

The effect of administrative diversity on job satisfaction: A comparative study of the opinions of a sample of workers in the telecommunications companies Asia and Zain Iraq

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Abstract:

The human element is the determinant of the administrative process to achieve the goals of individuals and the organization, and the language of diversity has become one of the features of small and large contemporary organizations, local and international, as it gives them the ability to achieve sustainable competitive advantages, which made it necessary to understand the linkage and integration of human resources and their treatment without any discrimination or exclusion and under any reason. To come out with characteristics and ideas that contribute to achieving job satisfaction, which is considered one of the important topics covered by research and studies in the field of managerial psychology, because individuals spend most of their time at work and their satisfaction with it leads to increased production and profits and thus the success, effectiveness, survival and sustainability of management.

Keywords: managing diversity, job satisfaction.

Introduction

The organization is formed where the individuals belong in it in order to achieve their personal goals and objectives as well, and in order to the individual and the organization to achieve them, there must be compatibility between those goals with their difference and change according to the surrounding circumstances, which leads to increase in the complexity of the relationship between them, so that the reciprocal relationship between them appears through the outputs. The organization understands their behavior and the factors affecting them, to achieve balance and study the importance of the process of organizational change and development according to the environmental factors affecting them. Diversity in human resources refers to

differences in age, gender, nationality, religion and color, and leads to divergence of views, values and work habits, which leads to obstruction of work unless there are controls for that, which leads to prejudices of workers and managers against some minorities of employment, where there have emerged intellectual trends bearing A contemporary feature analyzes the behavior of the administration and its components and their interpretation according to the logic of diversity, and that its essence stems from the conscious faith aware of the philosophy of difference and symmetry and the search for commoners through dialogue and diplomacy and the exchange of views and experiences between administrative leaders and their success in achieving the well-being of individuals. The experiences and wisdom of leaders, the diversity of resources and capabilities, the readiness of management and their diversity in cultural performance of a spiritual and ideological character. The organizations seek continuity, survival and excellence in light of the rapid changes in the business environment and the various innovations at various levels to meet the needs and desires of different individuals and their expectations, and the satisfaction of quality indicators in providing services in the best way.

Diversity management

Diversity management concept

Individuals and workers form a vital element for all organizations of different types and sizes, and their success stops in order to achieve their goals, and therefore administrative leaders try to deal with their workers on the basis of creativity, distinction and success, and work to invest their capabilities and skills and absorb their ethnic and cultural diversity, and contribute to the development of procedures aimed at creating a suitable environment for them that enables them By extracting their maximum energies to benefit from them in order to achieve their set goals and create a common culture resulting from their various cultures (Seymen, 2006: 301). Therefore, the administration is required to develop strategies to prepare the entry of women into the labor market, as well as the youth and other social strata, and to deal with them in a way that facilitates their work and makes them satisfied with what they do, and accordingly, policies must be developed that are compatible with diversity and functional pluralism (Schuler & Huber, 1990: 59) And create common values among them and benefit from their behaviors and practices in order to achieve the correct achievement of the organization's goals, and to communicate and collaborate with their administrative leaders who realize that the diversity of their workers is a competitive experience with other organizations (Andrews & Herschel, 1996: 169).

In order to achieve high productivity and efficiency, the Department of Diversity tends towards ensuring that the actual and perceived differences of its employees are merged to achieve satisfaction, development, advancement and growth (Mondy, 2008: 53), and to attract and promote them according to what contributes to advancing the progress of the organization (Ivancevich & Gilbert, 2000: 60). Where the organization adopts effective relationships between its employees and respecting

beliefs, languages, values and diversity and teaching them how to communicate with each other as homogeneous societies through the spread of the culture of diversity because it is part of the organization's culture (Thomas, 1991: 10), so that they work with sincerity, efficiency and effectiveness (VonBergen, 2002: 239). And one of the contemporary challenges has become the emergence of knowledgeable and specialized leaders in managing diversity and considering the difference and difference as a health condition that must be taken advantage of, especially expatriate and immigrant workers from different and diverse countries regionally and internationally (Ramadan et.al, 2003: 31).

