Information available in the organization:

This dimension includes the variables related to the adequacy and accuracy of the information available in the organization.

1.10. Research methodology and approaches

The structure process of performing The methodology of research is known as research methodology. There are multiple diverse procedures employed in various types of research, and the term is normally considered to include study design, data gathering, and market research. There are two sorts of research methodologies. Is it advisable to take scientific or monitoring and prediction, although only qualitative research can be discussed?

Since this investigation is entirely dependent on quantitative analysis, the research approach for this study is quantitative.

1.11. Research data collection methods

In order to accomplish the study's goal, the data of the study and achieve research objectives to support experiments.

Types of data:

1- Primary Data:

The writer gathered source of data derived from primary references firsthand by means of universal discussions, e - mail, and a messaging app conversation.
The major data collection instrument was an along with poll because it was the only approach utilizing a high collision frequency.

2- Secondary Data:

The writer has used secondary information, previously gathered information from primary sources and made it easily available for scholars to utilize in their own study. It's a sort of information that has previously been gathered. Here's where the data for the study came from:
(Gmail, Facebook, LinkedIn, Google)

1.12. Research time and spatial period

The information for this study was gathered from a variety of sources in the period from 15/4/2021 to 25/7/2021 as well as the study's geographical borders in Iraq, which is the Asiacell company, which is located in Baghdad, the capital.
There are also three other telecommunications companies in the various governorates of Iraq, but this company is the first in Iraq and its priority is to collect data for the study.

1.13. Research plan:

Chapter one: (Preliminary research)
Chapter two: (literature review)
Chapter three: (Research methodology)

Chapter four: (Analysis, results and discussion)

Chapter five: (Conclusion and recommendation)

CHAPTER TWO

LITERATURE REVIEW

Introduction

The study of the relation between organizational confidence and job satisfaction and its influence on human resources aims to develop organizational confidence in individual management.

The notion of organizational confidence has also received many people's attention scientific circles, as in psychology public administration, organizational communication, and education are all terms that can be used to describe an organization and others, notably in the behavioral literature. Regulatory (Dirks K. T., 2004) , and management scholars have benefited from studies. The results of which are reflected in research published in many scientific the trust journal (Yang J. , 2005)

Locke defined that: the sum of what a person sees of the relationship between the things he wants, he achieved it from the reality of my job that he occupies, and what he thinks he will get from this the job really is ((Berrajeh, 2015)

2.1. The emergence and development of the concept of organizational trust

Despite the fact that the birth and expansion of the issue of trust may be traced back to ancient times. It is linked to the creation and evolution of societies across decades, It dates back to the earliest types of human relationships, However, scientific interest in organizational trust dates back to the early 1950s as a prominent issue in psychology, Erikson asserted that individuals differ in their proclivity to trust others, and that these proclivity emerges in early infancy, their personalities, as well as their personal experiences, While its concepts first appeared in sociology in the early 1960s as (1963, Goffman) described in his social interaction research the importance of trust in the maintenance of social processes, The notion and importance of trust within organizational contexts matured during the 1970s, when The growing interest in worker participation in the idea of industrial democracy as a necessary step toward improving job quality, and the earliest thoughts of the

concept of trust inside organizational contexts for the first time before (1979, Luhman) who, in turn, emphasized the importance of organizational relationships based on trust, This also help in administrative cooperation as well as team achievement Intuitive work goals (Straiter, 2005).

Types of Organizational Trust:
Previous studies and literature indicated that there are types of organizational trust

1- Contractual trust:

It is an agreement (verbal or written) between individuals or a group, to accomplish a certain work, and their expectation that it will be done.

It is already implemented by them, so trust here is focused on two things: the external behavior and the results achieved.

2- Exposed trust:

It is what individuals or a group expect that the feelings, opinions, and values shown to others do not lead harm to them, but rather lead to closer respect and appreciation among them.

3- Confidence at the individual level

Establishing trust in one-to-one relationships is essential, between the superior and his subordinate. Which resulted in rapid intellectual development, emotional stability, and increased creativity and innovation.

4- Confidence at the community level

It is what makes groups work more efficiently.

5- Emotion-based trust

It is mutual personal attention and care, as it consists of

Emotional bonds between individuals, and trust based on knowledge when the choice is due to relying on information and knowledge in order to keep pace with the development of society, and confront challenges, new requirements.

In sum, of the foregoing; If the company manager is informed of the types of organizational trust, he will have awareness, the full importance of improving relationships, exchanging information, opinions and creative ideas, is illustrated this is done in the following way:

Picture 1. Types of organizational trust *(banat, 2016)*

2.1.1. Dimensions of organizational trust

There are many studies and literature that dealt with the dimensions of organizational trust, but most of them focus on five dimensions that have been agreed upon by most researchers, including ((Al-Taher, 2011), (adams, 2006), (Yang, 2005)

The researcher relied on these same dimensions as they are more closely related to the study objectives and content.

The following is a brief explanation of each of these dimensions:

1- Confidence in creativity:

The relationship between creativity and self-realization on the one hand, and organizational confidence on the other, is clear through

The employee's insistence and desire to obtain a small percentage of the powers and tasks that appoint him in the processes of innovation, creativity, innovation and development in his field of work, so that he feels that the administration trusts him (Saudi, 2005).

Callaway (52, 2013) believes that trust represents one aspect through the exercise of justice between employees, so the administration deals with all employees in a spirit of justice and fairness, and it is in a position of trust, as well bosses enjoying self-confidence makes them have a great deal of appreciation, tolerance and understanding of individuals, the factor that enables them to help employees overcome their development priorities and develop their skills, so that they are satisfied and satisfied with their work, these bosses are the ones who should work the individual is under their supervision and gives them their trust.

2- Confidence in the manager:

There are a few other terms used to refer to this satisfy the psychological and social needs of the employee and influence positively his confidence in his organization and its administrative policy, including:

- The employee's belief in the administrative practices and directives of the organization.
- The employee's satisfaction with the mechanism and method of distributing material and moral rewards.
- Availability of training opportunities.
- Graduation in the career ladder.
- Participate in making decisions related to his field of specialization or field of work.

In order to instill confidence and satisfaction among the employees, the manager's style should be characterized by clarity and consistency relative, in contrast to the volatile and ambiguous policies that raise the fears of the workers and push them to show their discontent and resentment.

3- Alienation from work:

As an outcome, workplace hazards have a tremendous influence on employees' life. (Hirschfeld, 2000) . Individuals who are unhappy at business are unhappy in the life of their people (Elma, 2003). Marx and Hegel developed the concept of alienation (Banifatemeh, 2011) . As a result, it has earned a prominent place in literature (Banai, 2003) . According to Marx, alienation occurs when an employee is isolated from his or her work whilst exercising his or her tasks, and the employee gives up his or her desire to manage his or her work unilaterally. People are largely detached from their surroundings. Work alienation, on according to Fauns, is a present- medical illness (Gabelman, 1975), (Farahbod, 2012). However, (Seeman, 1959), In contrast to Marx, takes a socio-psychological perspective to the issue of alienation. Psychological ruling is important in describing exile from this view. Seeman discussed the concept of identity crisis in five dimensions: vulnerability, Meaninglessness, apathy, feelings of isolation, and low self-esteem too are signs of anxiety, Work alienation is the result of a concern between the job's requests and the employee's self - concept (Mizarros, 2004). In job satisfaction, the paper delves at a myriad of distinct characteristics of important projects at the same time, which, in turn, contribute in the effective execution of work in all areas and the development of personnel.

Scientific Management Theory:

It was developed by its pioneers, (Taylor, 2004).

Feber and Fayol, and was concerned with material incentives as the stimulus the only person who achieves job satisfaction, so this theory tried to provide all the material means that it raises the efficiency of the worker, to make him perform his work perfectly and at maximum speed, and yet he did not. The administration can reach the desired satisfaction, and this theory is to be neglected for the human aspects, they are only concerned with material motives.

Satisfaction with pay: Many researchers have discovered that there is a clear link between an individual's salary and work satisfaction. Studies that dealt with the relation between administrative institutional citizen status and governance:

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Many efforts have been directed to study the relationship between administrative leadership and citizenship behavior organizational studies such as the study, which showed that leadership (Al-Sharafi, 2013). The experienced woman influences the behavior of organizational citizenship, and added, (Lian, 2012) that the transformational leadership style influences organizational citizenship behavior, and between (Jiao, 2011), al that the effective leadership style contributes to the employees' awareness of the citizenship behavior organizational.

Studies that looked at the link between various organizational factors and organizational citizenship carry

Some studies have focused on studying the relation between some organizational variables and the behavior of organizational citizenship, such as the study, (Yildiz, 2012) which referred to there is a relation including the governmental aspects Managerial and sociocultural citizenship behavior (Al-Raqqad, 2012) to the truth of emotional intelligence and citizenship behavior do have good in managing (Abu Zaid, 2010) there is an influence of essential guide on organization committed, And the study (Abdul Rahman, 2005) Work teams see an effect on organizational citizenship behavior, according to both the developers, and (Al-Fahdawi, 2005) The study arrived at the conclusion that there is a substantial link between citizenship behaviors and social transformation change.

