

Analysis of the Equity and job Satisfaction at the Workplace- Implementation of Relevant Business Laws

Lana Louqman Mustafa

Erbil-Kurdistan
lanshcoerbil@gmail.com

Abstract— *The aim of this research was to examine the relationships between employee perception of equity and job satisfaction in the Erbil private banks. Data were gathered using a face-to-face survey of 119 employees at five private banks in Erbil. The findings showed that there is a significant and positive relationship between affirmation action with job satisfaction, there is a significant and positive relationship between affirmation action with job satisfaction and there is no a significant and positive relationship between embracing diversity with job satisfaction in private banks in Erbil.*

Keywords— *Equity, Equal Employment Opportunity, Business Law, Job Satisfaction.*

I. INTRODUCTION

Job satisfaction has been a common theme in research for numerous decades. The awareness on this factor has crossed academic domains having been proposed by psychologists, organization, business law, administration and more lately managers. Managers and industrial globalization, and involvement in businesses and their surroundings have produced new interest in developing an understanding of how employees are satisfied or inspired, and the multifaceted associations that occur between satisfaction and equity.

Job satisfaction can be commonly defined as a worker's attitude towards their job. Studies have been reporting job satisfaction as a significant of numerous serious negative and positive work consequences. Job satisfaction has negative associations with negative work consequences for instance turnover, on the contrary, it has positive associations with positive work consequences for instance productivity (Kim & Chung, 2019).

Considerate the level of worker satisfaction and attitude towards their allocated responsibilities and tasks as well as the level of equity and fairness between them will

aid directors of business in carrying out their cooperative tasks and duties more successfully. Job satisfaction is perceived and viewed as a combination of positive or negative feelings that workforces have towards their duties and responsibilities, once an employee is working in an organization, the worker brings with it the requirements, desires and knowledge which control prospects and potential that the has discharged. Job satisfaction characterizes the degree to which outlooks are and match the real prizes (Sanséau & Opoku, 2019). In greatest suit cases today, furthestmost staffs feel less satisfied with their jobs which consequence of poor job attitude, thus influencing the general performance of the business. Those who observe justice in their organization are more likely to feel satisfied with their job and feel less expected to leave and feel more dedicated to their job (Cerci & Dumludag, 2019). Nevertheless, this dissatisfaction and poor attitude could be because of a feeling of inequity among the staffs. This so suggests that worker's performance could be determined by level of worker satisfaction on the job which will serve as a substance on the worker attitude consequential to equity and fairness. According to Webber, K. L., & Rogers, (2018) positive feelings for instance a feeling of satisfaction would bring around greater performance, particularly when concerning performance as being wider than simple duty performance. It's like wise relevant to note that good pay set favorable working environment and equal level playing ground among staffs could bring approximately a positive job attitude and their combination will also determine the performance of staffs in organization.

Literature Review

Equity

Equity has acknowledged more consideration recently from human resource specialists particularly concerning the fairness of consequences. Equity, or more exactly, inequity

is a main concern of business, work, and government. The fairness of argument between staffs and company is not typically supposed by the workers as simply as a business matter, a component of comparative justice is involved. Equity can be implemented to any social circumstances in which an exchange takes place for example between married couple, between basketball team mates, and between worker and manager. Once two persons exchange something, there is a three option that one or both will feel that the exchange was inequitable. This is the circumstance often once a person exchanges his or her services for pay (Cheng, et al. 2018).

According to Elmadağ & Ellinger(2018), a worker will associate his or her proportion of the consequences he or she obtains from working for a business or company to the inputs the employee participates to the company with the similar proportion for others internal and external of the company. The following equation illustrates the comparison that an individual employee will utilize to evaluates equity:

$$\frac{\text{Individual's Outcomes}}{\text{Individual's Inputs}} \text{ vs. } \frac{\text{Comparison Person Outcome}}{\text{Comparison Person Inputs}}$$

Wang, et al. (2018) also states that a worker will pursue to sustain equity between the supposed inputs that he or she participates to a workplace and the alleged consequences that he obtains from it in contradiction of the perceived inputs and outcomes of others. The theory similarly states that an individual will feel de-motivated if he senses unfair action associated to others internal and external of the company that employs him. Additional, Audenaert , et al., (2018) states that a worker will observe a circumstance of equity if he perceives the proportion of his inputs to his outcomes to be equal to those internal and external of the company he works for. The worker will receive it if a similar worker obtains more output if this comparable worker participates additional effort. For example, everything else equal, a worker would receive that another worker with more experience obtains a greater remuneration. According to Bourdage, et al. (2018), inputs here comprise all of a member’s participations to the interpersonal exchange and are observed as "entitling him to rewards or costs". Inputs characteristically contain time,

effort, loyalty, qualifications, flexibility, tolerance, determination, enthusiasm, personal sacrifice and others.

Outputs contain all the moments of a member's association with the company employing him. Characteristic outcomes contain some hygiene features and some motivators. This assessment might consequence in one of the next three outcomes:

1. The worker observes his proportion to be equal comparable others' proportions (Fairness).
2. The worker observes his percentage to be greater than similar others' percentages (Unfairness).
3. The worker observes his percentage to be lesser than similar others' percentages (Unfairness).