Several researchers and authors describe diversity as the "social disparity" of different types of workers in organizations (Turner et.al, 1987: 42). It refers to the characteristics of individuals that make up their identity and experiences at the workplace and the degree of social difference in the hands of the members of the same group or organization (Lussier.1997: 75), and (Rollinson & Broad, 2002: 53), explained that the diversity was due to the global competition of organizations to achieve their goals by exploiting the development of Mobility and ease of movement that led to the diversity and multiplicity of individuals working in these organizations, in addition to the entry of the opposite sex into work and a decrease in the death rate, he adds (Stephen & Mary, 2012: 5). Diversity is the conscious choice and efforts made by administrative leaderships to define the interests and expectations of their organizations, and to indicate the behaviors of the various and multiple groups according to certain criteria and to guarantee rights, and he emphasized (Taha, 2008: 137). The emergence of diversity was due to the use of some labor available in the local markets. This contributed to the organizations dealing with different organizational behaviors and cultures as a result of contact with different markets and a diverse and multi-national employment characterized by inconsistency, whether in trends or cultures.

Dimensions of diversity

Dimensions of diversity are formed to guide workers in organizations to specific trends and behaviors, and to create a climate for a sense of shared values, as some scholars and researchers describe them (Hanappi. 2007: 159), and to demographic and behavioral factors related to personality, desires, attitudes, and biological characteristics that cannot be controlled and effect On human relationships et.al that can be controlled, where they can be changed, added, or modified through voluntary options and efforts such as social status, religious beliefs, job experience and education. With diversity a reciprocal relationship, and this interdependence forms an interaction that helps administrative leaderships to achieve consistency and harmonization between those dimensions to indicate human capabilities. Among the components of these dimensions are:

- 1- The personality and the cultural level: it includes the functional and dynamic construction of the personality.(Fleet and Al Majeed, 2009: 178).

- 2- Ethnicity: distinct genetic characteristics, showing differences in skin and body structure to represent adaptations to different environmental factors (Al-Mashhadani, 2009: 3).
- 3- Gender and position: It is noticed that women enter the labor market in order to share their work with men, what has the effect of changing the mix of human resources due to the difference and diversity of capabilities, features and requirements of the female component in job work, and the idea of job design is based on the truth of its conclusion, that there is always more than one way of performance for every work. Where it varies in quality, choosing the best method among them, linking the contents of the job and the required qualifications, liberating incentives in a way that satisfies the desires and needs of both sexes, and achieving the goals of the organization, (Al-Salam, 2009: 137).
- 4- Lifestyle and quality of work: Peoples and societies differ in their customs, traditions, requirements of life, levels, social classes, loyalty and affiliations, and it is imperative for administrative leaders to explain the differences to their workers in order to identify their cultures, values and beliefs in order to reach a suitable climate for work within the organization. They must enhance the possibility of compatibility of the type of work with the nature of workers. (Werner & Desimon, 2011: 740).
- 5- Occupational position: The administrative leaderships clarify the tasks, responsibilities and powers of each job, the extent of its difficulty, and the risks associated with its performance, commensurate with the specifications and capabilities of the incumbent of each job and his ability to work and the needs of workers in accordance with their psychological inclinations and readiness to work (Aqili, 2009: 14). This is reflected in the level of income, up, down, or steadily, and that is that each job center has its own material and moral privileges, and this relationship is affected by the degree of delegation of powers, the quality and size of supervision, the degree of freedom and participation in decision-making (Darrah and Al-Sabbagh, 2008: 345).
- 6- Nationality: The workforce in some of its specializations is considered a rare commodity in the local markets, which places a burden on the process of attracting competent individuals for recruitment and work, and searches are made in other markets that may be global and have different nationalities with the experience, qualifications, abilities, and skills required, (Hashem, 1996: 235). And that the essence of language is communication through meaning, and that the human being able to fully communicate through signs, which contributes to the exchange of cultures between peoples (Dessler, 2007: 582).
- 7- Experience: On-the-job experience plays an important role in developing the capabilities and skills of all workers, and individuals need to look at themselves as skilled and capable of carrying out the tasks entrusted to them and accomplishing them with high merit, (Lee & Koh, 2001: 684). Therefore, the sound foundations, willingness, competence, and the ability to objectively

achieve goals in light of competence and merit ensures placing the right person in the right place, which is of importance to raise the capabilities of the organization, (Abdulrahman, 145: 2010).

Policies and benefits of diversity in human resources

1- Policies: These policies are concerned with the following:

A- Human resource management practices are free of biases and discrimination between some groups or minorities.

B - Building an organizational culture based on positive not negative diversity.