2.1.2. Organizational justice

Scholars of philosophy and social sciences dealt with the concept of justice before management scholars for a long time (for example, the philosophers of Greek civilization who had their writings on determining what behavior is just. Although that organizational justice derives its basic ideas from those ancient writings however, it has something that distinguishes it from it; Management scholars are less focused on defining what justice in itself and more focused on individuals' perception of justice (Russell C, 2007). Theories of justice are based on the theory of social exchange, where it is expected individuals get fair compensation for what they provide to their organizations (Tyler, 1994), according to

his opinion, (Rastgar, 2012) justice is the basic value among the system of values prevailing in the organization as a social system. The importance of organizational justice is due to the fact that workers' awareness of justice is an important determinant of their decisions, and it represents the factor that determines their behaviors and attitudes. The place of the worker (organizational commitment), and that individuals use their awareness for regulatory justice at the moment to predict what they might be treated in the future. (Rai, 2013).

And since organizational trust is so important in all different institutions, it is important significant in educational institutions, especially in schools, can be summarized as follows:

- That trust between teachers, parents, students and school leader's advances work routine for schools, and they serve as a primary source of reform.
- Trust is one of the necessary foundations for constructive relations with the organization of the company, and a key factor in effectiveness because it contributes to providing a positive work environment characterized by loyal and supportive relationships.

It also enables the open exchange of ideas, and influences the quality and quantity of information exchanged, to in addition, it supports the effectiveness of the decision-making process, encourages cooperation among employees and enhances their ability to deal with crises.

- Some self-managed companies are constantly seeking to discover new ways to expand in

The limits of trust through a collaborative work environment, and team work where you realize this company that trust enables the parties involved in the training to enhance the value they have achieved.

- An atmosphere of trust is linked to raising the level of employee achievement, activating communications, and improving the quality of management decisions and the achievement of more commitment on the part of teachers, in addition to their desire in exceeding the requirements of their jobs and performing additional roles, which is known as organizational citizenship. (Bryk, 2003).

2.2. Characteristics of organizational trust

Organizational trust has many of the characteristics I outlined (Pamela, 2000). As follows:

- multi-level:

This means that organizational trust can be a product of the interactions that exist between colleague's work, or organizational work teams, or senior management of institutions, or between institutions each other.

- Cultural roots:

In the sense that trust is closely related to the organizational culture, which means the rules, values and beliefs prevailing within the administrative organization.

- depend on connection:

This means that trust is a consequence of managerial communication behaviors, such as: availability of information accuracy, making it available to everyone, giving explanations for decisions, demonstrating honesty and transparency in dealings between working individuals, and allowing the free exchange of opinions and ideas.

- Dynamism:

Confidence fluctuates constantly as it keeps moving through several stages, each with its own set of characteristics, before stabilizing, such as when it is built, and finally breaking up between individuals within an organization.

- Multidimensional:

This indicates that trust is comprised of a number of aspects, including familiarity, emotional levels, and conduct, all of which influence an individual's assessment of their level of confidence. In sum, of the foregoing; Organizational trust is a concept of a special nature characterized by a number of characteristics as the plurality of its levels and dimensions, as well as its connection to organizational culture. The most basic feature of resi-

dence collaborative relationships based on communication where trust relationships between individuals change in the field of work it evolves over time, which indicates the dynamism of this relationship.

2.3. Organizational climate

2.3.1. The concept of organizational climate

There are numerous definitions of organizational climate; due to the many variables of the internal environment and their influences on how an individual works in its surroundings, there are different definitions of organizational climate. The reason for this is their varied orientations and the field in which they are searching. Management scholars and philosophers have disagreed in getting at a single idea of climate organizational, and the reason for this is their distinct orientations and the field in which they are looking. Despite this variation, the content of these notions is generally consistent, and the differences are minimal. The following are some examples of organizational climate definitions:

The organizational climate, according to some, is "an identifiable set of traits."

About a specific institution, as evidenced by how it interacts with its constituents and the surroundings. (Phillips, 2007).

Individuals in their desire and ability to achieve trust in others, some trust so little that they deny supportive personal relationships, while others are too confident that they expose themselves to exploit, but a third immerses themselves in a trust relationship in a way that supports their aims at work. (Axelrod, 2004).

Organizational trust rules:

Because trust is a fundamental prerequisite in light of the move from reliance on control and oversight to reliance on information and knowledge in order to stay up with societal change and fulfill the difficulties and expectations, in the new, trust requires norms to be followed in order to create an atmosphere of trust that is difficult to destroy or disturb. The most essential of these rules are as follows:

1- Do not put too much faith in others: It is not required for a person to put too much faith in persons he does not know well or who have similar goals to him.

2- Limited goals: Trust without limitations entails putting unanticipated confidence into effect, but confidence with boundaries entails putting limits on one's confidence. In companies, it refers to a degree of trust in employees' abilities and dedication to accomplishing and defending goals. Trust-based organizations are restructuring their work to avoid sacrificing access to it. It is in keeping with the climate of field confidence, and the monitoring will take place after the results have been evaluated.

3- Trust involves the ability to learn and adapt: if the organizational structure dictates the extent of its independence and stable groups, the essential conditions indicate the ability to change when circumstances demand it.

4- Trust necessitates firmness: if the administration fails to select employees with the ability to adapt Self-renewal and it has been proven that confidence does not exist, it is not because workers are deceitful, but because of their inability to live up to expectations, or the inability to rely on them to complete the task at hand.

5- Organizational integration is required for trust: in order for everyone to work together, small goals must be met by huge goals.

6- Trust necessitates communication: Genuine joint commitment and loyalty necessitate personal connection. As a result, companies should arrange more personal encounters that aren't just opportunities for people to meet and get to know each other. Rather, it is to improve the organization's aims and to examine the organization's methods.

7- Trust necessitates a diversity of leaders: in organizations that rely on Confidence, even at its finest, autonomous units cannot be controlled, and as a result, it must stumble and stress.

8- The organizational trust paradox: It is easy to erode trust if handled in unpredictable ways, yet it is also possible to develop and maintain without causing victims to think only on the surface. (Andrews, 2008).

Prestige in the Organization:

The motivation 's model by March and Simon covers the assertion that the concept of prestige has an effect on company member behaviors. The determine prestige as "an organization's place among other organizations, which was built on individuals' personal prestige standards and strangers' judgments of the organization's reputation (March, 1958). According Mael and Ash's studies, the phrase is described as the measure of When evaluating organizational prestige to unknown institutions (Mael, 1992). Bergami and Bagozzi associated organizational status with constructs that also as, prestigious academy, whilst Smithds et al scheme requires status as an adult's assessment and appraisal of an organization's prestige based on facts provided by the employee (Bergami, 2000), Smithd's et al., 2001). An main emphasis of the given definitions is that organizational prestige is a feature that separates, separates the business from others, and makes it viewed as more successful & stable other than its peers (Fuller, 2006).

Three types of trusting behavior are therefore suggested in the literature: how information is disclosed, how influence is shared, and how control is exercised. When a person shares information for his or her goals to some other persons, he or she increases his or her lethality to that first, when he/she discusses problems, he/she believes solutions and intentions, because the power of information. This information will be included in the person to derail or undermine the first user's plans. Giving feedback to another person, for example, implies discussing your assessment of the other with him or her. Positive feedback increases the well-being of the other individual, while for feedback is also aimed at assisting the other individual, and it is more difficult to execute well. Giving negative criticism constructively means that you respect and regard the other person and truly want to help him or her while expressing displeasure with a specific behavior that the other person can influence. Being open in these ways is a great way to start, The first individual fortifies us while increasing his or her own vulnerability to that other (Six, 2005).

Trust, according to (Dyer, 2003), is a unique governance mechanism because partners' inputs in building trust frequently provide economic value in the exchange relationship beyond lowering transaction costs. It was also referred to as a governance device by (Lui, 2004), who described it as "an alternative control mechanism that is informal and adaptive."

Trust and control:

While empirical data addressing the access point between control methods and employer faith in their employers is limited, existing research shows that control fosters organizational trust by providing consistency in how the organization tackles recurring problems and signaling the legitimacy of decisions via the use of a stable set of criteria. (Weibel, 2016). Employees can deal with situations including both risk and reliance with the help of controls, which provide predictability and protection against arbitrariness through the systematic application of explicit and recognizable norms. (Zaheer, 1998).

Judgments concerning trust are analogous to selections about dangerous options in economics. Individuals are said to be driven to build trust and rapport with one another in order to maximize or limit anticipated cash gains from their operation (Josang & Lo Presti, 2004). The management of risk in interactions is an important element in economic research on trust. Cognitive trust is tied to beliefs. Whenever an individual believes that it's an uncertain route that could lead to better or bad outcomes, he or she engages in trusted behavior (Morgan, 1994). The outcome, whether good or bad, is determined by the acts with another individual. If a nation decides to go downhill, (Jøsang, 2004).

Equality is still tied to faith in politicians and digital governance. To avoid being associated with a bad reputation and, as either a result, losing the trust of the public, digital single government must maintain a high standard of veracity (Sztompka, 1999). People must have trust in governments and political parties in order for them to continue in power. Other factors, such as reputation, performance, responsibility, and devotion, have been found as having an influence on governments' degree of confidence among their citizens (Sztompka, 1999).

Trust has always been related with security, privacy, and reputation in computer science. The conformance of interacting systems designed using a service-oriented architecture to a set of communication norms is essential for establishing trust. These policies lay forth the rules that a system must follow in order to be trusted (Blaze, 2009). In principle, it is easier to build confidence amongst users of the system when the environment is secure, and a user can be considered as trustworthy if he respects the privacy of others when it comes to their personal data and confidential material (Seigneur, 2004). In multi-agent structures, a settlor symbolized by an agent "a" recognize the trustworthiness of a trustee

represented by an agent "b" using reputations witnessed more by grantor (or trustor's friends) or certificated by the creditor's relatives.