Additional, Iglesias, et al. (2019) proposes that workers will continuously pursue fair (equitable) action. If the worker observes that his percentage is fewer than the contrast individual's percentage, he will feel distress in the form of anger or a feeling of humiliation. Equally, if the worker observes that his percentage is greater than the percentage of the contrast individual, he will feel distress in the form of a sense of guilt. The perceived inequity and the distress the worker will feel are positively related. Therefore, the greater the inequity alleged, the more distress the worker will feel and the more he will attempt to reinstate equity (Wang, 2018) either by misrepresenting inputs and/or outcomes in his own mind "cognitive distortion", straight changing inputs and/or outcomes, or leaving the company (Han, et al. 2018).

Antecedents of inequity

According to Ross & Kapitan, (2018) the emphasis of the theory is on the exchange association where persons give something and suppose something in return. What the person gives is named inputs. On the other hand of the exchange, is what the person obtains, named outcomes. The third factor in addition to inputs and outcomes is known the situation individual or cluster. This situation group could be an associate, relative, neighbor, or group of coworkers. It can even be the individual himself in another job or another social role. Table 1 and table 2 below lists these inputs and outcomes in details. Table 1 and Table 2. inputs and Outcomes of Equity:

Table.1-Inputs of Equity Theory

Inputs	Inputs typically include any of the following:
Inputs are defined as each participant’s contributions to the relational exchange and are viewed as entitling him/her to rewards or costs. The inputs that a participant contributes to a relationship can be either	<ul style="list-style-type: none"> • Flexibility • Hard Work • Commitment • Tolerance

assets – entitling him/her to rewards – or liabilities - entitling him/her to costs. The entitlement to rewards or costs ascribed to each input vary depending on the relational setting. In industrial settings, assets such as capital and manual labor are "relevant inputs" – inputs that legitimately entitle the contributor to rewards. In social settings, assets such as physical beauty and kindness are generally seen as assets entitling the possessor to social rewards. Individual traits such as boorishness and cruelty are liabilities entitling the possessor to costs.

- Determination
- Enthusiasm
- Personal sacrifice
- Trust in superiors
- Ability
- Adaptability
- Support from co-workers and colleagues
- Skill
- education
- experience
- Effort
- Loyalty
- Time

Table.2-Outcomes of Equity Theory

Inputs	Typical outputs include any of the following
<p>Outputs are defined as the positive and negative consequences that an individual perceives a participant has incurred because of his/her relationship with another. When the ratio of inputs to outputs is close, then the employee should have much satisfaction with their job. Outputs can be both tangible and intangible.</p>	<ul style="list-style-type: none"> • Recognition • Reputation • Praise • Thanks • Salary • Sense of achievement • Job security • Stimuli • Employee benefit • Responsibility • Expenses

Tables 1 and 2 have indicated what information sources and results are normal. On the off chance that an individual sees any of them as an information, at that point it is an information and henceforth the person anticipates a simply return for it. The issue emerges if just the representative perspectives a specific information and not the business. For this situation, felt shamefulness is experienced for instance a business may put together his advancement with respect to rank as opposed to advancement; the worker "feels" that foul play has been done (Cheng, et al. 2018). Regardless of whether a social trade is viewed as fair or discriminatory relies on the person's impression of the connection between their data sources and results. A condition of apparent value happens when a people sees his or her sources of info offset with his or her results and when the person in question additionally sees other inputs are offset with others results (Elmadağ, et al.2018). Value hypothesis accept further that even a person's sources of

info and results don't adjust, the individual in question still feels fair just when the other is seen as not having his or her data sources and results in parity (Wang, et al., 2018). Outcomes of Inequity According to Audenaert, et al. (2018) felt bad form will prompt disappointment, outrage, and blame. Individuals will feel furious and disappointed when they are getting less of what they expect in contrast with what they information, and individuals additionally will feel remorseful on the off chance that they get more than their value. Adams calls this "blame" when over-remunerated invaluable imbalance though, calls "outrage" response when under-compensated (disadvantageous disparity). This outrage is typically coordinated toward other individuals and establishments that caused imbalance and occasionally it is self-coordinated where no other gathering is focused for discipline or countering. Because of that Bourdage, et al. (2018) conjectured that apparent imbalance feels undesirable and urges individuals to move toward

diminishing it, and the quality of inspiration to do as such will fluctuate specifically with the size of disparity experienced. Therefore, Adams proposed a few methods called "methods for disparity decrease". These methods are:

- 1) Person modifying his contributions: because of felt imbalance, an individual may increment or reduction his information sources relying upon whether the disparity is worthwhile or disadvantageous. The individual may build his data sources, for example, efficiency or potentially nature of work or may diminish. Components like instruction and ability level are more effectively adjusted however factors like sex, race, and ethnic foundation are not modifiable. There are two suspicions presented by Adams: (a) the limit for the observation of disparity is higher when individual is over compensated than when the person in question is under remunerated. (b) There is a supposition that an individual is inspired to limit his or her expenses and boost his addition. In the second presumption an individual will move to decrease disparity such that will yield the person in question the most extreme results.
- 2) Person changing his results: an individual may fluctuate his result either by expanding or diminishing them relying upon whether the value is favorable or disadvantageous. Either by expanding results or diminishing information sources an individual will decrease disparity.
- 3) Person contorting his information sources and results subjectively: it is conceivable rationally to change starting with one reference gathering or individual then onto the next, while yet remaining physically in a similar essential trade relationship (Iglesias, et al., 2018). At the point when a worker feels came up short on, an idea may strike a chord that the measure of cash the individual in question is making is more than his or her dad made at this age or his or her companions in various industry, this procedure would be a case of changing the correlation item to lessen disparity. A few people may find employment elsewhere.
- 4) Person leaving the field: an individual may stop his or her activity, get an exchange, or experience higher truancy are regular instances of individuals leaving the field in a work circumstance.
- 5) Person following up on other: even with treachery an individual may endeavor to change or psychologically twist other data sources and results or attempt to drive others out the field. If an individual has less involvement than others, the person in question may endeavor to diminish those individuals' contributions as opposed to expanding his or her information sources.
- 6) Person changing the object of his correlation: individual may change "the examination other" with whom the individual in question analyzes oneself when the person

