

Job Satisfaction of Employees and Its Impact on Job Performance from the Point of View of the Employees of the Arab Potash Company in Jordan

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Abstract

The study aims to identify the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan, and the problem of the study is clear in determining the level of Through the previous literature, the problem of the study is clear in determining the level of Job satisfaction of employees and its impact on job performance From the point of view of the employees of the Arab Potash Company in Jordan. The researcher distributed a questionnaire as a data collection tool to the employees of the Arab Potash Company in Jordan, who numbered 250 out of 400 employees. The researcher reached several results, most notably : There were no statistically significant differences ($\alpha = 0.05$) due to the effect of gender, as the p value was 0.650 and the statistical significance was 0.421 , There were no statistically significant differences ($\alpha = 0.05$) due to the effect of the educational qualification, as the P value was 2.073 and the statistical significance was 0.104 , There were no statistically significant differences ($\alpha = 0.05$) due to the effect of income, as the p value was 1.288 and the statistical significance was 0.278.

Keywords: Job satisfaction, job performance, employees, Arab Potash Company in Jordan.

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Chapter One

Introduction

Employee satisfaction refers to a collection of positive and/or negative feelings that an individual holds toward his or her job. Job Satisfaction is a part of life satisfaction. It is the amount of pleasure or contentment associated with a job. Job Satisfaction is an emotional response to a job. Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998).

There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. The concept of job satisfaction has gained importance ever since the human relations approach has become popular. Job satisfaction involves complex number of variables, conditions, feelings and behavioral tendencies.

A prosperous organization struggles to discover that there is a great degree of assurance, collaboration, employee satisfaction, communication and temptation levels among its staff so that they would be more incentivized towards their work responsibilities and attaining overall organizational objectives. Employee job satisfaction is associated with how people perceive, think, and feel their jobs (Spector, 1997). The investigators have defined job satisfaction as the general behavior and employee's attitudes towards his job (Robbins et al., 2010). Keeping morale high among white collar workers can be of great value for every business, how happy employees are more likely to produce more with fewer days off ands tay true to the company. There are many elements involved in enlightening and retaining the employee satisfaction high, which intellectual employers would do fine to execute.(Lai Wan , 2007)

Job satisfaction is a concept that has often been discussed, studied and described. There are several theories regarding the causal link between the yield behavior and motivations. For example, it may well be considered a result of the behavior of the cycle, it can be considered as a cause of behavior, or it can be considered as part of the regulatory system, including the conclusion of the results leads to a decision whether the modifications(Thierry, 1997). The definitions of job satisfaction are influenced by fundamental theories influence. Some definitions are distinct approach, job satisfaction is considered as being composed of

satisfaction with various features of the work and the workplace. In this approach, job satisfaction valued at the sum of satisfaction reported by many different characteristics of work and the workplace. Such an assessment provides a perfect picture of the overall employee satisfaction.

Research Problem and Questions

Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response toward various aspects of an employee's work. C.R. Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J.P. Wanous and E.E. Lawler (1972) refers to job satisfaction as the sum of job facet satisfaction across all facets of a job. Abraham Maslow (1954) suggested human need from a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment. Through the previous literature, the problem of the study is clear in determining the level of Through the previous literature, the problem of the study is clear in determining the level of Job satisfaction of employees and its impact on job performance From the point of view of the employees of the Arab Potash Company in Jordan.

This research aims to answer the main research questions:

" What is the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan?"

Several sub-questions arise from the main question. They include:

- What are the factors affecting job satisfaction of employees?
- How can employees' job satisfaction affect their performance?
- What are the factors that improve the satisfaction level of employees?

Research Aim

The study aims to the following:

- To identify the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan.
- To identify the factors which influence the job satisfaction of employees of the Arab Potash Company in Jordan.
- To identify the impact of employees' job satisfaction on their performance of the Arab Potash Company in Jordan.
- To identify the factors which improve the satisfaction level of employees of the Arab Potash Company in Jordan.