C- Training on non-discrimination and acceptance of positive diversity.

D - confronting prejudices severely.

Encouraging communication and interaction between different types of human resources. (Norie&Curtel, 2011: 351).

Advantages

A - Achieving a better competitive advantage for the organization in the market.

B - Increase the ability to attract good human resources.

C - Increasing the ability to work productively and marketing.

D - diversity in ideas, creativity, innovation, and ability to solve problems.

C - Increase the flexibility of the organization to face problems in general.

Job Satisfaction

The concept of job satisfaction

Interest in the term satisfaction began in the twentieth century, and there were numerous studies that dealt with its concept because it is related to the feelings of the individual, which is often difficult to explain because it is variable with the change of different situations. As the human soul tends to work, it is either an opinion or dissatisfied with this work, and there are many meanings for it, it is the psychological feeling of contentment, satisfaction and happiness to satisfy needs, desires and expectations with work and an environment, with confidence and loyalty with external and internal environmental factors and influences. It is a trend that is considered the outcome of many beloved and unpopular experiences related to work and reveals itself with the individual's appreciation for work and its management, and satisfaction is defined as the outcome of a group of relevant factors and job work, which is mainly measured by the individual's acceptance of that work with satisfaction, self-satisfaction and effectiveness with production as a result of the emotional feeling that the individual can do his work Without boredom or distress, (Latham, 2019). Satisfaction is achieved when the specifications are integrated with the standards that the individual thinks meet the needs, and is also defined as a state of pleasure or positive feelings that result from the individual's evaluation of his job or job experiences and is renewed according to the interaction between the components of the work environment, represented by the functional characteristics, the surrounding circumstances and the policies of the organization, (Dudin (Al-Adili, 1993: 15), and notes (Al-Adaili, 1993: 15) that is a group of concerns with

psychological, material and environmental conditions that lead an individual to honestly say, I am satisfied with my job.

While (Kamel and Al-Bakri, 1990: 78) sees it as the psychological or emotional state that accompanies the individual achieving his goal and satisfying his needs and desires that he requires, through the interaction between the personal factors of the individual himself and the factors specific to the nature of the job itself and factors related to the work environment, and confirms (Al-Nimr, 75: 1993) that the employee feels positive or negative about the work to which he belongs as a result of being affected by the set of material and moral variables that surround him in the work environment.

It is a multi-dimensional concept that includes individual trends, direct supervision, financial rewards, colleagues at work, and job design. It is not necessary that all these trends be positive or negative at the same time. The individual may enjoy job performance, and be proud of belonging to the organization, but complain about the weakness of his manager's competence, Individuals experience situations that include a temporary decline or rise in satisfaction due to the appointment of a new manager or changes in material rewards or the organization's policies or design. The satisfaction of high-performing individuals increases as the reward for their performance is clear and overt, while their satisfaction decreases when the reward is not related to performance and may not take. Rewards system, taking into account the level of performance, the status of the organization will result in the presence of low-performing individuals who are satisfied with their rewards and high-performing individuals who are not satisfied with their rewards, and will constantly search for other organizations that reward outstanding performance in order to belong to it (Al-Shamaa, 2011: 247). Ross (1995: 207) asserts that the highest degree of conviction is perceived by the individual towards specific services and goods that satisfy his stated and implicit needs, which reflects the acceptance of the organization, its services, activities, and the improvement of its image. (Al-Ajarmah, 2005: 351) describes that satisfaction is the psychological state of the individual that he feels when he receives a rewarding reward and special services in exchange for the sacrifice of money and effort. Kotler (2006: 172) emphasized that it is a positive or negative reaction to an individual through his purchasing experience. It is the psychological attitudes of workers towards their work, and the extent of their satisfaction and happiness at work, especially with regard to basic elements at work such as wages, organization policies, heads, colleagues, subordinates, opportunities for growth, promotion, self-realization, et.al. Among the main phenomena of satisfaction is the so-called turnover, as an increase in its rates is an indication of dissatisfaction with work, as well as absence and repetition, and the disloyalty, respect, or pride of employees working in it (Maher, 2000: 43).