encounters disparity and the individual in question and "correlation other" remains in a trade association with an outsider. This would lessen the severance of imbalance. For instance, when specialists are doing likewise work however their profit are extraordinary, they might be happy with the circumstance because the individual of correlation may have more training, abilities, experience, and rank (higher data sources). Plainly examinations are made based on the nature of the result input proportions of the comparer and correlation individual and this correlation might fulfill and decided to be not biased.

7) Choice among methods of disparity decrease: every single past technique is accessible to any individual mentally to look over. Adams proposed a few conditions that decide the modes by an individual.

- A) Person will amplify decidedly the valence of results.
- B) He or she limits expanding inputs that are effortful and expensive to change.
- C) He or she will oppose genuine and psychological changes in sources of info that are vital to his self-idea and to his confidence.
- D) He or she will be increasingly impervious to changing discernments about his results and contributions than to changing insights about others results and sources of info.

Methods for disparity decrease were utilized as needy variable; the creation of imbalance was utilized as a forerunner condition. For instance, "a laborer was come up short on" (Wang, 2018). A careful examination of value hypothesis was exhibited to give an exhaustive hypothetical and down to earth comprehension of the hypothesis. The accompanying pages will inspect in subtleties the compensation result variable and the diverse connections that are associated with it.

Equity in workplace

Affirmative action

Affirmation action regarding minorities in society is an approach in which a person's shading, race, sex, religion or national root are considered to expand openings gave to an underrepresented part of society. Organizations and government elements actualize affirmation action regarding minorities in society projects to build the quantity of individuals from specific gatherings inside organizations, establishments and different regions of society. The approach centers around socioeconomics who have truly had low portrayal in places of initiative, proficient jobs, and scholastics. Usually thought about a method for countering recorded victimization specific gatherings. Truly and globally, support for affirmation action regarding minorities in society has tried to accomplish objectives, for example, connecting disparities in work and pay, expanding access to training, advancing decent variety, and changing clear past wrongs, damages, or deterrents. The idea of affirmation

action regarding minorities in society approaches fluctuates from district to area. A few nations utilize a standard framework, whereby a specific level of government employments, political positions, and school opening must be saved for individuals from a specific gathering. In some different areas where shares are not utilized, minority gather individuals are given inclination or exceptional thought in determination forms. In different nations, for example, the UK, affirmation action regarding minorities in society is rendered illicit because it doesn't treat all races similarly. This way to deal with equivalent treatment is depicted as being "partially blind" (Han, et al. 2018).

In such nations, the spotlight will in general be on guaranteeing break even with circumstance and, for instance, directed promoting efforts to urge ethnic minority contender to join the police constrain. This is at times portrayed as "positive activity". Racial separation is unlawful in America, except for when it isn't. "Affirmation action regarding minorities in society" approaches, which separate for individuals from burdened gatherings, are far reaching in America and numerous different nations. Pundits, including numerous supporters of the Harvard suit, contend that they ought to be unlawful. Perplexity proliferates - America's Supreme Court has offered opposing direction regarding when affirmation action regarding minorities in society is and isn't permitted. The very expression is ambiguous. One of its initial uses was in 1965, when President Lyndon Johnson of the United States marked an official request requiring government businesses to take "affirmation action regarding minorities in society" to "contract without respect to race, religion and national birthplace". From that point forward, the expression has come to mean pretty much the inverse: offering inclination to individuals since they have a place with a specific race, religion, standing or sex. In numerous nations, the state surrenders a leg to individuals from specific gatherings since they have endured separation previously or keep on suffering it today (Ross & Kapitan, 2018).

Developed countries offer inclinations to dark individuals, whose progenitors were oppressed. India has quantities, in the past known as "untouchables", who are at the base of the Hindu rank framework. A few nations have affirmation action regarding minorities in society for individuals from gatherings that are all things considered more unfortunate than their neighbors, regardless of whether those neighbors have not generally treated them terribly. For instance, Malaysia has positive segregation for local Malays, who are more unfortunate and do more awful in school than their Chinese and Indian countrymen. The subtleties change from

spot to put. In certain nations, affirmation action regarding minorities in society applies just to regions under direct state control, for example, open works contracts or admission to open banks. In others, private firms are likewise required to assess the race of their staff, temporary workers and even proprietors. Backers of positive separation regularly contend that such arrangements are important to address recorded bad form. Some statement a different line of President Johnson: "You don't take a man who for a considerable length of time has been stumbled by chains, free him, convey him to the beginning line of a race, saying you are allowed to contend with all the others, and still evenhandedly trust you have been totally reasonable." Another contention is that victimization a few gatherings is pervasive to the point that it must be redressed with invert separation. Faultfinders of affirmation action regarding minorities in society contend that two wrongs don't make a right; that treating diverse racial gatherings distinctively will dig in racial opposition and that social orders should plan to be partially blind (Ullah, et al. 2018).

