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The Effect of Workplace Respect on Employee Performance: A Survey Study in Abu Ghraib Dairy Factory

Atheer Abdullah Mohammed
**Department of Industrial Management, College
of Administration and Economics, University of
Baghdad, Baghdad, Iraq.**
atheer.a@coadec.uobaghdad.edu.iq
atheerabdullahmohammed@gmail.com

Abstract

This paper aims to explain the effect of workplace respect on employee performance at Abu Ghraib Dairy Factory (AGDF). For achieving the research aim, the analytical and descriptive approach was chosen using a questionnaire tool for collecting data. It covers 22 items; ten of them for the workplace respect variable and twelve items for the employee performance variable. The research population involved human resources who work at AGDF in Baghdad within two administrative levels (top and middle). We conducted a purposive stratified sample approach. It was distributed 70 questionnaire forms, and 65 forms were received. However, six of them had missing data and did not include in the final data analysis. The main results are that there is a positive significant effect of workplace respect on job performance. Moreover, workplace respect appears in AGDF through forgiving honest mistakes of workers. Furthermore, the sub-variable of the knowledge of work requirements ranked first in terms of availability, practice, attention, and adoption. Then followed by the dimensions (performance quality, the spent effort and completed work) respectively. This can be understood that the availability of the three sub-variables combined has led to the factory owning a set of behaviors and functional activities.

Paper type: Research paper.

Keywords: Workplace respect, Employee performance, Performance quality, The spent effort and completed work, The knowledge of work requirements .

1. Introduction

Human resources are essential in any institution's development, as they occupy a distinguished place and receive attention in industrial organizations which are competing to obtain the best experiences, skills, and capabilities, work to develop them due to the distinction they will achieve by enabling them to face challenges from the competition and adapt to international and local changes. These skills and knowledge possessed by an employee are characterized by creativity and are sufficient justifications enabling the organization to achieve its goals. Job performance is one of the most important elements of professional work in any task. If this performance is for individuals in an environment characterized by justice and equality, an employee should be distinguished and has a prominent position in the organization (Al-Malki and Juan, 2018). Another concept of job performance is that it is the activity that workers do through performing their tasks and responsibilities that are entrusted to them and doing them according to the position of their job (Davidescu et al., 2020). It is the activities and tasks that the employee performs in the organization and the actual outcome that she/he completely, effectively, and efficiently achieves his/her goals of the organization (Fernández-del-Río et al., 2019). It includes three dimensions (performance quality, the spent effort and completed work and the knowledge of job requirements) (FadlAllah et al., 2016). Performance quality can be divided into the extent to which the individual realizes his work and what he possesses of desire, skill, and ability to organize work without making mistakes (Al-Sakhr, 2018). The spent effort and completed work include the required work of a worker to be completed under normal conditions and the speed of completion (Bani Issa et al., 2014). The knowledge of job requirements means professional skills, technical knowledge, practical experience, dexterity, and the ability to organize and execute work without making mistakes (Jie et al., 2021).