Individuals' satisfaction with work is very importance, and it is one of the most important topics dealt with by administrative psychology through research and investigation. The focus in any organization came from the assumption that an individual who is satisfied with his work is more productive than a dissatisfied

individual, and that those whose level of satisfaction decreases suffer from feelings of inferiority. Confusion and dissatisfaction with oneself and this leads them to drug and alcohol abuse and addiction to them, and they move away from society to escape what they suffer from psychological tensions or may practice some methods of aggression directed towards oneself or others, while appropriate action helps to achieve his life goals and achieve personality integrity and balance through what His potential helps him and among those goals that match his actual capabilities, (Solomon, 2010: 35). The human element is the real wealth and the main axis of production in business organizations, including communications. Equipment and devices, regardless of the degree of their development, complexity and complexity, will remain useless, and may not work if the human mind is not available to manage and move them. If it is of such great importance, then it is fair. And fairness is to strive for the individual to be satisfied with his work, (Al-Otaibi, 1991: 31). As the human resource represents the mainstay of the organization's activities and the performance it achieves, as it sets strategies, draws goals, plans, implements, follows up and assesses any deviation from the level of performance or required standards of behavior, which undoubtedly results in the deviation of the organization from achieving its goals and disrupting its path and will inevitably follow it to Failure is what makes it the undisputed main factor on which the success of the organization depends (Alaqi, 1993: 633). Understanding and realizing the motivations of workers in the fields of work and their job satisfaction helps the administrative leadership to design an appropriate work environment and an effective incentive system that helps to preserve and maintain employees and increase their effectiveness and job performance (Al-Adili, 1993: 10).

Research Methodology

1- The research problem

The research problem remains in showing diversity in organizations and it can affect the job satisfaction in the telecommunications sector.

2- The importance of research: The importance of research is evidenced by:

- ✓ One of the first studies that dealt with diversity and its impact on job satisfaction for workers in the two telecom companies Asia and Zain Iraq in conditions, capabilities and capabilities (as a comparative study).
- ✓ Interested decision-making administrations and researchers are offered to continue research to reach results that benefit the telecommunications sector.

3- Research objectives: The research aims to achieve the following:

- ✓ Knowing the nature of the differences between the human resources working in the communication companies in question and their diversity.
- ✓ Determine the level of job satisfaction for employees.
- ✓ Spreading a culture of diversity among service organizations, knowing the satisfaction of their workers, and demonstrating their strength in their target markets.

4- Research hypotheses

- ✓ The first main hypothesis: There are significant differences between the telecom companies Asia and Zain Iraq in the application of diversity.
 - ✓ The second main hypothesis: There are significant differences between the telecom companies Asia and Zain Iraq in achieving job satisfaction.
 - ✓ The third main hypothesis: There is a statistically significant significant association between diversity and job satisfaction.
 - ✓ The fourth main hypothesis: There is a significant statistical effect of diversity in achieving job satisfaction.
- 5- Society and sample research: The research was applied in the two telecom companies Asiacell and Zain Iraq in Baghdad, where a sample consisting of (100) workers was chosen equally distributed between the two companies.
- 6- Hypothesis scheme:

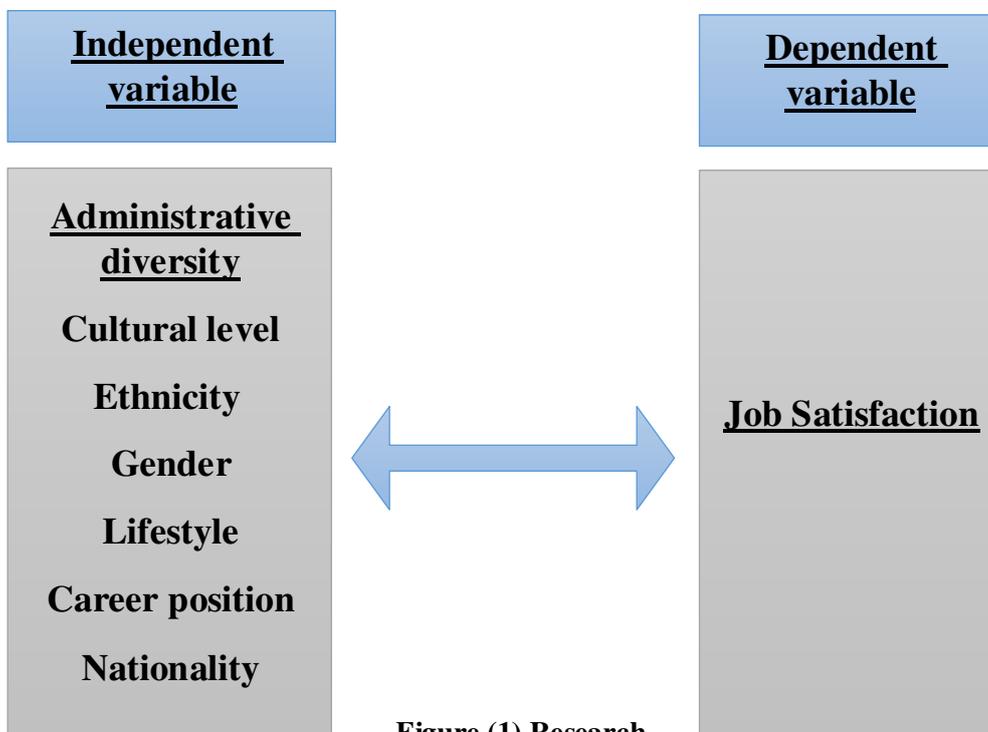


Figure (1) Research form

Statistical analysis

In this topic, the validity of the content is shown by a peripheral comparison to demonstrate the extent to which the independent variable paragraphs are represented (diversity management), and at the same time test the extent of the representation of the dependent variable (job satisfaction), and then demonstrate the reliability of the results that we will obtain from the questionnaire data by applying the Cronbach alpha test For stability (Cronbach's Alpha), followed by a descriptive analysis of the identifying information using percentages, then the use of weighted arithmetic means, standard deviations and the standard difference coefficient in the process of analyzing the level of importance of the research variables and at the level of telecommunications companies Asia and Zain Iraq, then testing the presence or absence of significant differences between the two companies from In regards to

managing diversity and job satisfaction, then (F-TEST, Z-TEST) was used to test the correlation and influence relationships between the two research variables as follows:

Validity and reliability tests of the questionnaire

1. The method of validating the content by means of terminal comparison: This method diagnoses the extent to which the questionnaire, with its paragraphs and variables, represents the phenomenon in question. The method of validating the content by means of the peripheral comparison depends on the (T-TEST) test after dividing and arranging the questionnaire data, either in descending order or ascending, then withdraw from the higher section A rate of 27% and from the bottom of the data the same percentage, as the test will confirm the availability of the validity condition in the questionnaire when the calculated T value is greater than its tabular counterparts of (2.021), so we can deduct from Table (1) the availability of the validity condition in all the paragraphs of the questionnaire as well as the two variables paragraphs Research as follows:

Table (1) the results of the questionnaire validity test

Search variables		Number of paragraphs	The calculated T value	Researcher comment
future	Diversity management	10	13.964	Check the condition of honesty
Dependent	Job Satisfaction	4	17.217	Check the condition of honesty
All paragraphs of the survey		14	21.434	Check the condition of honesty
The tabular T value at (95%) confidence level is equal to (2.021)				

Stability test: Reliability documents the possibility of obtaining the same results in the event that the questionnaires are distributed among the same sample members at different times, depending on the value of the reliability coefficient (Cronbach's Alpha). Especially since its values were more than (0.500), indicating the fulfillment of the condition of consistency in the paragraphs of managing diversity and job satisfaction, as shown in Table (2) as follows:

Table (2) the results of the stability test for the questionnaire

Search variables		Number of passages	The value of the Konbach alpha coefficient	Researcher comment
The Independent	Diversity management	10	0.665	Check the stability condition
Dependent	Job Satisfaction	4	0.968	Check the stability condition
All paragraphs of the questionnaire		14	0.724	Check the stability condition

Descriptive analysis of identifying information

1. Gender: The research data showed that most of the research sample were males, at a rate of (65%) and females, their percentage was (35%), due to customs and traditions that restrict female work.
2. Age: The data showed that the age group (less than 36 years) constituted the highest percentage among the individuals of the research sample, as their percentage reached (55%), then workers whose ages were within the period (from 36 years to less than 46 years) at (28%). Those whose ages are (from 46 years old to less than 56 years old) and at a rate of (12%), while the age of 56 years and over recorded the lowest percentage among the employees of my company at (5%), and this confirms that the two communication companies in question depend on their work on cadres Boys who have promising potential.
3. Academic qualification: The research data showed that the percentage of workers with a bachelor's degree in the community in question was the highest, reaching (71%), indicating that the telecom companies Asia and Zain Iraq possessed workers with sufficient scientific experience to work efficiently, while the percentage of diploma holders reached and below among workers (17%). And holders of higher degrees scored among the employees of the telecom companies Asia and Zain Iraq (12%).
4. Number of years of service: The research data revealed that the percentage of employees whose period of service was less than six years represented a high percentage among workers, as their percentage reached (57%), followed by their service period between six years to eleven years, at (23%) While the percentage of those whose service period was eleven years or more amounted to (20%), indicating weakness in practical experience.