A significant number of the gatherings supported by affirmation action regarding minorities in society have developed progressively prosperous or improved instructively since these arrangements were presented. Be that as it may, setting up how much credit affirmation action regarding minorities in society can take is hard. The world has become drastically more extravagant in late decades and unmistakably a greater amount of its kin have gone to college. Ethnic Malays are multiple times more extravagant in Singapore, where they don't get inclinations, than in nearby Malaysia, where they do. In spite of the fact that the gatherings secured by affirmation action regarding minorities in society will in general be more unfortunate than their neighbors, the people benefit's identity frequently not. One American government contracting program favors organizations claimed by "socially and financially hindered" individuals. Such individuals can be ordinarily more extravagant than the normal American family and still be regarded "hindered" if their skin is the correct shading. One recipient of South Africa's program of "Dark Economic Empowerment" merits an expected \$500m; he is additionally now the leader of South Africa. In a few nations, the most warmed discussions around positive segregation concern training. Some American states, for example, California, Michigan and Florida, boycott the thought of race in state funded college confirmations. Yet, others are multiplying down. Banks that consider are regularly hesitant to reveal how much weight they credit to it. Pundits conjecture this is on the grounds that they give it

undeniably more weight than most Americans would think about reasonable. One investigation found that at certain schools, dark candidates who scored 450 (out of 1,600) more terrible than Asians on passageway tests were similarly liable to win a spot. The offended parties in the Harvard suit trust that it will constrain the college to uncover precisely how it assesses applications. Affirmation action regarding minorities in society laws are arrangements founded by the legislature to help even the odds for those verifiably hindered because of elements, for example, race, shading, religion, sex, or national root. These laws regularly relate to rise to circumstances in work, instruction, and business (Saboor, et al. 2018).

The motivation behind affirmation action regarding minorities in society is to advance social balance through the special treatment of financially distraught individuals. Frequently, these individuals are hindered for verifiable reasons like long stretches of persecution or subjugation. In any case, these laws are not without their restriction. As the first isolation and dissimilar treatment that prompted the formation of these laws has blurred, an ever-increasing number of individuals have required the cancelation of affirmation action regarding minorities in society. Many have called attention to that choosing somebody essentially based on their enrollment in a secured class than on their genuine capabilities can be counterproductive to society in general. Surely, individuals from secured classes have even started to require the nullification of affirmation action regarding minorities in society, saying that it makes a supposition of absence of capability and treatment that denies minorities of the regard of their companions. Another issue is the formation of purported "turn around separation," in which non-ensured class individuals are really ignored for less qualified assorted variety hopefuls (Cerci & Dumludag, 2019).

Equal employment opportunity

Equal Employment Opportunity is reasonable treatment in business, advancement, preparing, and other work force activities without respect to race, shading, religion, sex (which incorporates sex, inappropriate behavior, and pregnancy), age, national beginning, backlash (for earlier EEO movement), physical or mental handicap, hereditary data, status as a parent, and sexual introduction. To ensure that every single Federal representative and candidates for work with the Federal Government are given this chance, certain laws and guidelines were issued containing the lawful reason for EEO programs in Federal offices. Break even with work rehearses are vital for the two people and associations (Krieger, et al. 2015).

On an individual premise, EEO laws achieve numerous things. In the first place, EEO sets up a pattern for adequate conduct, which is essential thinking about the immense range of ways of life, qualities, and dispositions people have. Furthermore, EEO rehearses help people feel they are being dealt with reasonably and similarly, which can build a person's dimension of duty, fulfillment, and steadfastness to their manager. A third reason includes an individual's psychological attitude and feeling of individual worth and prosperity. A person that feels certain about all circumstances, even ones where the person is a minority, will help the person's feeling of in general worth and capacity to serenely contribute (Foster, 2015).

Equal employment opportunity, or EEO, is a privilege each activity candidate has all through an employing procedure. It alludes to the assurance work competitors have against separation based on their race, religion, sex or national starting point, among other qualified attributes. Managers may not pass judgment or choose an individual's reasonableness for work on any of these bases. Government, state and nearby substances, work organizations and most privately-owned businesses must submit to these measures. EEO further covers current representatives against separation for advancements, pay, advantages or release. The United States Equal Employment Opportunity Commission supervises consistence and reacts to infringement that are found. Most managers are required to consent to break even with work opportunity obligations. These obligations guarantee that you don't oppress workers considering their race, shading, religion, sex, national inception, age, inability, or hereditary data. The general approach objective for the business segregation laws we will inspect is summed up by the expression measure up to circumstance. These laws by and large don't intend to make measure up to results, yet rather look to guarantee that all representatives or occupation candidates have an equivalent chance to take part in the work advertise. At the end of the day, these laws attempt to level 'the playing field' so certain classes of individuals who have been victimized in the past are not exposed to antagonistic treatment dependent on specific attributes that have nothing to make with being a certified showing with regards to candidate or representative (Syed, et al. 2018).

Relationship between Equity and Job Satisfaction

Previous studies about the relationship between equity and job satisfaction is rich. Value in research has had more than one structure: pay value, procedural and distributive equity, employer stability and multifaceted nature, pay organization value, pay level value, advancement openings value,

assessment criteria value, and so on (Cheng, et al. 2018). The connection between equity and occupation fulfillment has been examined by a few specialists. (Foster, 2015), analyzed a causal theory relating the USA military staff demeanors toward equivalent chance (EO)- related reasonableness to work fulfillment, association duty, and impression of work assemble adequacy. McIntyre et al revealed that the 5000 respondents' view of work assemble EO reasonableness had positive associations with their activity fulfillment, authoritative responsibility, and saw work aggregate viability (Han, et al. 2018).