On the other side, the term "workplace respect" is one of the variables that were not circulated in research and studies in industrial organizations. This variable has begun bringing the attention of those who are interested in human behaviour by highlighting principles in the best behaviour of employees (Abun et al., 2020). Workplace respect is an essential situation that encourages a rise in perceived organisational effectiveness (Ng, 2016). From the above, the aim of the current research emerged to try to answer the basic research question, which is represented by the following: "What is the effect of respect in the workplace on job performance in the Abu Ghraib dairy factory?" To translate the research question into a quantitative language, several objectives were formulated, including determining the level of importance of workplace respect and organizational performance in the researched factory and knowing the nature of the effect of workplace respect on job performance. Above, Figure 1 shows the supposed diagram.
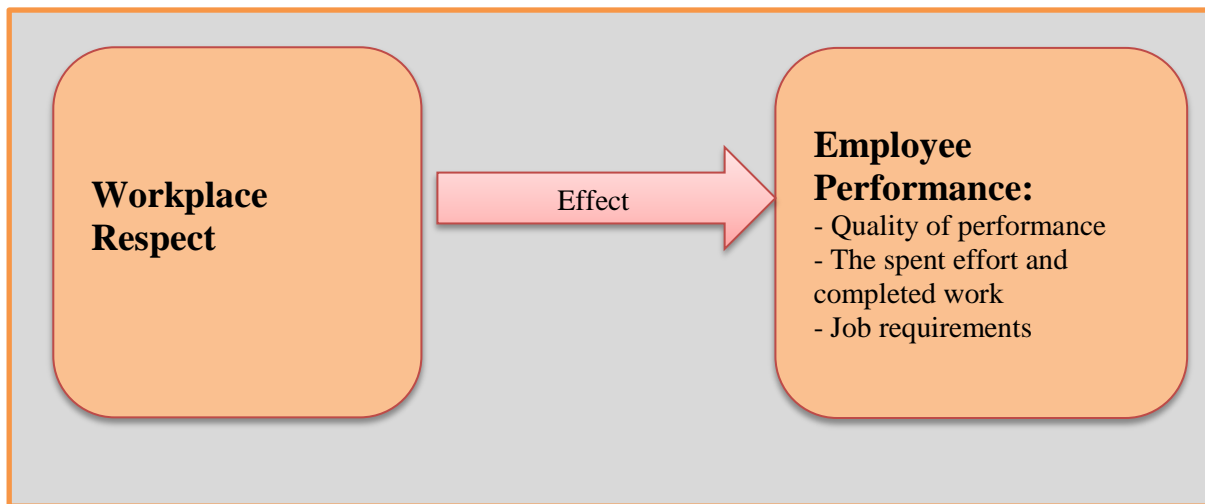
Figure 1: The supposed diagram

From Figure 1, we can formulate that the main hypothesis is that "there is a positively significant influence for Workplace respect on Employees' performance Abu Ghraib Dairy Factory ". This can be divided into three sub hypotheses:

1- There is a statistically significant effect of respecting the workplace on employees' performance.

2- There is a statistically significant effect of workplace respect on the spent effort and completed work.

3- There is a statistically significant effect of workplace respect on the knowledge of job requirements.

2. Material and Methods
2.1 The research approach

We relied on the descriptive-analytical approach by collecting and analyzing the necessary data of this method, and focuses on polling the opinions of the research sample and its directions, using a descriptive way to describe the reality of the studied variables, whereas the analytical method is used to analyze the data, get results through statistical treatments, and draw conclusions which are the basis to suggest the recommendations.

2.2 The research measurements

To achieve the objectives of the research and test its hypotheses, data were collected through the questionnaire tool which includes three parts. The first one includes the personal information of factory workers for the study sample, which pertains to (gender, age, marital status, educational attainment, and years of experience). The second part includes the main variable, which is workplace respect. The third part covers the variable of employee performance (performance quality, the spent effort and completed work, and the knowledge of job requirements). In terms of measurement, we adapt the workplace respect measure of (Abun et al., 2020) and Al-Jubouri (2018) measurement for the employee performance variable.

2.3 Population and sample research

The research population involved the three administrative levels (top and middle) who work at AGDF in Baghdad. As those individuals have more experience and knowledge than others, we conducted a purposive stratified sample approach. According to the (Krejcie and Morgan, 1970) equation, it was distributed 70 forms, and 65 were retrieved. However, 6 of them were missing information and did not include in the final analysis.

$$n = \frac{N * P * (1 - P)}{\left((N - 1) * \frac{D^2}{Z^2} \right) + \left(P * (1 - P) \right)}$$

$$n = \frac{85 * 0.50 * (1 - 0.50)}{\left((85 - 1) * \frac{0.05^2}{1.96^2} \right) + (0.50 * (1 - 0.50))}$$

$$n = 70$$

2.4 Reliability and validity tests

Reliability means that we obtain the same results if a certain scale is re-applied to the same sample again at a different time. If the reliability coefficient is 0.67 according to the Spearman-Brown equation, it is considered sufficient for research that depends on the resolution as a tool for it (Calingo, 1989). The reliability coefficient of the questionnaire as a whole was (0.827) which is higher than 0.67. This means that all major and sub-dimensions are considered stable. Regarding validity, there is a scientific evidence indicating that validity is the square root of reliability (Mohammed and Mohammed, 2014). Table 1 shows the reliability and validity coefficients of the main and sub-variables which indicates the stability of the measure and its suitability for the practical study.