Descriptive analysis of research variables**Independent variable (diversity management)**

Table (3) confirmed that the value of the arithmetic mean of the diversity management variable in the sample of the two telecom companies Asia and Zain Iraq was recorded (4.023), which is more than the hypothetical mean of (3) which represents the boundary between agreement and disagreement according to the fiveyear Likird scale, and with a standard deviation recorded (0.9838) shows the extent of the dispersion of the sample's answers from its arithmetic mean, while the value of the standard variation coefficient of the diversity management variable for the Asia cell sample was (25.801%).

As for the Zain Iraq sample, the value of the arithmetic mean of the diversity management variable was (4.235), which is more than the hypothetical mean of (3), and with a standard deviation of its value (0.8728), while the value of the standard variation coefficient of the diversity management variable was (4.235) in the Zain Iraq sample. (20.914%), we can deduct from this that Zain Iraq is more interested in diversity than Asia cell, according to the opinions of the research sample, confirming the existence of a prominent and influential role for diversity management in achieving job satisfaction among workers in Zain Iraq.

Table (3) The level of importance of the independent variable represented by the diversity in the sample of the two companies

The code	Steps of the independent variable	The Samples of Asia Cell Company			The samples of Zain Iraq company			The result of the comparison between the two companies
		Arithmetic mean	standard deviation	Coefficient of standard variation%	Arithmetic mean	standard deviation	Coefficient of standard variation%	
Q1	Diversity helps increase employee efficiency and achieve a new vision for the organization.	4.74	0.487	10.274	4.72	0.6145	13.018	Asia Cell is more applicable to this paragraph
Q2	Diversity greatly influences the achievement of the goals set by the organization.	3.64	1.3667	37.546	4.48	0.975	21.763	Zain Iraq is more applicable to this paragraph
Q3	Diversity gives administrative leaders a clear picture to show behaviors, ethics, non-discrimination,	4.12	1.0622	25.78	4.46	0.7343	16.464	Zain Iraq is more applicable to this paragraph

The code	Steps of the independent variable	The Samples of Asia Cell Company			The samples of Zain Iraq company			The result of the comparison between the two companies
		Arithmetic mean	standard deviation	Coefficient of standard variation%	Arithmetic mean	standard deviation	Coefficient of standard variation%	
	and differences among workers.							
Q4	Organizations strive to possess competitiveness and to ensure the quality of service provided in them when satisfying their workers.	3.92	1.2591	32.12	4.16	0.9337	22.445	Zain Iraq is more applicable to this paragraph
Q5	It achieves diversity and highlights the skills and competencies of workers and makes them work in a distinct and effective manner.	4	1.0302	25.754	4.26	0.8283	19.444	Zain Iraq is more applicable to this paragraph
Q6	Diversity provides an appropriate work environment and an atmosphere of cooperation between workers to satisfy them and come up with common visions that contribute to the development of their work.	4.24	0.8971	21.158	4.28	0.834	19.485	Zain Iraq is more applicable to this paragraph
Q7	Diversity achieves positive results within work among workers to reach their goals.	3.62	1.4126	39.023	3.88	1.1891	30.646	Zain Iraq is more applicable to this paragraph
Q8	Diversity aims at	4.16	0.888	21.368	4.31	0.7313	16.968	Zain Iraq

The code	Steps of the independent variable	The Samples of Asia Cell Company			The samples of Zain Iraq company			The result of the comparison between the two companies
		Arithmetic mean	standard deviation	Coefficient of standard variation %	Arithmetic mean	standard deviation	Coefficient of standard variation %	
	balance and harmony among workers, achieving interactions and social contact between them, and thus their job satisfaction.		9					is more applicable to this paragraph
Q9	Diversity contributes to raising morale, innovation and renewal, and keeping pace with the change in the business environment to refine their qualifications, enhance their capabilities and improve their performance.	4.22	0.7659	18.149	4.36	0.7804	17.899	Zain Iraq is more applicable to this paragraph
Q10	Diversity promotes human relationships and a sense of belonging and appreciation.	3.61	0.6689	18.529	3.44	0.9071	26.369	Asia Cell is more applicable to this paragraph
X	Diversity management	4.027	0.9838	24.97	4.235	0.8528	20.45	Zain Iraq is more applicable to this paragraph