Research Significance

The importance of this study is to identify the Job satisfaction of employees and its impact on job performance From the point of view of the employees of the Arab Potash Company in Jordan in terms of:

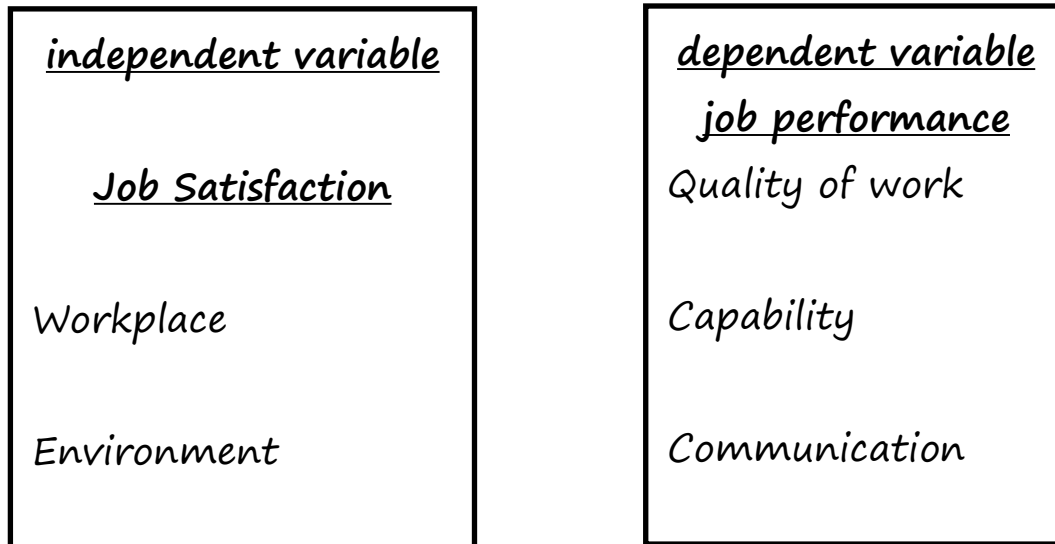
Job satisfaction - or lack of it - hinges on a productive, accomplishing relationship between staff and management; indeed, the success of any organization depends on staff members who enjoy their jobs and feel rewarded for their efforts. Ultimately, of all the people in the marketplace may suffer the most when this vital success factor is lacking.

Hence divide Research significance into two parts:

- **Theoretical significance:** that stems from the fact that this contribute to the existing body of literature on the role of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan.
- **Practical importance:** It is to guide policy makers and managers in organizations to determine the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan by collecting their opinions to provide data that serves decision makers to search in the future for alternative solutions to overcome these challenges Through the recommendations and results of this study.

Research Model

This section describes the proposed research model. The study will pursue the relationships in this model. The study model shows the independent variable Job Satisfaction in its dimensions (Workplace Environment , Job Loyalty) , It also shows the dependent variable job performance in its dimensions (Quality of work ,Capability , Communication) **Figure (1): Research Model**



Chapter Two

Theoretical Background and Literature Review

Theoretical Background

Job Satisfaction

Employee job satisfaction has been interconnected with how people think, feel and observe their jobs (Spector, 1997). It is widely used in the field of human resources, who thought that the internal and external features are elements work satisfaction reports (Chang, 1999). In other words, job satisfaction, it is satisfying emotional state as a result of damage assessment of the occupation or the experience of a job (Locke, 1976). According to Rainey (1997), is widely studied organizational job satisfaction survey, all which variable related to how people feel about their jobs and different aspects of their work. This really is the extent to which people like or dislike their work (Spector, 1997). Le'vy- Garboua and Montmarquette (2004) defined employee satisfaction as "a directory of inclination for the practiced career against outside chance provisional on information accessible at time".

Employee job satisfaction is known as assemble that has often been described, discussed and researched. There are many presumptions regarding the causal relationship between motives, behavior and proceeds. Employee satisfaction is the measure that tells about employee's general emotion about its workplace and job. It measures his approach towards the job and the extent to which the job is gratifying the employee's needs. It is concluded by many researchers that, to measure the intentions of an employee towards their workplace the satisfaction level of employees is used (Sweeney et al, 2002; Cranny et al., 1992). In literature, a number of practices have been done for the satisfaction of employees. The most important to which is the Maslow's hierarchy of need. In this theory, he suggests that individual needs start from the basic need (food, cloth, and shelter) and end at the level of self-actualization. Researchers such as Kuhlén (1963) and Conrad et al. (1985), approached to find the factors affecting the satisfaction of employees based on the theory of necessity.