Table 1: The reliability and validity coefficients

The main and sub-variables	Reliability	Validity
The workplace respect construct	0.781	0.883
The job performance construct	0.712	0.843
The whole questionnaire	0.827	0.909

3. Discussion of Results

3.1 Describing the workplace respect construct

The workplace respect construct was measured through ten items; the availability of which contributes to the researched organization through forgiving honest mistakes of workers, top management appropriately behaving toward workers regarding fun, and treating workers with respect. This construct got a mean of 3.85, a relative importance (77%), and an agreement in the answers of the research sample through the standard deviation (0.694). Item no.9 (my manager forgives

honest mistakes of workers) topped the ranking with a relative variation coefficient (0.124) and relative importance (78.2%). However, the tenth rank was for item no.8 (workers are encouraged according to their experience abilities, and skills) and with a relative variation coefficient (0.225) and relative importance (58.3%), while the other eighth items (no. 1,2,3,4,5,6,7, and 10) obtained a relative variation coefficient (0.214, 0.174, 0.171, 0.136, 0.178, 0.200, 0.199, and 0.194) with relative importance (76.2%, 79.2, 84.2, 79.7, 76.6, 79.7, 76.6, 79.7,74.8, and 78.9%) respectively (see Table 2).

Table 2: The descriptive analysis of the workplace respect construct

No.	Items	Mean	Standard deviation	The coefficient of variation	Relative importance %	Priority
1	We feel valued in the factory	3.813	0.819	0.214	76.2	9
2	Workers equally have training opportunities and professional development	3.961	0.692	0.174	79.2	4
3	My manager treats workers with respect	4.210	0.7220	0.171	84.2	3
4	The top management appropriately behaves toward its workers regarding fun.	3.986	0.545	0.136	79.7	2
5	Ideas from staff are typically welcomed by the top management	3.8339	0.684	0.178	76.6	5
6	My manager can work with workers who come from various experiences	3.988	0.798	0.200	79.7	8
7	My manager can flexibly discuss any anxieties with workers.	3.740	0.745	0.199	74.8	7
8	workers are encouraged according to their experience, abilities, and skills	2.9153	0.657	0.225	58.3	10
9	My manager forgives the honest mistakes of the workers	4.145	0.514	0.124	82.9	1
10	Generally, the factory is a respectful workplace	3.947	0.767	0.194	78.9	6
The total		3.853	0.6943	0.180	77	

3.2 Describing the job performance construct

3.2.1 The descriptive analysis of the performance quality variable according to research sample responses

The quality of the performance variable was measured through four items, the availability of which contributes to the researched organization through having an effective business strategy in providing products to internal and external customers, obtaining their satisfaction significantly, and meeting their implicit and explicit expectations. This variable got a mean of 3.69, a relative importance

(73.8%), and an agreement in the answers of the research sample through the standard deviation (0.856).

Item no.2 (Tasks are performed by objective procedures) topped the ranking with a relative variation coefficient (0.165%) and relative importance (78.2%), while the fourth rank was for item no.1 (the relationship between employees and auditors is distinguished) and with a relative variation coefficient (0.215) and relative importance (72.6%), while the other two items (no. 2 and 3) obtained a relative variation coefficient (0.183 and 0.215) with relative importance (76.4% and 72.6%) respectively in the factory's follow-up to the quality of performance from time to time. More specifically, it rarely receives complaints about its employees' performance (see Table 3).

Table 3: The descriptive analysis of the performance quality variable

No.	Items	Mean	Standard deviation	The coefficient of variation	Relative importance %	Priority
1	The relationship between employees and auditors is distinguished	3.63	0.784	0.215	72.6	4
2	Tasks are performed in accordance with objective procedures	3.91	0.647	0.165	78.2	1
3	The factory sometimes monitors the quality of performance	3.82	0.701	0.183	76.4	2
4	complaints about employee performance are few	3.78	0.752	0.199	75.6	3
The total		3.78	0.721	0.190	75.6	2

3.2.2 The descriptive analysis of the spent effort and completed work variable according to research sample responses.

The researched sample showed relative importance (75.4%) in the quantity of performed and planned work under normal conditions with the proportionality of tasks with the skills and abilities of workers to bear its burdens. Hence, the amount of effort expended and work performed as a result of this importance comes through a mean (3.77), with an agreement in the responses of the research sample through the standard deviation (0.866) and relative variation coefficient (0.229)(note Table 4).