In a comparable report, (Ross & Kapitan, 2018) inspected the elements that impact hierarchical citizenship practices. The discoveries of Rifai's examination reasoned that there are huge positive connections between procedural equity and distributive equity as autonomous factors and job satisfaction as a needy variable. (Saboor, et al. 2018), utilized the Equity Theory to look at the impacts of impression of remuneration value between host nation specialists and exiles on job satisfaction and occupation execution. In view of field overviews and top to bottom meetings of Korean ostracizes and Mexican laborers, the analysts discovered value holes. They additionally announced a huge negative impact of apparent remuneration holes on job satisfaction. (Sanséau & Opoku, 2019) Contemplated the impacts of distributive and procedural equity on employment stress, work fulfillment and authoritative duty among remedial staff. Procedural equity, however not distributive equity was accounted for to significantly affect work fulfillment. (Syed, et al. 2018), examined the relationship among saw pay decency, work fulfillment, hierarchical responsibility, and turnover expectations among promoting administrative faculty. Impression of pay reasonableness was accounted for to greatly affect authoritative results, for example, work fulfillment (positive relationship). Showcasing directors who saw that rewards were assigned evenhandedly revealed larger amounts of job satisfaction which thusly emphatically influenced hierarchical duty and contrarily influenced aim to leave. Evidently, the greater part of the looks into that were led to test the connection between equity and job satisfaction detailed a positive connection between the two factors. (Ullah, et al. 2018), guaranteed that if the worker sees that his proportion is not exactly the examination individual's proportion, he will feel trouble as annoyance or a sentiment of disdain or embarrassment. Then again, if the representative sees that his proportion is higher than the proportion of the examination individual, he will feel trouble as a feeling of blame. The more noteworthy

the imbalance, the more pain the worker will feel and the more he will endeavor to reestablish value (Han, et al. 2018).

Adams' hypothesis of value states that representatives take a stab at value among themselves and different specialists. Value is acknowledged when the ratio of representative results over data sources is equivalent to another worker results over information sources (Syed, et al. 2018). (Cerci & Dumludag, 2019), contend value hypothesis distinguishes that people are concerned not just with the aggregate sum of remunerations they get for their endeavors, yet in addition with the association of this add up to what others gather. They decide with regards to the connection between their data sources and results and the information sources and results of others. Value hypothesis visualizes that workers check the decency of remunerations by coordinating results with information sources. Results comprise of pay, base pay, motivating forces, benefits, working conditions, or anything got in return for administrations. Sources of info involve instruction or ability, exertion consumed, and different commitments representatives accept ought to be rewarded (Cheng, et al. 2018).

In an investigation led by (Ross & Kapitan, 2018), went for inspecting how view of negative imbalance at work impact individual social work received decency, shamefulness and circumstance as pointers for estimating disparity. In any case, the investigation infers that workers change their result when they experience imbalance which can result in diminished execution. By and large, if chiefs essentially conversed with their subordinates and clarified what was required at an offered time to get a specific dimension of execution, or how a given measure of monies was scattered, their representatives would be bound to grasp and neither diminish their yield nor mean leaving the association (Ullah, et al. 2018).

(Syed, et al. 2018), proposed that if workers esteem reasonable treatment by the association and see that they are for sure treated decently, they will be focused on the association and accordingly feel obliged to respond by giving something of significant worth consequently. Correspondingly, (Foster, 2015), recommend that the reasonableness of individual results that representatives get may have more effect on their execution and turnover expectations' and (Han, et al. 2018), opined that trouble in an apparent disparity can prompt an alternate passionate response that propel individual to untrustworthily support or damage others which further demonstrates that negative imbalance may deliver sentiments of jealousy towards referent other, and these emotions, may spur individual to

hurt the referent other through deceptive conduct. Then again, positive disparity, may produce coerce that, thus, may rouse the person to deceptively help the referent other. This, in any case, demonstrates that both over remuneration and under remuneration make an enthusiastic inclination between specialists in an association. Consequently, value underscores on the requirement for a worker to be given reasonable treatment and judgment concerning commitments and exertion made by the representative towards accomplishing hierarchical goal. This infers such seen value may will in general lift the execution of the worker, along these lines building up a feeling of having a place in the work environment. Subsequently, to outlines value in connection to representative execution, one can attest that what worker saw as value that is reasonableness in the work environment may upgrade representative execution while then again what is seen as uncalled for and out of line may upset worker execution (Krieger, et al. 2015).

Embracing diversity

As far as associations and their workforces, equity and assorted variety is tied in with esteeming and receiving the rewards of a fluctuated workforce that makes the best of individuals' abilities whatever their experiences. Joined together, balance and decent variety drive an association to conform to hostile to separation enactment, just as underlining the positive advantages of assorted variety, for example, drawing on a more extensive pool of ability, decidedly spurring all representatives and addressing the requirements of a more extensive and similarly various client base. Associations in South Africa work in a multicultural and multiethnic culture and individuals collaborate with separating qualities, for example, work styles, mental models and even identity types. Dealing with this differing condition can be testing. Organizations should take a gander at grasping assorted variety, while as yet holding fast to measure up to circumstance enactment approaches, to give substantial outcomes to the organization in which all individuals can contribute and accomplish to their maximum capacity. This advances a stream of original thoughts and ideas from societies that can enable organizations to more readily comprehend the socioeconomics of the commercial center it serves and be better prepared to flourish in that commercial center than an organization with an increasingly restricted scope of representative socioeconomics. Notwithstanding this a differing workforce can likewise improve representative fulfillment, efficiency, and maintenance (Kim & Chung, 2019).