Dependent variable (job satisfaction)

Table (4) achieves the value of the arithmetic mean of the job satisfaction variable in the Asia Cell sample recorded (4.203), which is more than the hypothetical mean of (3), which

represents the boundary between agreement and disagreement according to the five-year Likard scale, and with a standard deviation (0.7895) showing The extent of the sample's answers dispersion from its arithmetic mean, while the value of the standard variation coefficient of the job satisfaction variable for the Asiacecell sample was (18.886%).

As for the Zain Iraq sample, the value of the arithmetic mean of the job satisfaction variable was (4.368), which is more than the hypothetical mean of (3), and with a standard deviation of its value (0.6678), while the value of the standard difference coefficient of the job satisfaction variable in the Zain Iraq sample was (15.321%), we can deduct from this that Zain Iraq is more interested in job satisfaction than in Asia Cell, according to the opinions of the research sample, which confirms the existence of a remarkable interest by the management of the two communication companies in question to achieve job satisfaction. Table (4) also strengthened that all The clauses of the job satisfaction variable are applied by Zain Iraq by more than in Asia Cell, and as this is evident in Table (4) as follows:

Table (4) The level of importance of the dependent variable represented by job satisfaction in the sample of the two companies

The code	Paragraphs of the independent variable	عينة شركة اسيا سيل			عينة شركة زين العراق			The comments
		Arithmetic mean	standard deviation	Coefficient of standard variation %	Arithmetic mean	standard deviation	Coefficient of standard variation %	
Q11	Your job satisfaction is achieved through the material and moral incentives provided by the management	4.36	0.6928	15.89	4.52	0.5799	12.83	Zain Iraq is more applicable to this paragraph
Q12	The administration provides all the requirements and facilities for its employees so that they are satisfied, happy and satisfied with their illness and their management.	4.32	0.7748	17.935	4.36	0.6928	15.89	Zain Iraq is more applicable to this paragraph
Q13	The management accepts ideas and criticisms so that the work is more	4.27	0.833	19.508	4.33	0.6468	14.938	Zain Iraq is more applicab

	flexible, which contributes to the participation of workers in making the right decisions and thus employee satisfaction and ensuring their survival							le to this paragraph
Q14	Providing safety, security, and democratic interaction with employees contributes to providing a comfortable work environment and then job satisfaction to achieve the organization's goals	3.86	0.8574	22.212	4.26	0.7508	17.624	Zain Iraq is more applicable to this paragraph
Y	Job Satisfaction	4,203	0.7895	18.886	4.368	0.6676	15.321	Zain Iraq is more applicable to this paragraph

The test hypotheses of the comparison between Asia Cell and Zain Iraq in terms of diversity and job satisfaction was based on the (T-TEST) test for the approach between two independent societies, to demonstrate the absence of differences between Asiacell and Zain Iraq in terms of the application of diversity management and achieving Job satisfaction, as the hypothesis will accept, i.e. there is a difference between the two communication companies in question in the event that the calculated T value is greater than its tabular counterparts of (1.984) at a significant level (0.05), then the following hypotheses will be tested:

The first main hypothesis:

There are significant differences between Asia Cell and Zain Iraq in the application of diversity.

The second main hypothesis:

There are significant differences between Asia Cell and Zain Iraq in achieving job satisfaction.

Table (5) confirms the acceptance of the first main hypothesis with a confidence rating of (95%), especially that the calculated value of T was (2.044) which is significant because it is greater than its tabular counterparts amounting to (1.984), which establishes the presence of significant differences between Asiacecell and Zain Iraq In terms of applying administrative diversity, Table (5) also focused on the absence of significant differences between the Asia Cell Company, Zain Iraq Company, and the Zain Iraq Company in terms of achieving job satisfaction. That the calculated T value was (1.806), which is significant, being less than its tabular counterparts of (1.984).