Job satisfaction:

Since life satisfaction is a critical problem for companies, it is defined as the response of personnel and their psychological sentiments coming from their job and work experiences, which would be the attitude of professionals toward their conditions, work, or environments that influence their desire (Molina, 2014). While job satisfaction is defined as a company's good feelings to his or her job, environment, or organizational commitment in the company where he or she works, it is defined as a positive emotions that an employee has about a particular job, climate, or commitment to the organization in the organization that he works (Thanos, 2015).

Career growth: has been one of the elements that lead to job satisfaction, and it refers to advancement in the job level through duties related to the employee's basic job's official level, which has a positive influence on the organization's success and energy and so resulting in a higher job level. On the other side, the effort put out in performance is the entity's development up the occupational pyramid, and as a consequence, he has the ability to improve. It has a lot because of one's degree of satisfaction (Chughtai, 2008).

Motivated: is described as an individual's desire to put significant effort levels of exertion toward organizational goals in order to achieve some personal needs. It is one of the aspects that contribute to work satisfaction. It is also the effect that motivates personnel to attain the organization's aims and objectives (Shahzadi, 2014).

Work environment: It is a set of qualities that define the work environment inside an organization and encourage workers to follow specific behavioral patterns, whether at the same administrative level or at separate levels. Workplace adaptation and integration (DeConinck, 2011).

Job loyalty is stated as kind of a person's property positive feeling of connection to that institution, or that individual's loyalty to that organization, such that his interests intersect

with the organization's interests, implying that he is loyal to that organization (Guillon, 2014).

Belongingness: The extent of the employee's support for the organization in which he works, his willingness and strong desire to exert maximum efforts for the benefit of the organization on its behalf, to work in accordance with work ethics and the profession, and the serious desire to maintain the continuity of his membership in the organization and to stay in it in times of crisis, to carry out his work with enthusiasm, and to give a good reputation to the organization. (Antoncic, 2011).

2.4. The benefits of job satisfaction

Despite the various definitions of job fulfillment, whether it is connected to the individual's requirements or the sense of acceptance of the task, or about the working circumstances, or about the happiness that the individual feels in his profession, there is a clear consensus on the importance of job satisfaction and its varied advantages, whether for the individual or the organization. Staff members who really are pleased with their jobs are more likely to resolve internal disagreements and remove roadblocks to good performance.

Organizations and individuals have a reciprocal relationship where each side has expectations of the other, that drives individuals to work to towards the organization's goals and expect financial and moral rewards. Organizations are constantly looking at their employees' conduct, especially in light of rising work constraints. As a consequence, it works to create job loyalty, which plays a role in the organization's problems, thus it is vital to accomplish job satisfaction in order to find job loyalty (Asmaa, 2013). A low degree of Job wellbeing can have an adverse effect in the company, and individual with a high level of bad job performance may lose his job as a result (Ismail, 2016).

Customer care is also influenced by job satisfaction. A happy employee is content with his work, which leads to him expressing favorable thoughts toward customers, and a happy worker has a low absence rate (Mohsen, 2015).

2.4.1. Factors affecting job satisfaction

According to research studies on content, there is indeed a generalized sense of satisfaction which is represented in it is determined by consumers from contentment with the different aspects of work, or the positive experience of persons with a factor from job characteristics impacts the degree of satisfaction with other variables. As an outcome of these thoughts, the following may be determined:

1- Job satisfaction and pay: Many researchers have found that there is a clear link between an individual's salary and job satisfaction.

2- Job satisfaction: Many studies have concluded that job satisfaction is a factor.

The most important criteria for job satisfaction, yet it for some people, it might be the only option. There are a few factors relevant as per the job's data is a possibility included:

A. The diploma of employment variety activities: If the job duties are diversified, the employee will not feel any boredom from work in the long-term, and he will be more content.

B. The level of self-discipline accessible to an ordinary person: the greater employee is allowed the freedom of pick techniques for doing The more work there has been, faster it will be completed has been completed, since he is able to follow a path that he thinks is the best and fastest for him to do the work expected of him.

C. The employee's ability to apply his talents, experience, and capabilities at work: the better skilled employee utilizes his job talents, expertise, and capabilities, the happier he is with his employment.

3. Satisfaction with promotion opportunities: when an employee believes that what he is doing is appropriate thanks and appreciation, and though he has to and can do receive a promotion that will enable In order to help him better his circumstances, he will become more satisfied with his work, and thus his productivity level will increase.

4. Satisfaction with supervision: the more supervisors who can accommodate their subordinates, the more satisfied these superiors were with their job, allowing them to do their responsibilities without fear of being surprised by their superiors.

5. Satisfaction with the work group: If the employee is present in an atmosphere where he is comfortable, and with employees with whom he can communicate, he must be content with his work, and this worker may become a powerful sign of his satisfaction with the work.

6. Work contentment: the impact of physical working circumstances (such as temperature, ventilation, humidity, and cleanliness) on employee satisfaction with their workplace. According to several studies, the intensity of the attraction that attaches the person to his job is influenced by the quality of physical working environment.

Some employees who are satisfied because they work full-time; on the other hand, some prefer to work during the day, while others prefer to work at night, and some like to work without interruption, while others are at ease with the system.

In terms of the link between work happiness and age, it was discovered that older employees are more satisfied than younger employees (Elewa, 2017). According to some research, there are five factors of job satisfaction: salary, supervision, coworkers, and promotion opportunities (Sabrina, 2014).

Salary, bonuses, promotions, and work climate, per the report, are factors that affect employee satisfaction.

2.4.2. Types of job satisfaction

1- Total Contentment: It reflects the employee's satisfaction with regard to all elements and components to the job, once the employee has arrived at the highest a limit toward which satisfaction with his work, but it is not required for this work to have all of the elements of satisfaction already mentioned above, since this relies on the nature of the employee himself, and it is conceivable that not all of these

elements are essential, so only the employee can determine those things that belong to him.

2- Partial satisfaction: expresses an individual's emotional reaction to certain aspects of the job. Here, the employee has attained a sufficient level of contentment with some components of the job and is thus happy with them, or perhaps the animosity still is present, but the job is still being done (Kamel, 1990).

Factors affecting performance:

Opinions varied in determining the influencing factors, as it was considered (vroom) the result of the interaction of performance motivation and his awareness of the content of his work and his job role according to the following equation:

Performance = Motivation × Abilities × Perception (Vroom, 1964).

Work environment:

The working environment influences both output and employee satisfaction. It has such a powerful effect that it can overpower the effects of actual managerial skills (Beach, 1998). Scholars have discovered that municipal workers' job External conditions have a greater influence on the society elements than an individually characteristics, choose a quicker work environmental fit (Tella, 2007). Poor work environment, thus according research, have a negative effect on job satisfaction (Tsigilis, 2006). Job acceptance is typically depending on how skillfully outcomes match or surpass standards (Rehman, 2009). For example, an institution's rules and behaviors mediating variables motivation and satisfaction. If protocols for health & welfare are effectively imposed, staff and supervisors will feel considerably safer in the event of a crash and occupational healthcare concerns (Werther, 1999). As a reason, one of most important aspects in Work is important in job fulfillment. environment. It also has a larger meaning and effect because it encompasses both visible and unseen (psychological) elements (Bodla, 2008), (Manzoor, 2011).

Job withdrawal:

Many research has discovered a clear interaction between motivation and work delight on the one hand, and job withdrawal from the other.

Job withdrawal, according to (Hanisch, 1990), is a collection of behaviors that make people want to be dissatisfied with their jobs to the point where they avoid and avoid going to work. There are four behavioral manifestations of job withdrawal:

1- Behavioral change

2. Physical withdrawal

3. Psychological withdrawal

4. Health problems

The four manifestations of withdrawal are successive manifestations, meaning that the physical withdrawal occurs it is preceded by a change in behavior and when there is a physical withdrawal while the conditions remain the same it occurs psychological withdrawal and so on. We will try to highlight each form of functional withdrawal in the following:

Behavioral change

The natural reaction to unhappiness is to strive to modify the circumstances that cause it. It may lead to conflict and confrontation between the superior and the subordinate, and things may develop into complaints and grievances, whether in a discrete form or with clear official grievances, and if the administrative official does not respond, it may lead to further conflict and confrontation, the complaint might be made to the worker's union or professional federation, and it could turn into a formal complaint. To avoid a disagreement with the judiciary, the administration may strive to take note of these issues and respond to the unhappy employee to keep the worker's morale high.

Physical functional withdrawal:

Failure to address the circumstances that led to the grievance may cause the employee to leave the job, either by moving to another location within the organization or leaving the company entirely, resulting in a high turnover rate, which is an unnatural and costly phenomenon for the company, as high turnover results in many new hires. The costs include the price of replacing the departing employee with another, as well as the costs of lost opportunities. The expenses indicate the loss of competencies and high skills, as well as companies' polarization of these skills. The intensity of rivalry.

Psychological withdrawal:

Psychological withdrawal is represented by one of the following phenomena:

1- Week job integration: This occurs when a worker thinks his or her job to be irrelevant. High or low performance in his life has no bearing on his self-esteem and sense of satisfaction, just as it has no bearing on his feeling of pride and self-esteem. The concept of self-esteem emerges, and it becomes difficult to develop a worker's motivation if this occurs.