Item No. 7 (The work is being done as planned) got the first rank with a relative variation coefficient (0.169) and relative importance (76.2%), while the fourth rank was item No. 6 (the amount of work entrusted to me is proportional to my abilities and skills) with relative importance (75.4%), and a relative variation coefficient (0.231), while the other two items (No. 2 and 3) obtained a relative coefficient of variation (0.178 and 0.206), with the relative importance (75.6% and73.8%). This means that it resorts and plans before performing tasks, especially when it assigns them tasks commensurate with the capabilities and skills of individuals.

Table 4: The descriptive analysis of the spent effort and completed work variable

No.	No. items	Mean	Standard deviation	The coefficient of variation	Relative importance %	Priority
5	The process of planning work is practiced before it is performed	3.69	0.762	0.206	73.8	3
6	The amount of work entrusted to me is commensurate with my abilities and skills	3.77	0.874	0.231	75.4	4
7	The work is being done as planned	3.81	0.645	0.169	76.2	1
8	Officials are working to introduce technology to increase done work	3.78	0.674	0.178	75.6	2
The total		3.76	0.739	0.195	75.3	3

3.2.3 The descriptive analysis of the knowledge for job requirements variable according to research sample responses.

The researched company adopts the planned efforts to help its employees acquiring necessary skills, experience, and knowledge to perform their current and future work, in a way that contributes to reducing burdens and routine procedures at a relative importance (74.8%), and a mean of 3.74. with an agreement in the responses of the research sample through the standard deviation (0.861) and relative variation coefficient (23%), as shown in the results of Table 5.

Item No. 12 (Experience contributes to better awareness and understanding of work) ranked first with a relative variation coefficient (0.159), with a relative importance (82.4%), while the fourth rank was item no.10 (The employees are obligated to carry out all the work required of them within working hours) with a relative variation coefficient (0.201), and a relative level of importance (74.8%), while the results showed a relative importance (78.4 % and 76.2%) in helping its employees possess sufficient skills to increase the accuracy of the work they are entrusted with, and the work procedure is characterized by flexibility and simplicity. Hence, these practices have a relative coefficient of variation (0.170 and 0.210) respectively. This indicates agreement, homogeneity, and convergence in the level of their answers (see Table 5).

Table 5: The descriptive analysis of the knowledge for job requirements variable

No.	No. items	Mean	Standard deviation	The coefficient of variation	Relative importance %	Priority
9	The employees' possession of sufficient skills helps in increasing the accuracy of the work required of them	3.92	0.667	0.170	78.4	2
10	The employees are obligated to carry out all the work required of them within working hours	3.74	0.754	0.201	74.8	4
11	Work procedures are flexible and simple	3.81	0.800	0.210	76.2	3
12	Experience contributes to better work awareness and understanding	4.12	0.658	0.159	82.4	1
	The total	3.86	0.678	0.176	77.2	1

In summary, after showing the results of the previous tables related to the dimensions of job performance, the knowledge of work requirements ranked first in terms of availability, practice, attention, and adoption. Then followed by the dimensions (performance quality, the spent effort and completed work) respectively. This can be understood that the availability of the three sub-variables combined has led to the factory owning a set of behaviors and functional activities.

3.3 Testing the research hypotheses

3.3.1. In Table 6 below, the respect workplace construct had a significant effect on the quality of performance, as the (F) calculated value was 6.937 and the (t) calculated value was 2.668, at the significant level (0.011), which is less than the significant level (0.05) with a degree of freedom (1.58), and that there is a significant effect of this variable on the quality of performance, explained by the value of each of the coefficient of determination (R^2), as the value of the coefficient of determination was 10.8%, which means that workplace respect explains 89.2% from the variance on the quality of performance. This may be due to other factors that did not appear in the regression model. As the value of (β) reached 0.329, which indicates that a change of one unit with workplace respect may lead to a change in the quality of performance by 0.429. This result is sufficient to prove the first sub-hypothesis of the main hypothesis, which states: "There is a positively significant effect of workplace respect on the quality of performance."