An ongoing report by Harvard Business School, demonstrates that a multicultural workforce can advance innovativeness, and Forbes concluded that "decent variety is a key driver of development and is a basic part of being fruitful on a worldwide scale." By getting to be mindful of differing sets of encounters, points of view, organizations will pick up an upper hand in zones, for example, critical thinking, corporate picture, and advertising. People bring an abundance of information, which is major to tending to assort variety in an association and inability to do as such can undermine intercultural contact (Foster, 2015).

An association that acknowledges and proactively advances assorted variety will be increasingly versatile to change. Decent variety invigorates banter, can help evacuate existing verifiable suppositions in conduct and work rehearses and find new and better methods for working. Assorted variety can improve the reality of an association as a workforce which mirrors the decent variety of its clients will be in a superior position to comprehend the necessities of those clients. This expansion in assorted variety raises a critical test. Representatives must figure out how to function with individuals with various foundations, religious convictions, sexual introduction, and so forth. Lacking admiration for collaborators prompts lost group union and keeps us from all cooperating in a powerful way. Our public has made some noteworthy walks in such manner, however despite everything we have far to go like achieving genuine uniformity (Cerci & Dumludag, 2019).

Job Satisfaction

Job satisfaction can be commonly characterized as the representative's sentiments towards his/her activity. Job satisfaction has been characterized as a pleasurable enthusiastic state coming about because of the evaluation of one's activity (Gharakhani & Zaferanchi, 2019) and as an attitudinal variable that can be a demonstrative pointer for how much individuals like their activity (Dobrow, et al., 2018). A few scales have been created to quantify job satisfaction; the Likert-size of Rensis Likert, the Job Descriptive Index (JDI) of Smith, Kendall, and Hulin (1969); the Job in General Index, the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. From one perspective, investigate has been announcing job satisfaction as a helpful indicator of a few basic negative and positive work results. Job satisfaction has negative associations with negative work results, for example, turnover (Dobrow, et al. 2018). Then again, it has positive associations with positive work results, for example, profitability (Ruch, et al. 2018)

investigated the impact of job satisfaction on work turnover under the balance job of sexual orientation.

Utilizing information from the initial two rushes of the Swiss Household Panel (1999 and 2000), they revealed that activity fulfillment was a helpful indicator of future stops. They additionally revealed a noteworthy impact of sex as a directing variable of the connection between job satisfaction and turnover goals. Chadi & Hetschko, (2018) inspected the utilization of 9 human asset the executives rehearse among 46 lodgings in the United States. Their discoveries uncovered that mentalities, for example, job satisfaction was fundamentally identified with turnover expectations. In a comparative report, Khamisa, et al. (2015) announced that authoritative responsibility moderating affects turnover in an examination that was exploring the impact of job satisfaction and hierarchical duty on withdrawal practices among Dutch and Slovakian representatives. While trying to think about the overall helpfulness of hierarchical duty against job satisfaction in foreseeing turnover, Judge, et al. (2017) announced that both activity fulfillment and authoritative responsibility are valuable indicators of turnover among medical attendants. Zablah, et al. (2018) inspected the significance of work atmosphere and job satisfaction as indicators of innovative work (R&D) representatives' profitability. Job satisfaction was observed to be an imperative indicator of profitability of R&D laborers. Additionally, Bowling, et al. (2015) inspected the significance of worker inspiration and job satisfaction as apparatuses to expand efficiency and manufacture more grounded associations with clients. He announced a noteworthy positive connection between the 2 factors.

II. RESEARCH METHOD

Methods Sample and Procedures Previously applied reliable and valid procedures were used to develop a survey. The questionnaire had a total of 55 questions divided in five sections. The first 14 questions required to identify respondent's personal information. The second section requested the members to identify their perception towards affirmative action by ranging the question from 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. The third section requested the members to identify their perception towards equal employment opportunity by ranging the question from 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. The fourth section requested the members to identify their perception towards Embracing diversity by ranging the question from 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. And finally, the fifth section requested the members to identify their perception towards Job satisfaction by ranging the question from 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. I was able to gather 119 properly filled questionnaires from the entire population.

Research hypotheses:

Research hypothesis 1: There is a significant and positive relationship between affirmation action with job satisfaction in private banks in Erbil.

Research hypothesis 2: There is a significant and positive relationship between equal employment opportunity with job satisfaction in private banks in Erbil.

Research hypothesis 3: There is a significant and positive relationship between embracing diversity with job satisfaction in private banks in Erbil.