2- Weak organizational commitment: The individual's lack of commitment to his organization and his work leads him to unwillingness staying stable and preferring to leave work at the first opportunity available.

Health problems:

Because of the aforementioned characteristics of withdrawal career, many mental health issues arise. Anxiety and tension at work is one of these issues, which occurs when an individual is in an unpleasant position. I'm sick of not being able to change things and not having the right circumstances to leave employment in any way departure. As a result of all of this, the individual is subjected to tremendous psychological pressures, which have a negative impact on his mental health. Some research in this subject has found a link between work-related psychological stress and mental diseases like psychosis and heart disease. (Amin Falah Alkreasheh, 2017).

Work stress indicators:

Any phenomenon has its own indicators, which are embodied in certain manifestations or behaviors of individuals, and work pressures have multiple signs, and workers are exposed to them in one way or another due to the various causes of work pressures. They differ in how they deal with them because of individual differences, and the signs of job stress can be categorized into three types: physiological manifestations, psychological manifestations, and social behavioral manifestations. The following is a breakdown of the most important job stress indicators and their broad expressions.

1- Physiological manifestations

The primary concerns about the effects of stressors were physiological indicators, and the reason for this interest may be due to the fact that the topic was studied by experts in health and medical sciences, and these studies led to the conclusion that occupational stress and others can cause changes in food metabolism, Elevated heart rate, rapid breathing, and high cholesterol are all symptoms of hypertension are symptoms of high blood pressure, headache, and possibly a tendency to cardiac arrest. In the event of exposure to a stimulus of stress events, the researcher (hans.Selye) has mentioned one of the dangerous indications of torrential stasis, which are (Selye, 1975):

1 - Irritation and eagerness, as well as a high sensitivity to emotion or frustration.

2- High blood pressure is indicated by a rapid heart rate.

3- Throat and throat irritation.

4- A decline in conduct and emotional instability.

5- A strong want to cry or run away and hide.

6 - Inability to concentrate, a flurry of thoughts, and a sense of complacency.

7- Feeling faint and dizzy when imagining things that aren't real.

8- A proclivity to feel fatigued and uninterested in life.

9 - General apprehension: you're being devious, but you're not afraid of anything.

10 - Emotional arousal and a sense of rage.

11- Facial tremors and involuntary facial muscle contractions.

2- Psychological manifestations:

Because the body is an interwoven system, every physical flaw will have an impact on the mental or psychological aspects. Individuals under occupational stress are defined as having a quick shift in mood and emotions, low self-esteem, dissatisfaction with their work, and adopting unfavorable attitudes toward their jobs. The following points can be used to describe the signs of work stress in psychological fields:

- Shift in mood and emotion:

When a person is under strain, he becomes increasingly stressed, signaling that the body is in danger of being unbalanced. Here, he tries to ease the stresses using defensive ways, and if he fails, various emotional symptoms emerge, such as:

a. Frustration: is one of the most common indications of stress, and it refers to a pessimistic and pessimistic attitude toward one's general outlook in life. Sadness, lethargy, a lack of passion for work, and difficulties maintaining mental focus are common symptoms of this condition. This blurry vision contributes to, and indifference to life contributes to, the frustrated person's inability to complete even the most basic daily tasks.

b. Anxiety: a type of anxiety characterized by increased personal interests as a reaction to impending danger. Workplace concerns can also cause anxiety, such as a turbulent administrative climate or an unpredictable economic environment, a lack of clarity at work, and social isolation from coworkers.

c. Depression: is one of the psychological symptoms that an individual is exposed to in the workplace as an emotional and emotional condition characterized by heartache, sadness, and disappointment brought on by a rapid stimulus resulting from the demands that he faces in his job.

2.4.3. Effect of job satisfaction

Employee satisfaction has a huge range of implications on several aspects of the workplace. Some of them are covered in this paper, such as instance, effect of work engagement, dependability, and tardiness are all affected by work satisfaction.

According to the vast amount of research, there is none substantial relationship near work fulfillment and creativity A thorough discourse of the scientific literature, for example, discovers just seventeen estimates of the relationship between occupational pleasure and efficiency. Folks who appear to be content aren't usually the most efficient. There are several possible moderating variables, with motivations proving to be the most influential. People will be satisfied if they believe they are getting equal rewards, which will almost surely lead to improved areas and improve. Secondly, while happiness may not always lead to improved individual performance, it does, according to a recent research, play a

positive role at the alignment with organizational levels. Finally, it is still disputed whether pleasure leads to performance or competence leads to satisfaction (Luthans, 1998).

According to Indermun and Bayat, job Organizational climate and profitability are closely related (2013). suggest that is both cognitive and physical incentives have a significant influence on job satisfaction. They felt that rewarding and inspiring employees to attain job satisfaction would result in increased staff efficiency and effectiveness, and hence higher overall performance (Indermun, 2013).

Employee empowerment, as well as the work environment, have a favorable influence on job satisfaction. As a result, when an employee is given business decision-making liberty and a nice and clean working environment, his level of happiness rises. As a result, his performance will improve (Balouch, 2014).

Job satisfaction and employee performance are positively associated in terms of remuneration package, security level, and incentive system, according to Awan et al. (2014). Employees perform best when they are satisfied with their pay package, confident in their work, and satisfied with the incentive system (Awan, 2014).

Job happiness has a significant impact on employee performance. Employees that are happy work better and contribute to the organization's overall goals and success, whereas dissatisfied employees are considered as a burden (Shmailan, 2016). Organizational metrics such as customer satisfaction and profitability are heavily inspired by employee happiness. As a consequence, it is possible to create organizational success and competitiveness (Saari, 2004). Spector (1997) There are three points of view on the importance of measuring job satisfaction. To begin, corporations must acknowledge the need of treating employees fairly and responsibly from a humanistic stance. Secondly, from a pragmatic aspect, job satisfaction or dissatisfaction can have a substantial influence on employee attitude, which might negatively impact the institution's financial activities. As a corollary, performance appraisal leads to better behavior, while job dissatisfaction leads to poor behavior. Third, labor satisfaction may be utilized to gauge organizational activities. Employability ratings in different organizational units may result in organizational unit changes that increase performance (Spector, Job satisfaction: Application, assessment, causes, and consequences, 1997). Job satisfaction is affected by a variety of factors. Components of job satisfaction, according to (Spector, Job satisfaction: Application,

assessment, causes, and consequences, 1997), include remuneration such as wages or fringe benefits, coworkers or superiors, the nature of the work itself, as well as the firm on its own According to experts, a number of factors impact job happiness (Aziri, 2011), including the nature of work, remuneration, possibilities, management, work groups, and working conditions.

Psychological empowerment becomes a variable that strongly influences job satisfaction (Al-Hosam, 2016). Delegation of authority refers to how motivated workers are to take on responsibilities and make decisions alone contacting managers (Michailova, 2002). The flexibility in work structure is also another aspect that influences workers' productivity (FWA). The definition of FWA is "the degree of control in terms of job scheduling, region, and time performed" (Chen, 2015).

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

The definition of research methodology is a simple approach or series of interrelated methods used by the researcher to explore a certain phenomenon or topic that is the subject of his research; this is done by organizing his thoughts, analyzing them, and displaying them to arrive at facts and findings. This method is a staged strategy; it consists of a series of sequential stages, which each leads to the next stage. A number of factors influence the choice of an appropriate research method, including the nature of the research problem, the research tool used by researcher, and the size and type of the sample he chooses.

After analyzing the study problem and prior experiment during first section, this section has occurred created to detail the technique as well as the information to enhance and the topic instrument that was utilized, and then how to install the system, choose a systematic method for data analysis and extraction of findings.

3.1. Type of Research

3.1.1. Qualitative Research

Is based on asking individuals how they feel about a certain proper data situation. The Qualitative Research Method was employed in this research.

3.1.2. Quantitative Research

The author must collect the data if he or someone intends to gain a better basic picture of a topic or if the research involves hypothesis testing.

3.2. Procedure of Research

Email and internet platforms have been used to distribute questionnaires. (See Appendix I for further information.) Using a suitable sample strategy, data was acquired from 205 Asia cell Telecom personnel. Respondents were contacted between April 15th and May

30th, 2021. The questionnaire contained an introductory section that explained the study's goal and the types of participants, as well as a statement that all replies would be kept anonymity and confidentiality.

3.3. The instruments for measuring

The questionnaire, which had been designed to measure the study's variables, is composed of two parts.

1- **Organizational trust**

   The first-scale items include organizational trust of employees in the corporate, questionnaires of twelve variables.

2- **Job satisfaction**

   The items of second scale of job satisfaction with questionnaires of twenty variables.

3.4. Methods of data analysis

The results out from tool in this study (the survey instrument) were uploaded in to other calculate the exact (the Document Prepared by the cost for Science & engineering) and (Office Suite), and some of these statistics had been filtered in accordance to testing methods and analyses which achieved a research's goal, with the following statistical procedures was using:

3.4.1. Cronbach alpha

The test was used to examine the reliability of the data before it had been distributed for study participants.

3.4.2. Kolmogorov-Smirnov and the Shapiro-Wilk Tests

1- Descriptive statistics: the data is analyzed between organizational confidence and job satisfaction on a normal distribution, and the dependent variable, which is organizational confidence, is tested in terms of kurtosis and skewness, and calculating the normal distribution, while the independent variable, which is job satisfaction, is also calculated skewness and kurtosis angle in terms of distribution.