Importance of Employee satisfaction for Various Stakeholders

1. Importance of Employee Satisfaction for the Organization:

- Enhance employee retention.
- Increase productivity.
- Increase customer satisfaction.
- Reduce turnover, recruiting, and training costs.
- Reduced wastages and breakages.
- Reduced accidents.
- Reduced Absenteeism.

- Enhanced customer satisfaction and loyalty.
- More energetic employees.
- Improved teamwork.
- Higher quality products and/or services due to more competent, energized employees.
- Improves a corporate image.

Importance of Employee Satisfaction for the Employee

- Employee will believe that the organization will be satisfying in the long run
- They will care about the quality of their work.
- They will create and deliver superior value to the customer.
- They are more committed to the organization.
- Their work is more productive

Workplace Environment

The location of the work, where the employee performs his duties and daily activities, such as office or site of construction, is included in workplace environment. Generally other factors like, noise level, fresh air, refreshment and the incentives e.g. child care, also become a part of workplace environment. Workplace environment may have either positive or negative impact on the satisfaction level of employees depending upon the nature of working environment. The employees can perform better if they are provided good environment. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will be. Employee satisfaction plays an important part in the success of organization. The employees will perform better if they are provided good environment. There are various aspects of the physical environment satisfaction that contribute in employee's satisfaction.

Researchers asked the question from the employees that may include that how much you are satisfied with your working environment. When an employee is given higher level of satisfaction then it reduces turnover and in turn enhances the morale of an employee (Dole and Schroeder (2001). Carlopio (1996) found that satisfaction with workplace is optimistically associated with job accomplishment and it is indirectly connected with turnovers for better future, Carlopio, (1996); Sandstorm et al. (1994); Leather et al. (2003); Lee and Brand, (2005). The current workplace environment of various organizations has positive association with satisfaction of employees.

Job Loyalty

According to Allen and Grisaffe(2001), loyalty is a mental state and illustrates the association of employees with the organization for which they work, and that influences their decision to remain with the organization. According to the description Mathieu and Zajac(1990), establishing the organization, can be considered a response exciting, especially when the employee believes the values and goals of the organization, and a strong desire to maintain a relationship with an organization called loyalty. Becker et al. (1995) defines a strong desire to remain a member of the willingness of the organization to establish a high level of effort for of the organization and a clear belief and acceptance of the values and goals of the organization. Therefore, characterize as a belief that plays positive role in maintaining the member of the organization. Strong membership retention of employees in the organization of their organization can be described as" the relative strength of individual recognition and dissemination l a particular organization" (Wu and Norman, 2006). If satisfaction is a specific characteristic of valid responses and attitudes in work, an effective response to the entire organization is the involvement of employees (Chen, 2006). As suggested by empirical data, job satisfaction is a precursor of loyalty to the organization. This shows that loyalty, employee satisfaction the organization of work and the real fidelity mediator satisfaction variables turnover (Chen 2006). There is a positive relationship between employee satisfactions, loyalty and organizational working employees (Fletcher and Williams, 1996). According to Martensen and Gron holdt (2001), employee satisfaction positively correlated with employee loyalty to their company.

Furthermore, studies such as Al-Aamer (2000) and Fang(2001) still have a strong correlation between the organizational loyalty of employees and the job satisfaction of employees (Wu and Norman, 2006). Low job satisfaction leads to low morale, low loyalty to the organization and an increase in sales jobs (Soler, 1998). It would also lead to low employee job satisfaction retreat from their job hunt for a new job or a change. Their current work and career-satisfied employees are more organizational loyalty than their work disillusioned workers (Kim et al., 2005). Some researchers, such as Fisher(2000) and Locke(1976) have similar results (Petty et al., 2005) found. The degree of organizational loyalty increases with the increase of job satisfaction.