Table 6: Regression analysis for workplace respect on the performance quality, N=59

Coefficients [a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	1.843	0.502		3.668	0.001
X	0.429	0.163	0.329	2.634	0.011
a. Dependent Variable: The performance quality					
ANOVA [b]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.170	1	2.170	6.937	0.011[a]
Residual	17.832	57	.313		
Total	20.002	58			
a. Predictors: (Constant), X					
b. Dependent Variable: The performance quality					
Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.329[a]	.108	.093	.55932	
a. Predictors: (Constant), X					

3.3.2. The respect workplace construct had a significant effect on the spent effort and completed work, as the (F) calculated value was 6.540 and the (t) calculated value was 2.557, at the significant level (0.013), which is less than the significant level (0.05) with a degree of freedom (1.58), and that there is a significant effect of this variable on the spent effort and completed work, explained by the value of each of the coefficient of determination (R^2), as the value of the coefficient of determination was 10.3%, which means that workplace respect explains 89.7% from the variance on the spent effort and completed work. This might be due to other factors that did not appear in the regression model. As the value of (β) reached 0.321, which indicates that a change of one unit with workplace respect may lead to a change in the spent effort and completed work by 0.321. This result is sufficient to prove the second sub-hypothesis of the main hypothesis, which states: "There is a positively significant effect of workplace respect on the spent effort and completed work." See Table 7.

Table 7: Regression analysis for workplace respect on the spent effort and completed work, N=59

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.850	.515		3.592	0.001
X	.427	.167	.321	2.557	0.013
a. Dependent Variable: The spent effort and completed work					
ANOVA[b]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.149	1	2.149	6.540	0.013[a]
Residual	18.728	57	.329		
Total	20.877	58			
a. Predictors: (Constant), X					
b. Dependent Variable: The spent effort and completed work					
Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.321[a]	.103	.087	.57321	
a. Predictors: (Constant), X					

3.3.3. The respect workplace construct had a significant effect on the knowledge for job requirements, as the (F) calculated value was 9.331 and the (t) calculated value was 3.055, at the significant level (0.003), which is less than the significant level (0.01) with a degree of freedom (1.58), and that there is a significant effect of this variable on the knowledge for job requirements, explained by the value of each of the coefficient of determination (R^2), as the value of the coefficient of determination was 14.1%, which means that workplace respect explains 85.9% from the variance on the knowledge for job requirements. This may be due to other factors that did not appear in the regression model. As the value of (β) reached 0.375, this indicates that a change of one unit with workplace respect may lead to a change in the knowledge for job requirements by 0.375. This result is sufficient to prove the third sub-hypothesis of the main hypothesis, which states: "There is a positively significant effect of workplace respect on the knowledge for job requirements."
(Observe Table 8).

Table 8: Regression analysis for workplace respect on the knowledge for job requirements, N=59

		Coefficients[a]				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	1.369	.517		2.648	.010
	X	.512	.168	.375	3.055	.003
a. Dependent Variable: The knowledge for job requirements						
		ANOVA[b]				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.092	1	3.092	9.331	.003[a]
	Residual	18.887	57	.331		
	Total	21.979	58			
a. Predictors: (Constant), X						
b. Dependent Variable: Y3						
		Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.375[a]	.141	.126	.57563		

3.3.4. The respect workplace construct had a significant effect on job performance, as the (F) calculated value was 17.292 and the (t) calculated value was 4.158, at the significant level (0.000), which is less than the significant level (0.01) with a degree of freedom (1.58), and that there is a significant effect of this variable on job performance, explained by the value of each of the coefficient of determination (R^2), as the value of the coefficient of determination was 23.3%, which means that workplace respect explains 76.7% from the variance on job performance. This may be due to other factors that did not appear in the regression model. As the value of (β) reached 0.482, this indicates that a change of one unit with workplace respect may lead to a change in job performance by 0.482. This result is sufficient to prove main hypothesis, which states: "There is a positively significant effect of workplace respect on job performance." (Notice, Table 9).