3.4.3. Tests of Normality

In this analysis, the value between the two variables and their normal distribution, and the alternative hypothesis between the organization's confidence and job satisfaction, is calculated.

3.4.4. Parametric test

If it tends to be normally distributed, nonparametric test if it doesn't show normal distribution. So will choose the type of correlation analysis accordingly. Then will choose the Pearson coefficient when correlating for the normal trend. If it doesn't show a normal tendency, then will apply Spearman.

3.4.5. Factor analysis

Variables are calculated for each axis, and the first axis is organizational confidence, and the second axis is job satisfaction to calculate the KMO and the total variance explained, the round component matrix to know the sub-dimensions and the percentage of credibility of each axis. To establish the factorial structure of the scales, the varimax approach was utilized. The result of the Barletta Sphericity test was significant at and Kaiser - meyer - olkin Olkin was assessed to be over 0.50. Rates 05

CHAPTER FOUR

ANALYSIS, RESULTS AND DISCUSSIONS

Introduction

this project, two axes are highlighted, in several different areas of respondents (organizational confidence, job fulfillment) and what is the relation between them in terms of the number of employees working for a private company, specifically in (Asia cell Telecom), located in Iraq Baghdad, the total number of employees is 1700 employees, and the sample was sent to 250 employees, but the number of respondents to the questionnaire is 205, as shown in the statistics. The sample was examined, which appeared 91%, and this percentage is able to complete the questionnaire according to analyze it.

4.1. Survey

In order to establish the amount of influence of organizational trust on work satisfaction, questionnaire forms were created to gather data and determine the extent to which these factors influence one another. For this study, a questionnaire was created and divided into two sections (organizational confidence and work satisfaction), with each variable measuring the magnitude of its influence on success or failure, as well as the difference between them. This survey employed a Likert scale, which has seven points ranging from "strongly disagree" to "strongly agree." Appendix A contains the survey results.

The rating system for the Rating Scales is as follows:

1. Strongly disagree
2. Disagree
3. Slightly disagree
4. Neither agree nor disagree
5. Slightly agree
6. Agree
7. Strongly agree

4.2. Tests of Normality

Table 1. Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statis-tic	df	Sig.	Statis-tic	df	Sig.
OT	.122	205	.000	.957	205	.000
JS	.158	205	.000	.928	205	.000

From table (9) it is indicating that the dependent variable OT and the independent variable JS are significance normally distributed, where the $p < 0.05$ for both variables. For that the information will reject the absence of a hypothesis (H0: the organization trust and job satisfaction are NOT had normality distribution), and will accept the alternative hypothesis (Ha: the organization trust and job satisfaction are had normality distribution).

4.3. Kolmogorov-Smirnov and the Shapiro-Wilk Tests

Table 2. Descriptive

			Statistic	Std. Error
OT	Mean		52.8976	0.88803
	95% Confidence Interval for Mean	Lower Bound	51.1467	
		Upper Bound	54.6484	
	5% Trimmed Mean		53.3184	
	Median		55.0000	
	Variance		161.661	
	Std. Deviation		12.71460	

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	Minimum		17.00	
	Maximum		81.00	
	Range		64.00	
	Interquartile Range		13.00	
	Skewness		-.644	.170
	Kurtosis		.458	.338
JS	Mean		99.9805	1.42501
	95% Confidence Interval for Mean	Lower Bound	97.1709	
		Upper Bound	102.7901	
	5% Trimmed Mean		99.8388	
	Median		93.0000	
	Variance		416.284	
	Std. Deviation		20.40304	
	Minimum		32.00	
	Maximum		140.00	
	Range		108.00	
	Interquartile Range		32.00	
	Skewness		.327	.170
	Kurtosis		-.445	.338

From table (8), the study indicates that the skewness of dependent variable OT came between (0.8, -0.8) where it's equal to (-0.644), and the kurtosis came between (+3, -3) where it's equal to (0.458), from this the dependent variable OT is normally distribution. The skewness of independent variable JS came between (0.8, -0.8) where it's equal to (0.327), and the kurtosis came between (3, -3) where it's equal to (-0.445), from this the independent variable JS is normally distribution.

Figure 2. histogram organizational trust
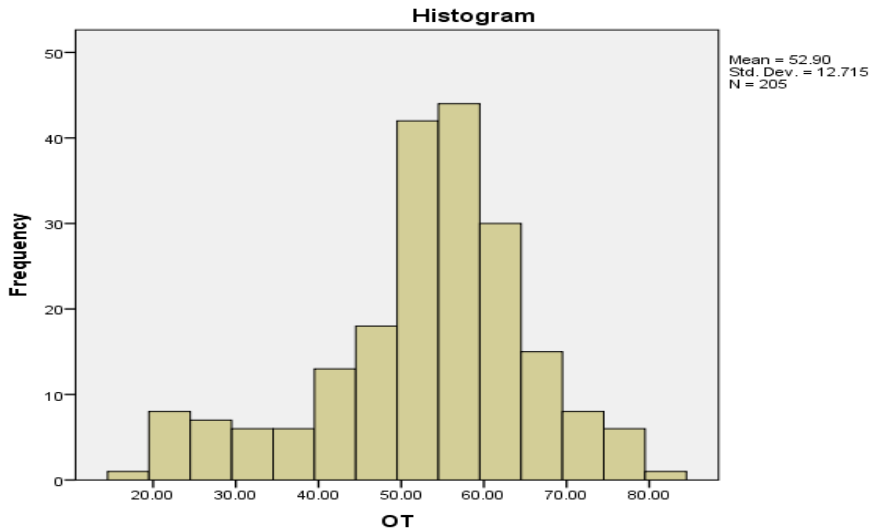
Figure 3. Normal Q-Q plot of organizational trust
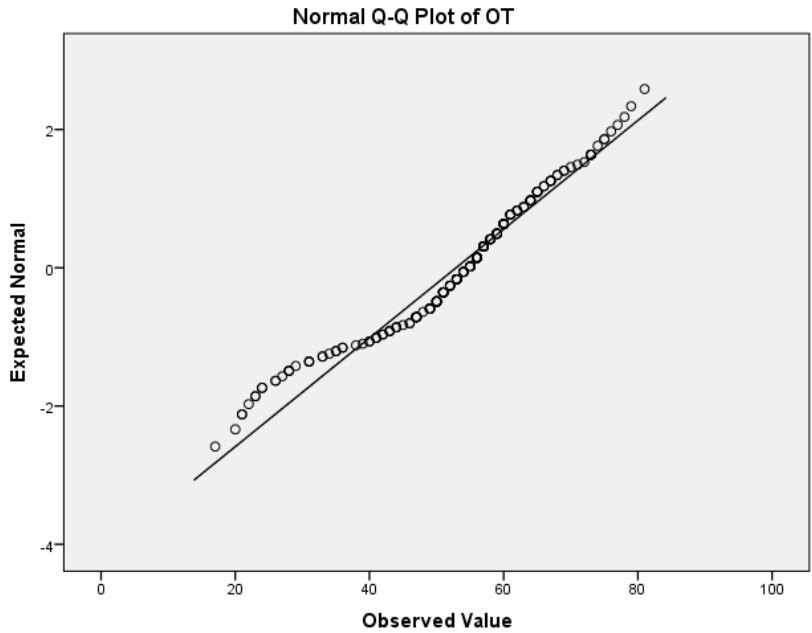
Figure 4. Histogram of job satisfaction
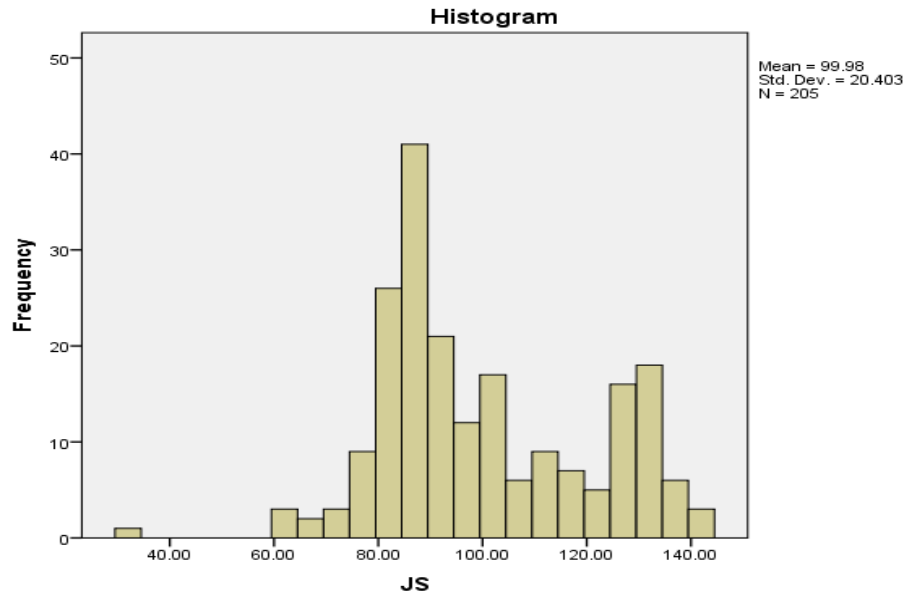
Figure 5. Normal Q-Q plot of job satisfaction
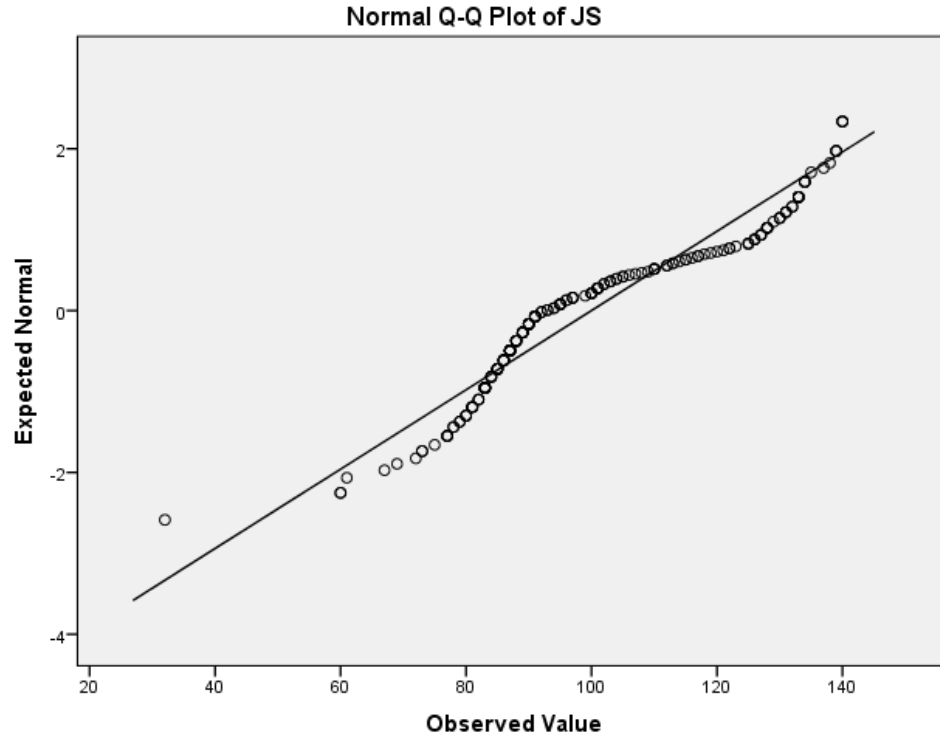
4.4. Factor analysis