Job performance

From the perspective of the judges with Hersey and Blanchard (1993) the level of achievement of business and social objectives to measure job performance and accountability). Porter and Lawler say, 5 (1968), there are three types of transactions. One of them is a measure of the amount of sales in a given time period, the output frequency and production groups of employees reporting manager, and so on. The second type of evaluation performance evaluation of individual affected persons other than those whose performance is considered someone. The third method of performance evaluation is self-evaluation and self-evaluation. The studies show that job performance is positively related with job satisfaction. There is high demand of trained, highly skilled and qualified employees in labor market. The output and yield of an organization is calculated in terms the performance of its workforce (Currall et al., 2005). It was originating that if an employee is showing better performance than it is due to level of job satisfaction (1977) have investigated the important employee performance indicators at the hiring stage. They concluded that the employee's productivity is affected by level of job satisfaction and motivation. For high performer employees demands attractive packages from the employers. And now it has become dilemma for the human resource experts to retain the performer (Sumita, 2004). The employee commitment is adversely effected by the low level of employee satisfaction and sequentially it effects the achievement of organizational objectives and performance (Meyer, 1999).

Quality of work

The quality of work concept has also fascinated researchers for years and has been an area of interest to psychologists and sociologists, but now it has gained momentum among scholars and academicians as well (Schalock, 1990; Sirgy et al., 2001; Back et al., 2011). The compromise that an employee with his/her work quality further reduces their job satisfaction (Boisvert, 1977; Ference, 1982; Poser et al., 1983; Kandasamy and Ancheri, 2009; Chiang and Birtch, 2011; Slimane, 2017). The aim for improved productivity through human assets can be achieved only when they experience satisfaction with respect to task identity (Karatepe and Uludag, 2007), goal orientation, guidance and consultancy, performance appraisal, co-worker's relationships, job involvement, career development, freedom to be decisive, authority and responsibility, continuance in the same job and compensation (Berger and Vanger, 1986; Vansteenkiste et al., 2007; Deery, 2008; Singh and Gupta, 2015; Al Mehrzi

and Singh, 2016; Gelard and Rezaei, 2016; Gupta et al., 2018). It is worthwhile to mention that, if the employees of any concern are satisfied in relation to their work life quality, they can certainly produce good results (Brunges and Foley-Brinza, 2014; Yuh and Choi, 2017). The study aims to identify that how different factors of the quality of work life (job awareness and commitment, perceived job motivators, perceived organizational culture, unconducive work environment, employee satisfaction and continuance) are responsible for job satisfaction (dissatisfaction) of service industry employees.

Capability

Employees' Capabilities is a concept that should be embedded in the Dynamic

Capabilities (DC) of the entire organization. DC is the field of study that emerged in the literature and has attracted a lot of researchers' attention over the last years, not only in consideration of strategic management but also in risk management and entrepreneurship. Moreover, the competitive advantage obtained nowadays with the use of DC is identified as a source of the sustainable

development of organizations. That is why DC is one of the key organizational characteristics contributing to the achievement of corporate sustainability. (Laszlo, C, 2017)

All existing considerations and empirical research concern the organization as a whole and since employees are addressed as the factor most directly linked to the obtainment of organizational sustainable development, the DC of employees should gain immediate research attention (Teece, D.J & Pisano, 1997). The literature offers some insights on human resources as one of the factors influencing the dynamic capabilities of the organization, considering the need for establishing DC of managers, in the context of various leadership approaches, organizational trust or, especially often, in the context of knowledge management. However, it is still just a factor influencing the DC of the organization, not offering the shift from the level of organization to the level of employees. It has to be said that all employees (not just managers) themselves need to employ DC to influence the organization and that it tackles a different scientific problem. The already-known notion of DC cannot be easily translated into EDC because the subject of the analysis is different and it creates a research gap. There is a need to assume a different point of view and analyze employees and their capabilities, not organized as a whole with employees as just one element of it. (Wolf, J, 2013)

Communication

Communication is a vital element of any organization. All organizations, whether they are social clubs, manufacturing firms or schools cannot exist without systems of communication (Bantz, 1993; Smeltzer, Leonard