Table (5) results of the comparison hypothesis test between Asiacecell and Zain Iraq

The hypothesis	Variables	T - test	test result	Researcher comment
		T value		
First leader	Diversity management	2.044	Accept the hypothesis	There are significant differences between Asia Cell and Zain Iraq in the application of diversity management
The second leader	Job Satisfaction	1.806	Reject the hypothesis	There are no significant differences between Asiacecell and Zain Iraq in achieving job satisfaction
The tabular T value at 95% confidence level (1.984)				

Statistical tests of the hypotheses of correlation and influence between research variables

The third main hypothesis

(There is a statistically significant association between diversity and job satisfaction)

The fourth main hypothesis

(There is a significant statistical effect of diversity in achieving job satisfaction)

Where Table (6) confirmed the existence of a close correlation between diversity and achieving job satisfaction, as the calculated z value was recorded (8.099), which is significant, and the value of the simple correlation coefficient between the two variables was (0.814) indicating a strong direct correlation between diversity and achieving job satisfaction. Which leads to acceptance of the third main hypothesis.

Table (6) also revealed the acceptance of the fourth main hypothesis (there is a significant statistically significant effect of diversity in achieving job satisfaction), as the value of F computed to indicate the significance of the effect was (396,543),

which is significant, while the percentage of interpretation of diversity was recorded in achieving job satisfaction (80.2%).

Table (6) Test hypotheses of correlation and influence between diversity and achieving job satisfaction

Variables		The third major correlation hypothesis test			The fourth major impact hypothesis test				
					Fixed limit α	Regression coefficient B	The coefficient of determination R^2 %	F - TEST	
The Independent	The Dependent	Simple correlation coefficient	Z - TEST Z Value	Interpretation				F value	
Administrative diversity	Job Satisfaction	0.814	8.099	Acceptance of hypothesis and thus there is a significant effect of diversity in achieving job satisfaction	0.572	0.970	80.2%	396.543	Acceptance of hypothesis and thus there is a significant effect of diversity in achieving job satisfaction
The tabular Z value at 95% confidence level (1.96)					The tabular F value at 95% confidence level (4.0847)				

Conclusions

Through what was done in the theoretical and field side of the research, the following is evident:

- 1- There is a clear moral difference between Asia Cell and Zain Iraq in terms of the application of diversity.
- 2- There are no significant differences between Asia Cell and Zain Iraq in terms of steps to achieve job satisfaction
- 3- There is a strong correlation between diversity and achieving job satisfaction.
- 4- There is a significant effect of diversity in achieving job satisfaction.
- 5- Diversity helps increase the efficiency of workers and a new vision for the organization.

- 6- Diversity gives administrative leaders a clear picture to show behaviors, ethics, non-differentiation and differences between workers.
- 7- Diversity provides a suitable work environment and an atmosphere of cooperation between workers to satisfy them and come up with common visions that contribute to the development of their work.
- 8- Diversity aims at balance and harmony among employees, achieving social interaction and communication among them, and thus their job satisfaction, as well as the material and moral incentives provided by the administration
- 9- Diversity contributes to raising morale, innovation, and renewal, and keeping pace with the change taking place in the business environment to refine their qualifications, enhance their capabilities and improve their performance.
- 10- The administration provides all the requirements and facilities for its employees to be satisfied, happy and satisfied with their work.

Recommendations

In light of the conclusions, a set of recommendations was reached as follows:

- 1- Providing and qualifying various working and working human resources to create a comfortable work environment that contributes to employee satisfaction to achieve the goals of the organization.
- 2- The necessity for the integration of male and female workers to work and provide services in a positive manner, which contributes to the profitability of the organization and thus job satisfaction for all.
- 3- The two communication companies in question focus on providing various products and services to obtain a better market share, thus ensuring the survival and satisfaction of its employees.
- 4- Administrative leaders 'understanding of the needs of various workers and studying the reasons for leaving work to maintain the level of satisfaction required in the organization.
- 5- Retaining the diversified skilled workers and building a solid work base by establishing good relations with them using modern methods of management.
- 6- Knowing the employees' needs and meeting them by the management to ensure their work in a way that contributes to raising their efficiency and developing work effectively.
- 7- Workers' loyalty increases when they feel that opportunities for advancement and job satisfaction are not limited to certain groups.
- 8- Convergence and affiliation and building an organizational climate between employees and departments to achieve social cohesion and then reach the organization's events.
- 9- Creating a harmony between workers, despite the social disparity and difference between them, in order to reach a state of synergy between the different groups.

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