Organizational trust

Table 3. KMO and Bartlett's Test OT

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.875
Bartlett's Test of Sphericity	Approx. Chi-Square	663.121
	df	66
	Sig.	0.000

From the table (10) The Kaiser-Meyer-Olkin sampling adequacy score was 0.87, which was higher than the usually recommended value of.6, and Bartlett's sphericity test was significant (2 (66) =663.121, p 0.000).

Table 4. Communalities of OT

	Initial	Extraction
OT-Q1	1.000	.307
OT-Q2	1.000	.420
OT-Q3	1.000	.391
OT-Q4	1.000	.551
OT-Q5	1.000	.468
OT-Q6	1.000	.387
OT-Q7	1.000	.581
OT-Q8	1.000	.567
OT-Q9	1.000	.578
OT-Q10	1.000	.512
OT-Q11	1.000	.495
OT-Q12	1.000	.564

Table 5. Total Variance Explained OT

Compo-nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Vari-ance	Cumula-tive %	Total	% of Vari-ance	Cumula-tive %	Total	% of Vari-ance	Cumula-tive %
1	4.350	36.251	36.251	4.350	36.251	36.251	3.605	30.040	30.040
2	1.471	12.262	48.512	1.471	12.262	48.512	2.217	18.473	48.512
3	.884	7.366	55.879						
4	.803	6.693	62.572						

From the table (5) The analysis found four variables explaining a total of 48.512 percent of the variance in the data using both the scree plot and eigenfunctions > 1 to find the underlying components. Factor 1 has been named "organizational trust" due to the high loads by the following elements: (We think the people in ___tell the truth in negotiations). This is the first factor explain 30.040 percent of the variance after rotation. The study just mentions (4) component in this chapter and the all components can be read in the appendix.

Table 6. Component Matrix OT

	Component	
	1	2
OT-Q7	.745	
OT-Q9	.732	
OT-Q8	.707	
OT-Q5	.670	
OT-Q11	.664	
OT-Q6	.582	
OT-Q3	.581	
OT-Q1	.541	

OT-Q2	.537	
OT-Q10		.607
OT-Q12	.481	.577
OT-Q4	.487	.560

Table 7. Rotated Component Matrix OT

	Component	
	1	2
OT-Q8	.741	
OT-Q9	.734	
OT-Q7	.723	
OT-Q11	.689	
OT-Q2	.647	
OT-Q3	.618	
OT-Q1	.527	
OT-Q5	.505	.461
OT-Q12		.741
OT-Q4		.730
OT-Q10		.716
OT-Q6		.485

From the table (7) Matrix of factors after rotation that includes (2) components a percent-age of 40% and above has been chosen to calculate the variables in cases of over load the first component has a strong relationship with 8 out of 12 variables, the second component has a strong relationship with 4 out of 12 variables.

Table 8. Component Transformation Matrix OT

Component	1	2
1	.861	.509
2	-.509	.861

Job satisfaction

Table 9. KMO and Bartlett's Test JS

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.903
Bartlett's Test of Sphericity	Approx. Chi-Square	1696.783
	df	190
	Sig.	.000

From the table (9) The Kmo sampling adequacy value was 0.90, which was higher than the usually recommended value of.6, and Bartlett's sphericity test was significant (2 (190) =1696.783, p 0.000).

Table 10. Communalities JS

	Initial	Extraction
JS-Q1	1.000	.671
JS-Q2	1.000	.575
JS-Q3	1.000	.368
JS-Q4	1.000	.474
JS-Q5	1.000	.599
JS-Q6	1.000	.639
JS-Q7	1.000	.503
JS-Q8	1.000	.589
JS-Q9	1.000	.449
JS-Q10	1.000	.418

JS-Q11	1.000	.664
JS-Q12	1.000	.582
JS-Q13	1.000	.638
JS-Q14	1.000	.637
JS-Q15	1.000	.577
JS-Q16	1.000	.646
JS-Q17	1.000	.620
JS-Q18	1.000	.497
JS-Q19	1.000	.555
JS-Q20	1.000	.654

Table 11. Total Variance Explained JS

Compo-nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Vari-ance	Cumula-tive %	Total	% of Vari-ance	Cumula-tive %	Total	% of Vari-ance	Cumula-tive %
1	7.522	37.612	37.612	7.522	37.612	37.612	5.102	25.508	25.508
2	1.645	8.226	45.839	1.645	8.226	45.839	3.232	16.160	41.668
3	1.184	5.920	51.759	1.184	5.920	51.759	1.893	9.466	51.134
4	1.005	5.023	56.782	1.005	5.023	56.782	1.130	5.648	56.782
5	.970	4.852	61.634						
6	.857	4.286	65.921						

From the table (11) The study found four underlying components using both the scree plot and eigenvalues > 1 to find the underlying components of 56.782 percent of the variance in the data. Factor 1 has been named "job satisfaction" due to the high loads by the following elements: (being able to keep busy all the time). This is the first factor explain 25.508 percent of the variance after rotation. The study just mentions (6) component in this chapter and the all components can be read in the appendix.

Table 12. Component Matrix JS

	Component			
	1	2	3	4
JS-Q20	.741			
JS-Q19	.733			
JS-Q14	.720			
JS-Q17	.718			
JS-Q6	.711			
JS-Q15	.710			
JS-Q5	.691			
JS-Q12	.684			
JS-Q8	.681			
JS-Q13	.676			
JS-Q16	.670			
JS-Q11	.577			
JS-Q18	.572			
JS-Q9	.570			
JS-Q10	.531			
JS-Q2	.516			.462
JS-Q4	.409	.446		
JS-Q3	.402	.416		
JS-Q7	.465		.533	
JS-Q1		.424		.621

Table 13. Rotated Component Matrix JS

	Component			
	1	2	3	4
JS-Q13	.777			
JS-Q14	.761			
JS-Q17	.755			
JS-Q5	.663			
JS-Q6	.662			
JS-Q20	.657			
JS-Q12	.649			
JS-Q15	.599	.454		
JS-Q19	.586	.427		
JS-Q16	.569	.536		
JS-Q11		.677		
JS-Q4		.662		
JS-Q18		.589		
JS-Q10		.578		
JS-Q3		.541		
JS-Q9		.536		
JS-Q2			.637	
JS-Q7			.601	
JS-Q8	.441		.500	
JS-Q1				.810

From the table (13) Matrix of factors after rotation that includes (4) components a percentage of 40% and above has been chosen to calculate the variables in cases of over load, the first component has a strong relationship with 10 out of 20 variables, the second component has a strong relationship with 6 out of 20 variables, the third component has a strong relationship with 3 out of 20 variables, the fourth component has a strong relationship with 1 out of 20 variables.

Table 14. Component Transformation Matrix JS

Component	1	2	3	4
1	.776	.531	.342	-.011
2	-.475	.781	-.123	.386
3	-.415	.074	.813	-.401
4	.030	-.320	.455	.831

4.5. Reliability test

Organizational trust reliability

Table 15. Reliability Statistics OT

Cronbach's Alpha	N of Items
0.833	12

From the table (15) based on collecting data that the reliability statistics for the organizational trust with 12 variables or items obtained a satisfactory rate of 83%.