Findings

Participants' demographic analysis

Table.3-Demographic Analysis

No	Parameters	Items	Frequency	Percent
1	Gender	Male	77	64.7
		Female	42	35.3
2	Age	18-20	6	5.0
		21-25	22	18.5
		26-30	26	21.8
		31-35	34	28.6
		36-40	12	10.1
		41-45	8	6.7
		45+	11	9.2
3	Marital Status	Married	67	56.3
		Single	52	43.7

4	Level of Education	Bachelor	85	71.4
		Master's degree	23	19.3
		PhD	11	9.2

The above table 3 demonstrates the demographic information for 119 respondents participated in the current study. However, the findings showed that 77 male respondents contributed in the study and 42 female respondents contributed in the current research. Concerning respondents' age, the results showed that six respondents

had aged from 18 to 20 years old, 22 respondents had aged from 21 to 25 years old, 26 respondents had aged from 26 to 30 years old, 34 respondents had aged from 31 to 35 years old, 12 respondents had aged from 36 to 40 years old, eight respondents had aged from 41 to 45 years old, and eleven respondents had aged from 45 years old and above.

Table.4-Reliability Statistics

No	Variable	Cronbach Alpha	Number of items
1	Affirmative action	.736	14
2	Equal employment opportunity	.773	13
3	Embracing diversity	.719	13
4	Job satisfaction	.769	15

Concerning the reliability statistics, the results for all variables showed the Cronbach alpha more than .7 which resulted that all variables and questions are reliable to analyze the relationship between equity and job satisfaction.

Table.5- Correlation Analysis

		Affirmative action	EEO	Embracing diversity	Job satisfaction
Affirmative action	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	119			
Equal employment opportunity	Pearson Correlation	.176	1		
	Sig. (2-tailed)	.056			
	N	119	119		
Embracing diversity	Pearson Correlation	.385**	.686**	1	
	Sig. (2-tailed)	.000	.000		
	N	119	119	119	
Job satisfaction	Pearson Correlation	.872**	.384**	.383**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	119	119	119	119

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

Concerning the correlation study between three independent variables (affirmative action, equal employment opportunity, embracing diversity) with job satisfaction in private banks in Erbil. The results showed that the correlation between first variable which is affirmative action with job satisfaction is .872** this demonstrates that there is a positive and significant correlation between

affirmative action with job satisfaction, as for second variable which is equal employment opportunity with job satisfaction is .384** this demonstrates that there is a positive and significant correlation between equal employment opportunity with job satisfaction and finally for the third variable which is embracing diversity with job satisfaction is .383** this demonstrates that there is a

positive and significant correlation between embracing diversity with job satisfaction.

Table.6-Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	.837	.833	.13480

a. Predictors: (Constant), embracing diversity, affirmative action, EEO

As we found that R Square value is .837 this means that 83% of factors are explained effectively.

Table.7-ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.755	3	3.585	197.297	.000 ^b
	Residual	2.090	115	.018		
	Total	12.844	118			

a. Dependent Variable: satisfaction

b. Predictors: (Constant), embracing diversity, affirmative action, EEO

As for F value, it was found to be 197.297 which is higher than .001 this means that there is a strong and significant relationship between (affirmative action, equal employment opportunity, embracing diversity) with job satisfaction in private banks in Erbil.

Table.8- Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	.345		
	Affirmative action	.826	.038	.890	21.648	.000
	EEO	.465	.064	.379	7.261	.000
	Embracing diversity	-.214	.054	-.220	-3.957	.095

a. Dependent Variable: Job Satisfaction

Concerning multiple regression analysis, the result for first research hypothesis which stated that there is a significant and positive relationship between affirmation action with job satisfaction in private banks in Erbil, the B value is .826 which is higher than .001 this means that the first research hypothesis is supported which stated that there is a significant and positive relationship between affirmation action with job satisfaction in private banks in Erbil. The result for second research hypothesis which stated that there is a significant and positive relationship between equal employment opportunity with job satisfaction in private banks in Erbil, the B value is .465 which is higher than .001 this means that the second research hypothesis is supported which stated that there is a significant and positive relationship between equal employment opportunity with job satisfaction in private banks in Erbil. And finally, the result for third research hypothesis which stated that there is a significant and positive relationship between embracing diversity with job satisfaction in private banks in Erbil, the

B value is -.214 which is less than .001 this means that the third research hypothesis is rejected which stated that there is a significant and positive relationship between embracing diversity with job satisfaction in private banks in Erbil.

III. CONCLUSIONS

This research aimed at examining the relationships between equity and job satisfaction in the Erbil private banks. The research hypothesized that there is a positive and significant relationship between three independent variables (affirmative action, equal employment opportunity and embracing diversity) with job satisfaction in private banks in Erbil. The findings showed that the result for first research hypothesis which stated that there is a significant and positive relationship between affirmation action with job satisfaction in private banks in Erbil, the B value is .826 which is higher than .001 this means that the first research hypothesis is supported which stated that there is a significant and positive relationship between affirmation

action with job satisfaction in private banks in Erbil. The result for second research hypothesis which stated that there is a significant and positive relationship between equal employment opportunity with job satisfaction in private banks in Erbil, the B value is .465 which is higher than .001 this means that the second research hypothesis is supported which stated that there is a significant and positive relationship between equal employment opportunity with job satisfaction in private banks in Erbil. And finally, the result for third research hypothesis which stated that there is a significant and positive relationship between embracing diversity with job satisfaction in private banks in Erbil, the B value is -.214 which is less than .001 this means that the third research hypothesis is rejected which stated that there is a significant and positive relationship between embracing diversity with job satisfaction in private banks in Erbil.