& Hynes, 2002). Over the last few decades a lot of attention has been given to organizational communication and the way it operates in organisations (Dwyer, 2002; Goldhaber, 1993; Meyer, 2002; Putnam, Phillips & Chapman, 1996; Thayer, 1968)

The way communication takes place in an organization is closely related to the organization's culture. The patterns and structures of communication in one organization are likely to differ from those of another (Bantz, 1993; Robbins & Barnwell, 1994; Schall, 1983). This may be attributed to the different cultures existing among various organizations (More & Ross-Smith, 1990; Wilson, Goodall & Waagen, 1986). Communication has been described as the means by which the culture of an organization is spread and reinforced (Deal, 1985; Deal & Kennedy, 1982; Schein, 1992; Sypher, Applegate & Sypher, 1985). However, it is also accepted that culture influences the way communication occurs in organizations (Harrison & Carroll, 1991; Lau, Chiu & Lee, 2001; Phillips & Brown, 1993). Given that culture can play a key role in the success and effectiveness of organizations, including schools (Deal & Kennedy, 1982; Heck & Marcoulides, 1996; Mitchell & Willower, 1992; Owens, 2001), the role of communication in organizations is worthy of investigation. Further, studies by Charles R. Bantz (1993) have suggested that organizational communication may be studied to analyze the values, norms and behavioral expectations of organisations.

Literature Review

The mentoring is used for development-orientation (Scandura and Williams, 2004). When a supervisor provides mentoring, the relationship affects the protégés skill development and intentions to remain with the employer (McManus and Russell, 1997). On the other hand non-supervisory mentor may increase mentee's confidence by providing access to outside organization (Scandura and Williams, 2004). The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West, 2001). According to Chakrabarty, Oubre, and Brown (2008), "perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done." J.D. Politis (2001) has examined the roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who were engaged in knowledge acquisition activities to examine the relationship between leadership styles and knowledge acquisition attributes. The results showed that the leadership styles that involve human interaction and encourage participative decision-making are related positively to the skills and essential knowledge acquisition.

According to the study conducted by Friedlander and Margulies (1969), it was discovered that management & friendly staff relationships contribute to the level of job satisfaction. However, this result contradicts with view of Herzberg (1966) who supported the view that supervision is irrelevant to the level of job satisfaction. Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. C.R. Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J.P. Wanous and E.E. Lawler (1972) refers to job satisfaction as the sum of job facet satisfaction across all facets of a job. Abraham Maslow (1954) suggested human need from a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment.

Chapter Three

Research Methodology and Design

Introduction

A description of the nature and the methodology adopted in the current research is presented in this chapter. In addition, a detailed discussion and explanation of the various elements of the research design are also introduced in this chapter. The research design elements include the research strategy used in this research, proposed theoretical model, population and sampling and selection techniques, and finally data collection procedures (the tool) and analysis.

The research design

The term "study design" refers to the "process of the research methodology will be applied"(Hair , 2010). The research methodology must be consistent with the research objectives and the data required for the purposes of the analysis. Several models, including experimental or descriptive methods that can be used in achieving the research objectives. Given that the current research aims to identify the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan, the descriptive/quantitative approach is compatible with this study. In addition, quantitative research turns data into numbers and uses mathematical and statistical methods to analyze these numbers. In order to obtain scientific answers to the research question, data is collected using a (questionnaires).

Research Methodology

This research used the descriptive, analytical, statistical approach through questionnaire as a tool to collect data. The quantitative method helps in offering real data in the empirical investigation of factors influencing to identify the level of employee job satisfaction and its impact on job performance from the point of view of the employees . In this research, a survey was conducted to determine the factors affecting from the viewpoint of the employees in the Arab Potash Company in Jordan. The survey has been built - based on a comprehensive review of the latest literature related to the research topic.