Job satisfaction reliability

Table 16. Reliability Statistics JS

Cronbach's Alpha	N of Items
.901	20

From the table (16) based on collecting data that the reliability statistics for the job satisfaction with 20 variables or items obtained a satisfactory rate of 90%.

1. Demographic analysis:

Table 17. Statistics age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18_25	18	8.8	8.8	8.8
	25_35	153	74.6	74.6	83.4
	35_45	34	16.6	16.6	100.0
	Total	205	100.0	100.0	

From the table (17) The frequencies that fall on the demographic questions about age, it contains three options, which are from 18-25, 25-35, 35-45, we find that the frequencies from 18-25 reached 18 and the percentage is 8.8 and also the valid percentage is 8.8 The result of the cumulative ratio is 8.8. While the age is from 25-35, the frequency results are 153, the percentage is 74.6, the valid percentage is also 74.6, and the cumulative percentage is 83.4 is the result equal to this age. The third option is from 35-45, so the frequencies for this option are 34 respondents, and the percentage is 6.16, the valid percentage is 6.16, and the cumulative percentage is 100%, and thus we obtained an unsatisfactory number.

Figure 6. Age
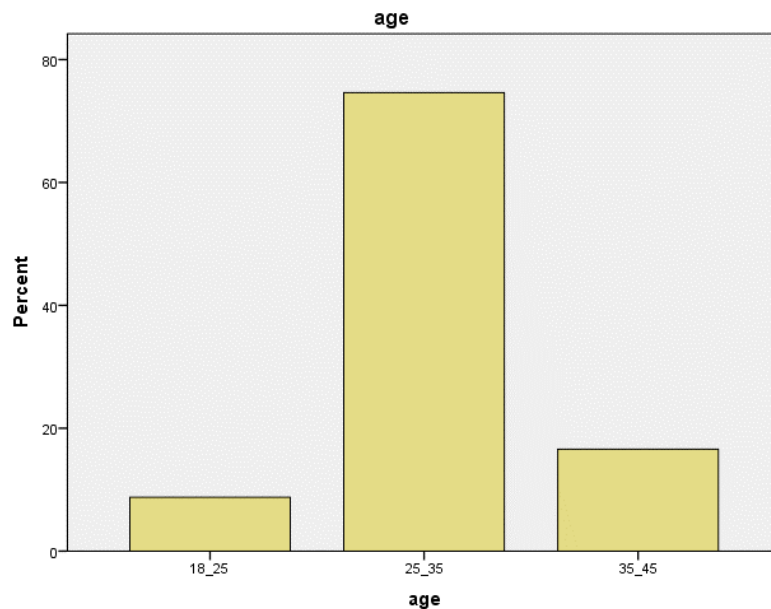
From the figure (6) the age ranged from 25-35 to the highest, between 60% and 80%, as shown in the graph it When compared to the rest of the nation, this is a significant proportion rest of the options in terms of frequencies, percentage and cumulative percentage.

Table 18. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	female	52	25.4	25.4	25.4
Valid	male	153	74.6	74.6	100.0
	Total	205	100.0	100.0	

From the table (18) The statistic was diagnosed in gender into two options (male, female) and the number of response by males was more than females for the frequencies females 52 and males 153 and the males scored on 100% and the females in the cumulative percentage on 25.4% and the percentage and valid percentage for females was 74.6 The males are 100%.

Figure 7. Gender

53
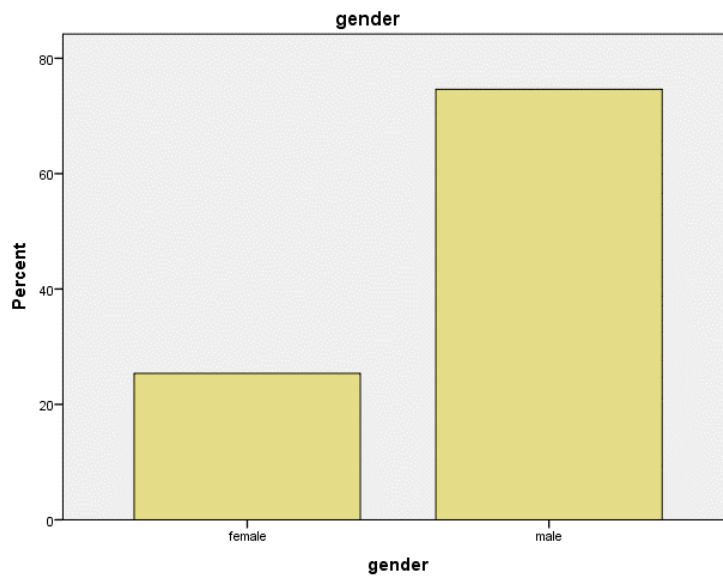
From the figure (7) the percentage appears between the number of males and females, the percentage of males reaches between 60% and 80%, while females harvested from 20% to 40%, so the result is the most responsive for males.

Table 19. Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	80	39.0	39.0	39.0
	single	125	61.0	61.0	100.0
	Total	205	100.0	100.0	

From the table (19) The marital situation, two options were included in the questionnaire: single and married, and the number of respondents to the total questionnaire questions was 205, and in the frequencies between the two options, the number of respondents for the single equal 125, and for the married equal 80, and it also appears in the percentage and the valid percentage of married people equal 39. 0, as for the single in terms of percentage and the valid percentage equal 61.0, the result for married couples on the side of the cumulative percentage equal 39.0. The result for singles on the side of the cumulative percentage equal 100%.

Figure 8. Marital status
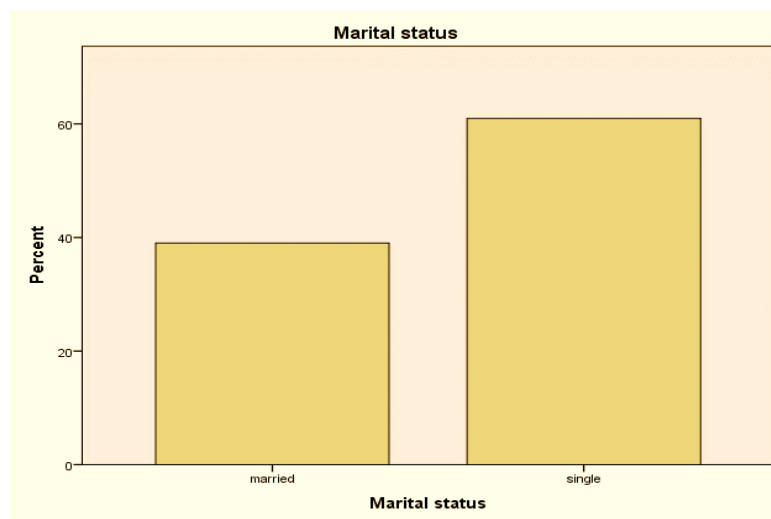
From the figure (8) the representative chart, the percentage of marital status for singles is shown equal to 60%, as for married couples, it appears in the representative chart, it equals approximately 40%. The result is more singles than females, according to respondents.

Table 20. Statistics salary

N	Valid	205
	Missing	0
Mean		779.102
Mode		700.0
Minimum		350.0
Maximum		2500.0

From table (20) was found the mean of the salary of the respondents equal to 779.102, and minimum salary of the respondents equal to 350 dollars, and maximum salary of the respondents equal to 2500 dollars.

Figure 9. Salary
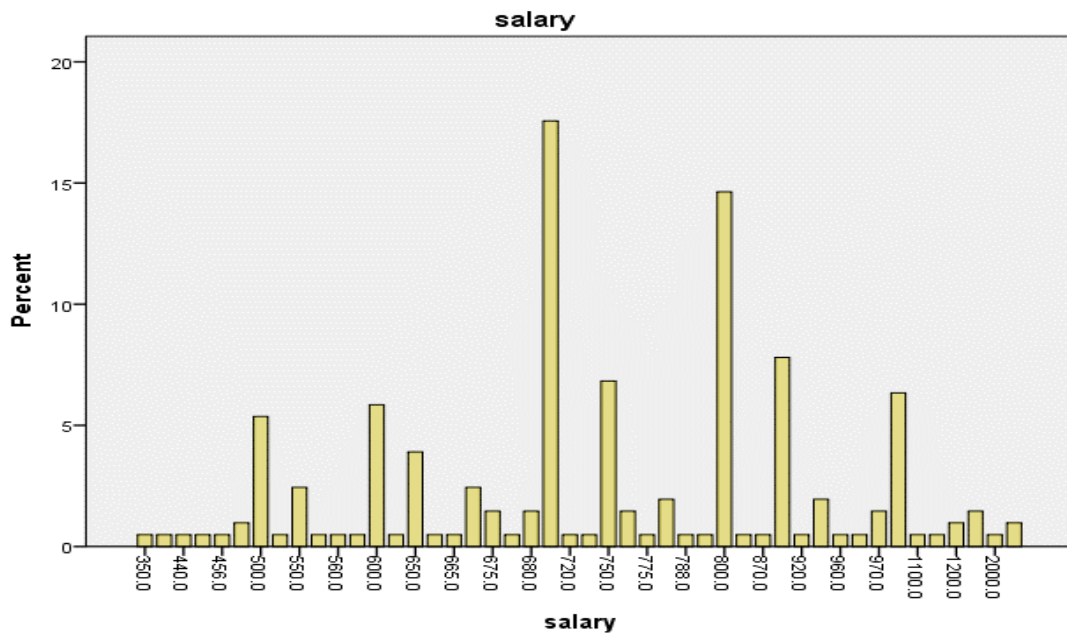
From the figure (9) the representative chart below shows the percentage of salaries, and the highest salary according to the percentage is between 720.0 and 660.0, and the percentage has appeared between 20% and 15%, also the second slightly similar percentage is the salary of 800 and the percentage reaches 15%.