REFERENCES

- [1] Audenaert, M., Carette, P., Shore, L. M., Lange, T., Van Waeyenberg, T., & Decramer, A. (2018). Leader-employee congruence of expected contributions in the employee-organization relationship. *The Leadership Quarterly*, 29(3), 414-422.
- [2] Bourdage, J. S., Goupal, A., Neilson, T., Lukacik, E. R., & Lee, N. (2018). Personality, equity sensitivity, and discretionary workplace behavior. *Personality and Individual Differences*, 120, 144-150.
- [3] Bowling, N. A., Khazon, S., Meyer, R. D., & Burrus, C. J. (2015). Situational strength as a moderator of the relationship between job satisfaction and job performance: A meta-analytic examination. *Journal of Business and Psychology*, 30(1), 89-104.
- [4] Cerci, P. A., & Dumladag, D. (2019). Life Satisfaction and Job Satisfaction among University Faculty: The Impact of Working Conditions, Academic Performance and Relative Income. *Social Indicators Research*, 1-22.
- [5] Chadi, A., & Hetschko, C. (2018). The magic of the new: How job changes affect job satisfaction. *Journal of Economics & Management Strategy*, 27(1), 23-39.
- [6] Cheng, B., Zhou, X., Guo, G., & Yang, K. (2018). Perceived Over qualification and Cyber loafing: A Moderated-Mediation Model Based on Equity Theory. *Journal of Business Ethics*, 1-13.
- [7] Dobrow Riza, S., Ganzach, Y., & Liu, Y. (2018). Time and job satisfaction: A longitudinal study of the differential roles of age and tenure. *Journal of management*, 44(7), 2558-2579.
- [8] Elmadağ, A. B., & Ellinger, A. E. (2018). Alleviating job stress to improve service employee work affect: the influence of rewarding. *Service Business*, 12(1), 121-141.
- [9] Foster, J. C. (2015). Constructing Affirmative Action: The Struggle for Equal Employment Opportunity by David Hamilton Golland. *Enterprise & Society*, 16(2), 464-466.
- [10] Gharakhani, D., & Zaferanchi, A. (2019). The Effect of Job Burnout on Turnover Intention with Regard to the Mediating Role of Job Satisfaction. *Journal of Health*, 10(1), 109-117.
- [11] Han, Y., Sears, G., & Zhang, H. (2018). Revisiting the “give and take” in LMX: Exploring equity sensitivity as a moderator of the influence of LMX on affiliative and change-oriented OCB. *Personnel Review*, 47(2), 555-571.
- [12] Iglesias, O., Markovic, S., & Rialp, J. (2019). How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy. *Journal of Business Research*, 96, 343-354.
- [13] Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *Journal of Applied Psychology*, 102(3), 356.
- [14] Khamisa, N., Oldenburg, B., Peltzer, K., & Ilic, D. (2015). Work related stress, burnout, job satisfaction and general health of nurses. *International journal of environmental research and public health*, 12(1), 652-666.
- [15] Kim, S. J., & Chung, E. K. (2019). The effect of organizational justice as perceived by occupational drivers on traffic accidents: Mediating effects of job satisfaction. *Journal of Safety Research*, 68, 27-32.
- [16] Krieger, L. H., Best, R. K., & Edelman, L. B. (2015). When “best practices” win, employees lose: symbolic compliance and judicial inference in federal equal employment opportunity cases. *Law & Social Inquiry*, 40(4), 843-879.
- [17] Ross, S., & Kapitan, S. (2018). Balancing self/collective-interest: equity theory for prosocial consumption. *European Journal of Marketing*, 52(3/4), 528-549.
- [18] Ruch, W., Gander, F., Platt, T., & Hofmann, J. (2018). Team roles: Their relationships to character strengths and job satisfaction. *The Journal of Positive Psychology*, 13(2), 190-199.

- [19] Saboor, A., Rehman, M., & Rehman, S. (2018). Organizational justice and employee contextual performance: the moderating effect of organizational respect. *Pakistan Business Review*, 19(4), 995-1011.
- [20] Sanséau, P. Y., & Opoku, F. K. (2019). Perception of Pay Equity in Public Universities in Ghana: Effect on Individual Performance and Work Behavior. *International Journal of Public Administration*, 42(1), 76-85.
- [21] Syed, J., Ali, F., & Hennekam, S. (2018). Gender equality in employment in Saudi Arabia: a relational perspective. *Career Development International*, 23(2), 163-177.
- [22] Ullah, I., Mughal, Y. H., & Jehangir, M. (2018). Job Characteristic Model and Relationship with Employee Performance: Case Study of Qurtuba University. *International Journal of Information Systems and Social Change (IJISSC)*, 9(4), 45-57.
- [23] Wang, J. (2018). Hours underemployment and employee turnover: the moderating role of human resource practices. *The International Journal of Human Resource Management*, 29(9), 1565-1587.
- [24] Wang, L., Zhao, J. Z., & Zhou, K. Z. (2018). How do incentives motivate absorptive capacity development? The mediating role of employee learning and relational contingencies. *Journal of Business Research*, 85, 226-237.
- [25] Webber, K. L., & Rogers, S. M. (2018). Gender Differences in Faculty Member Job Satisfaction: Equity Forestalled?. *Research in Higher Education*, 1-28.
- [26] Zablah, A. R., Carlson, B. D., Donovan, D. T., Maxham III, J. G., & Brown, T. J. (2016). A cross-lagged test of the association between customer satisfaction and employee job satisfaction in a relational context. *Journal of Applied Psychology*, 101(5), 743.