Research design

The exploration configuration is the outline followed by the analyst to bear the cost of results to the examination question(s) through concentrated work of social occasion information, estimating information, up to investigating stage (Sekaran and Bougie, 2016). The examination configuration process incorporates characterizing the populace and testing methodology, as well as deciding the information gathering plan. While the procedure for doing research might differ as per the subject. As per Sekaran and Bougie (2016), research configuration ought to continuously incorporate the accompanying four parts:

1. **Research strategy:** the examination frame in which the specialist give the reasonable method for leading the exploration from start to the last end.
2. **Research framework:** putting on the exploration examined factors and the normal connection between them.
3. **Population and Sampling:** giving a thought regarding whom to be overviewed.
4. **Data Collection Processes:** remembers subtleties for the instruments and techniques used to accumulate and dissect information.

N	domain	Cronbach alpha	test retest Pearson R
1	Workplace Environment	0.84	0.82
2	Job Loyalty	0.80	0.79
3	quality of work	0.83	0.71
4	Cabability	0.81	0.77
	Communication	0.85	0.80
	QALL	0.88	0.83

The study sample:

Schedule (1)
Frequencies and percentages according
to the variables of the study

Percentage	Frequency	Categories	
60.0	150	Male	Gender
40.0	100	Female	
20.0	50	Diploma	Educational Qualification:
28.0	70	Bachelor	
40.0	100	Master	
12.0	30	Other	
20.0	50	280-500	Monthly Salary
12.0	30	500-1000	
68.0	170	1000 and up	
100.0	250	the total	

Results related to the first question: "What is the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan?"

To answer the first question of the study, "What is the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan?", means and standard deviations of the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan in tables..

Table - : means and standard deviations of the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan, ranked in a descending order

Rank	N	domain	Mean	Std. Deviation
1	1	Workplace Environment	4.14	.649
2	2	Job Loyalty	4.05	.619
3	3	quality of work	4.00	.687
4	4	Cabability	3.96	.777
5	5	Communication	3.94	.791
		QALL	4.04	.598

Table - shows that "Workplace Environment" receives the highest mean (4.14), while "Communication" was ranked last with mean (3.94). This table also shows that the total mean is (4.04).

Mean and standard deviation of each item in each domain were calculated as shown in the following tables.

The second question: Are there statistically significant differences ($\alpha = 0.05$) in (What is the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan?) due to the variables of gender, educational qualification, and income?

To answer this question, the arithmetic means and standard deviations (What is the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan?) were extracted according to the variables of gender, educational qualification, and income, and the table below shows that.

Table No. (3)

Arithmetic means and standard deviations (What is the level of employee job satisfaction and its impact) "on job performance from the point of view of the employees of the Arab Potash Company in Jordan? according to the variables of gender, educational qualification, and income

number	standard deviation	Arithmetic mean		
150	.603	4.05	Male	Gender
100	.592	4.02	Female	
50	.565	3.95	Diploma	Educational Qualification:
70	.581	3.96	Bachelor	
100	.625	4.14	Master	
30	.574	4.03	Other	
50	.578	3.94	280-500	Monthly Salary
30	.580	3.99	500-1000	
170	.607	4.07	1000 and up	

The table (3) shows an apparent variation in the arithmetic means and standard deviations (What is the level of employee job satisfaction and its impact on job performance from the point of view of the employees of the Arab Potash Company in Jordan?) due to the different categories of the variables of gender, educational qualification, and income.

Table No. (4)
 Triple variance analysis of the effect of gender, educational qualification, and income on (question)

significance	value Statistical	Mean squares p-	degrees of freedom	Sum of squares	source of contrast
.421	.650	.230	1	.230	Gender
.104	2.073	.734	3	2.203	Educational Qualification
.278	1.288	.456	2	.912	Monthly Salary
		.354	243	86.053	The error
			249	89.004	Total

The following can be seen from table (4):

- There were no statistically significant differences ($\alpha = 0.05$) due to the effect of gender, as the p value was 0.650 and the statistical significance was 0.421.
- There were no statistically significant differences ($\alpha = 0.05$) due to the effect of the educational qualification, as the P value was 2.073 and the statistical significance was 0.104.
- There were no statistically significant differences ($\alpha = 0.05$) due to the effect of income, as the p value was 1.288 and the statistical significance was 0.278.