Table 9: Regression analysis for workplace respect on job performance, N=59

		Coefficients[a]				
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.687	.338		4.988	.000
	X	.456	.110	.482	4.158	.000
a. Dependent Variable: job performance						

		ANOVA[b]				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.452	1	2.452	17.292	.000[a]
	Residual	8.082	57	.142		
	Total	10.534	58			
a. Predictors: (Constant), X						
b. Dependent Variable: Y						

		Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482[a]	.233	.219	.37655
a. Predictors: (Constant), X				

4. Conclusions

According to the research results presented in the previous section, the researcher addresses five conclusions. The first four of them are regarding with descriptive part, and the fifth and final conclusion is related to inferential statistics to test the research hypotheses. Firstly, in terms of the workplace respect construct, AGDF through its managers and employees highly focus on forgiving honest mistakes of workers, appropriately behaving toward its workers regarding fun, and treating workers with respect. Nevertheless, there is a lack of encouragement workers according to their experience abilities, and skills. Secondly, regarding the performance quality variable, in AGDF, tasks are likely to be performed in accordance with objective procedures. However, the relationship between employees and auditors may be distinguished. Thirdly, moving now to the spent effort and completed work variable, the work is being completed as planned, but the amount of work entrusted to employees might commensurate with their abilities and skills. Moreover, focusing now on the knowledge for job requirements, in the researched factory, experience usually contributes to better work awareness and understanding; yet, the employees are possibly obligated to carry out all the work required of them within working hours. Finally, AGDF is greatly aware of workplace respect and job performance. This means that the increase in respect leads to an increase in employee performance. More importantly, the respect at workplace strongly appears toward employees who have the knowledge for job requirements. However, medium respect appears regarding organizational individuals who have performance quality, spent effort and completed work.

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تأثير احترام مكان العمل في الاداء الوظيفي: دراسة استطلاعية في مصنع البان ابو غريب

أ.م.د. أثير عبد اللّه محمد
قسم الإدارة الصناعية
كلية الادارة والاقتصاد /جامعة بغداد
بغداد العراق
atheer.a@coadec.uobaghdad.edu.iq
atheerabdullahmohammed@gmail.com

مستخلص البحث:
تهدف هذه الدراسة إلى معرفة تأثير الاحترام في مكان العمل في أداء موظفي مصنع أبو غريب للألبان، ولتحقيق هدف البحث تم اختيار المنهج الوصفي التحليلي باستخدام أداة الاستبيان لجمع البيانات والمكونة من 22 فقرة (عشرة فقرات لمتغير الاحترام في مكان العمل واثنا عشر فقرة لمتغير أداء الموظفين). اشتمل مجتمع البحث الموارد البشرية العاملة ضمن المستويين الاداريين العليا والوسطى الذين يعملون في **AGDF** في بغداد. تم اعتماد اسلوب العينة الطبقية القصدية ، وتم توزيع 70 استمارة استبيان ، وتم استرجاع 65 منها وعند تفريغ البيانات تبين 6 استمارات غير مستوفية للشروط ولم يتم تضمينها في التحليل النهائي. وتمثلت اهم نتائج الدراسة بان هناك تأثير ايجابي معنوي للاحترام في مكان العمل في اداء موظفي مصنع البان ابي غريب. فضلاً عن أن احترام مكان العمل يظهر في المصنع بشكل واضح من خلال التسامح مع الأخطاء المقصودة للأفراد العاملين. علاوة على ذلك ، احتل المتغير الفرعي لمعرفة متطلبات العمل المرتبة الأولى من حيث التوافر والممارسة والاهتمام والاعتماد. ثم يليها الأبعاد (جودة الأداء والجهد المبذول والعمل المنجز) على التوالي، يمكن ذلك أن توفر المتغيرات الفرعية الثلاثة مجتمعة أدى إلى امتلاك المصنع لمجموعة من السلوكيات والأنشطة الوظيفية.

المصطلحات الرئيسة للبحث: احترام مكان العمل، الأداء الوظيفي، وجودة الأداء، والجهد المبذول والعمل المنجز، المعرفة بمتطلبات العمل