Table 21. Educational Status

Degree	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor	151	73.7	73.7	73.7
High school	8	3.9	3.9	77.6
Master	36	17.6	17.6	95.1
PhD	9	4.4	4.4	99.5
Prof.	1	0.5	0.5	100.0
Total	205	100.0	100.0	-

Based on collected data table (21) bachelor's degree has 73.7, high school percentage 3.9, master's degree 17.6, PhD doctorate get 4.4 and Profit percentage 0.5.

Table 22. Correlations

		OT	JS
OT	Pearson Correlation	1	0.518[**]
	Sig. (2-tailed)		0.000
	N	205	205
JS	Pearson Correlation	0.518[**]	1
	Sig. (2-tailed)	0.000	
	N	205	205
**. Correlation is significant at the 0.01 level (2-tailed).			

From table (22), The study found a significant relationship between the dependent variable OT and the independent variable JS, with a p value of 0.01 and a 0.000 value. There is a

significant link between organizational trust and employee job happiness. "This hypothesis was tested by means of correlation analysis. According to the results of the analysis, a significant relationship was found between the two variables.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The aim involves in This investigation was performed to investigate the affiliation across organizational trust and job satisfaction and the main objective and focus was employees in organizational trust within the manufacturing industry. In this research, the study investigated:

1- History of organizational trust
2- Corporate employees
3- job satisfaction study
4- The power of managers
5- background for study

Also a study on organizational trust, its intentions, importance and factors affecting it, which were investigated to show the confidence of employees in the institution and quality. Investigate job satisfaction and its importance in the current society in light of these circumstances. A special questionnaire was made in which the author explains to two axes, organizational confidence, and job satisfaction into 32 questions and they were distributed, the response was done by 205 employees.

The seven-part Likert method was used in two parts, and this shows that the organizational confidence of the employees in the organization results in comparison with job satisfaction as a satisfactory result in the field of work in Asia cell Company as shown in Table 8 in terms of slope and kurtosis.

Also by reviewing the theoretical side, after evaluating the findings and testing the model and assumptions of the current the author's findings came to the mentioned discoveries:

1- The significant level of organizational trust is reflected in terms of confidence in colleagues and trust in the organization's management, and this implies the availability of a number of traits and attributes that make the individual worthy of the confidence of others, including such commitment to work, Values and ideals, consideration for the interests of colleagues, and assistance to coworkers and others This is connected to the dimension of trust with coworkers; besides the dimensions of trust in the organization's management, this one is due to the supply of a flexible and suitable organizational structure, as well as fair dealing with most departments and branches; moreover, the administration's words reflect its deeds, except that after trusting the supervisors, the members of the polled sample lack the positive aspects that they had It was distinguished due to the presence of this organizational dimension, which is critical in achieving member commitment.

2- A solid connection emerged in between two trust's various aspects in co-workers, and trust in the organization's leadership and achieving commitment among working individuals, which suggests the importance of these two dimensions in raising the morale of individuals and thus pushing them to serve the company.

3- Ensure that there is no moral relationship between the dimension of trust in supervisors and the achievement of commitment among working individuals, which confirms the weakness of relations between work supervisors and individuals due to direct monitoring by the work supervisor and continuous guidance in administrative tasks, reducing the individual's trust in his supervisor.

Hypothesis analysis was used to find out the relationship between organizational trust and job satisfaction as in Tables (3,9). The study, hypothesis and results were tested as:

H1: There is a significant association between organizational trust and employees' job satisfaction.

H01: There are no correlation the relation across organizational trust and job satisfaction.

H02: Organizational trust and job involvement are NOT had normality distribution), and will accept the alternative hypothesis.

5.2. Recommendation

1- The researcher recommends retesting the study's hypotheses, but on other samples, whether from organizations or workers, especially organizations working in the field of health or education, in order to reach a comprehensive picture and a sound opinion about the impact of the variables addressed by the hypotheses on organizational confidence in the work environment in the sector companies Private as a whole in the collection of the provinces of Iraq.

2 - Conducting a study on the positive results indicated by previous studies of organizational trust, such as increasing the level of performance, organizational performance and creative behaviors.

3- Paying attention to the principle of trust in supervisors as a basic entry point for developing their commitment towards the company stems from their personal convictions.

4- The need for the attention of the senior management of the company in question to the issue of strengthening cohesion and cooperative relationships, which supports building trust between individuals.

5- Encouraging senior management to conduct continuous development training courses for its personnel in order to develop their abilities and creative skills.

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APPENDIXES

APPENDIXES A: Questionnaire

Good greeting.........

The researcher is preparing a study as a requirement to obtain a master's degree in business administration at Istanbul Gelisim University / Turkey.

The research aims Relationship between organizational trust and job satisfaction. I kindly ask you to answer the questions asked.

Note that all the questions raised in the research are for scientific research purposes. And that your answer will be surrounded by confidentiality and scientific care.

Researcher mazin imad abdulwahab

1- Educational Status

- bachelor's degree

- master degree

- PHD

- high school

2- Age

- 18-25

- 25-35

- 35-45

3- gender

- Male

- Female

4- Marital status

- Single

- Married

5- Salary _____

6- type of employee _____

S.D = strongly disagree, D = disagree, slightly D = slightly disagree, N.A- N.D = neither agree nor disagree, slightly A = slightly agree, A = agree, S.A = strongly agree.

APPENDIXES A 1. questioners organizational trust

	Questions of organizational trust (O.T)	S.D	D	SL.D	N.A.-N.D	SL. A	A	S.A
1	We think the people in___ tell the truth in negotiations.							
2	We think that____ meets its negotiated obligations to our department.							
3	In our opinion____ is reliable.							
4	We think that the people in___ succeed by stepping on other people.							
5	We feel that_____ tries to get the upper hand.							
6	We think that_____, takes advantage of our problems.							
7	We feel that_____ negotiates with us honestly.							
8	We feel that _____ will keep its words.							
9	We think _____ does not mislead us.							
10	We feel that_____ tries to get out of its commitments.							
11	We feel that_____ negotiates joint expectations fairly.							
12	We feel that_____ takes advantage of people who are vulnerable.							

APPENDIXES A 2.questioneres job satisfactions

	Questions of job satisfactions (J.S)	S.D	D	SL.D	N.A.-N.D	SL. A	A	S.A
1	Being able to keep busy all the time.							
2	The chance to work alone on the job.							
3	The chance to do different things from time to time.							
4	The chance to be "somebody" in the community.							
5	The way my boss handles his/her workers.							
6	The competence of my supervisor in making decisions.							
7	Being able to do things that don't go against my conscience.							
8	The way my job provides for steady employment.							
9	The chance to do things for other people.							

10	28. The chance to tell people what to do.							
11	The chance to do something that makes use of my abilities.							
12	The way company policies are put into practice.							
13	My pay and the amount of work I do.							
14	The chances for advancement on this job.							
15	The freedom to use my own judgment.							
16	The chance to try my own methods of doing the job.							
17	The working conditions.							
18	The way my co-workers get along with each other.							
19	The praise I get for doing a good job.							
20	The feeling of accomplishment I get from the job.							

APPENDIXES B: Successive detail

APPENDIXES B 1. Successive details

Com-po-nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Vari-ance	Cumu-lative %	Total	% of Vari-ance	Cu-mula-tive %	Total	% of Vari-ance	Cu-mula-tive %
1	4.350	36.251	36.251	4.350	36.251	36.251	3.605	30.040	30.040
2	1.471	12.262	48.512	1.471	12.262	48.512	2.217	18.473	48.512
3	.884	7.366	55.879						
4	.803	6.693	62.572						
5	.772	6.431	69.003						
6	.721	6.009	75.012						
7	.628	5.234	80.246						
8	.549	4.575	84.821						
9	.539	4.495	89.315						
10	.497	4.143	93.458						
11	.422	3.520	96.978						
12	.363	3.022	100.000						

Successive detail of organizational trust

APPENDIXES B 2. Successive detail

Com-po-nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Vari-ance	Cumu-lative %	Total	% of Vari-ance	Cumu-lative %	Total	% of Vari-ance	Cumulative %
1	7.522	37.612	37.612	7.522	37.612	37.612	5.102	25.508	25.508
2	1.645	8.226	45.839	1.645	8.226	45.839	3.232	16.160	41.668
3	1.184	5.920	51.759	1.184	5.920	51.759	1.893	9.466	51.134
4	1.005	5.023	56.782	1.005	5.023	56.782	1.130	5.648	56.782
5	.970	4.852	61.634						
6	.857	4.286	65.921						
7	.834	4.169	70.089						
8	.748	3.738	73.828						

Successive detail of job satisfaction

9	.722	3.608	77.436						
10	.612	3.061	80.497						
11	.604	3.020	83.517						
12	.536	2.679	86.196						
13	.492	2.459	88.655						
14	.410	2.048	90.703						
15	.388	1.941	92.644						
16	.354	1.769	94.413						
17	.343	1.713	96.126						
18	.273	1.367	97.493						
19	.254	1.269	98.762						
20	.248	1.238	100.000						