N	Item	Mean	Std. Deviation
1	I am able to personalize my workspace	4.22	.832
2	My work area has many visual distractions	4.13	.902
3	My workstation is large	4.11	.782
4	I am able to determine the organization/appearance of my work area	4.07	1.014
5	My workplace provides an undisturbed environment	4.20	.904
6	want to continue my work in the same organization	4.04	.902
7	I would like to advise my friends to do work in this organization	4.06	.876
8	When somebody speak ill of my organization, I will defend it immediately	4.03	.880
9	No matter whether it will benefit me or not, I will be willing to continue working under my organization	4.04	.904
10	When someone praises my organization, I feel like a personal compliment	4.10	1.084
11	My company work environment is good and highly motivating. My company work environment is good and highly motivating. My company work environment is good and highly motivating.	4.02	.931
12	Working conditions are good in my company.	4.02	.914
13	The company provides enough information to discharge my responsibilities	4.00	.938
14	I am given a lot of work empowerment to decide about my own style and pace of work.	3.96	.924
15	There is cooperation among all the departments for achieving the goals.	4.00	.901
16	i quickly notice and successfully recognize in the environment (both inside and outside of the organization) opportunities and threats (including early warning signals) that can affect the work I do	3.96	.911
17	I quickly notice and successfully recognize problems appearing at the workplace	3.97	.896
18	I quickly solve problems appearing, I do it on my own or seek support (within the scope of knowledge and information) that allow me to perform assigned tasks	3.95	.943
19	I have the communication skills needed to break bad	3.95	.932
20	My anxiety and nervousness affects my communication skills	3.94	.965

Results and Recommendations:

- Scarcity of studies related to the topic Job satisfaction of employees and its impact on job performance From the point of view of the employees of the Arab Potash Company in Jordan.
- There were no statistically significant differences ($\alpha = 0.05$) due to the effect of gender, as the p value was 0.650 and the statistical significance was 0.421.
- There were no statistically significant differences ($\alpha = 0.05$) due to the effect of the educational qualification, as the P value was 2.073 and the statistical significance was 0.104.
- There were no statistically significant differences ($\alpha = 0.05$) due to the effect of income, as the p value was 1.288 and the statistical significance was 0.278.

Recommendations:

- Holding training courses for workers to develop their abilities and skills towards solving problems they face in the field the work.
- Involving employees in planning and implementing change programs in the company.
- Applying teamwork method, using group incentives and rewards.
- Conducting more studies related to Job satisfaction of employees and its impact on job performance From the point of view of the employees of the Arab Potash Company in Jordan.

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▪ **Part Tow: demographic information**

Gender:

Male Female

Age:

20-30 31-40 41-50 more than 51

Educational Qualification:

Master Bachelor

Diploma Other

Monthly salary:

280-500 JD. 500-1000 JD

1000 JD and more

No	complexity Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1-Workplace Environment	I am able to personalize my workspace					
2	My work area has many visual distractions					
3	My workstation is large					
4	I am able to determine the organization/appearance of my work area					
5	My workplace provides an undisturbed environment					
6-Job Loyalty	want to continue my work in the same organization					
7	I would like to advise my friends to do work in this organization					
8	When somebody speak ill of my organization, I will defend it immediately					
9	No matter whether it will benefit me or not, I will be willing to continue working under my organization					
10	When someone praises my organization, I feel like a personal compliment					
11- quality of work	My company work environment is good and highly motivating.					
12	Working conditions are good in my company.					
13	The company provides enough information to discharge my responsibilities					
14	I am given a lot of work empowerment to decide about my own style and pace of work.					
15	There is cooperation among all the departments for achieving the goals.					
16-Cabability	i quickly notice and successfully recognize in the environment (both inside and outside of the organization) opportunities and threats (including early warning signals) that can affect the work I do					
17	I quickly notice and successfully recognize problems appearing at the workplace					
18	I quickly solve problems appearing, I do it on my own or seek support (within the scope of knowledge and information) that allow me to perform assigned tasks					
19- Communication	I have the communication skills needed to break bad					
20	My anxiety and nervousness affects my communication skills					