

# Personal financial management and its relationship to job satisfaction: An exploratory study of the opinions of a sample of employees in Iraqi private banks

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## ABSTRACT

The current research aims to identify personal financial management and its relationship to job satisfaction among employees in Iraqi private banks. In order to achieve the objectives of the current research, the researcher has followed the descriptive analytical approach as a method for the current study through a stratified random sample of employees in private banks amounted to (150) individuals. It uses the statistical program (SPSS) to process the data and obtain the required results, and in order to collect the necessary data and information. A questionnaire has been designed consisting of three parts, the first on demographic variables, the second on personal financial management and the third on job satisfaction. Also, the researcher was keen to verify the honesty and stability of the research tool. The most important conclusion is there is a correlation between personal financial management and job satisfaction among employees in Iraqi private banks. The study makes some recommendations among which is educating employees about the principles of personal financial management and applying them in all areas of their professional lives in the future in order to ensure that they spend and save money appropriately.

## Introduction:

Employees are an important part of society, which is why countries have recently paid attention to employee affairs because of their role in the progress of societies. This is because the employees spend most of their time at the job, exert their maximum effort, show competence, and find a good way to express inclinations and talents. Also, the job determines the social sphere. The economic and financial value of the individual is due to its close relationship with the self and the personality. Therefore, their satisfaction with the job has a role in increasing production, high performance, and working in a spirit of cooperation. This confirms the importance of applying management concepts in all the affairs of our lives, especially when management includes planning and direction, and because human behavior always seeks to achieve goals. With renewed vitality, the administration is working to crystallize these goals so that they are specific and clear. Accordingly, personal financial management is important in organizing money in terms of spending, saving, and meeting requirements in a way that is consistent with what the individual gets from his job.

## Research Methodology

The current study uses the descriptive analytical approach in order to reach the research objectives. Also, this approach is compatible with the procedures and objectives of the research.

## The problem of the study

Money is of important value in our lives psychologically and socially, and because the needs are many and varied and always linked to obtaining money. Individuals are afflicted with a state of obsession with money, whether this money is a lot or a little. If the money is a lot, the individual becomes interested in managing it and dealing with it, and if it is little, people want to increase it. Individuals and groups began to struggle over it. Sometimes they are stingy with it or saving it, and at other times taking pride in it, spending it and wasting it to excess without consideration, and since job satisfaction is one of the main elements of general satisfaction, which provides the necessary energy that enables one to perform the work and continue doing it. Achieving job satisfaction has become one of the most important means for advanced banks to achieve their goals in developing the relationship between the bank and its employees, developing their creative behavior, and creating motivation for them to exert more effort. Based on the above, the research problem can be summarized with the following questions:

- 1- Is there a relationship between personal financial management and job satisfaction among employees in private Iraqi banks?
- 2- What is the level of personal financial management among employees in private Iraqi banks?
- 3- What is the level of job satisfaction among employees in private Iraqi banks?
- 4- What are the statistically significant differences in personal financial management and job satisfaction among employees in private banks according to gender (males - females).

### Objectives of the study

The current research seeks to identify:

- 1- The relationship between personal financial management and job satisfaction among employees in Iraqi private banks
- 2- The level of personal financial management among employees in private Iraqi banks.
- 3- The level of job satisfaction among employees in private Iraqi banks.
- 4- Statistically significant differences in personal financial management and job satisfaction among employees in private banks according to gender (males - females).

### Importance of research

The importance of the current research is evident through the following:

- 1- The research variables are modern variables and researchers did not address them together (personal financial management and job satisfaction) and to the best of the researcher's knowledge there are no studies in the Arab context in particular on this topic.
- 2- Personal financial management has a major role in our lives, because money is associated in all aspects of our lives, and is associated with psychological adjustment, emotional disorders, and may sometimes be associated with the formation of happiness for individuals.
- 3- The importance of job satisfaction as an indicator of achieving a quality of career life that can achieve for both the employee and the bank the goals that each party seeks to reach.
- 4- The importance of private commercial banks in Iraq due to the fact that they are first-class profitable economic institutions that contribute to advancing development forward.

### Hypothetical research scheme

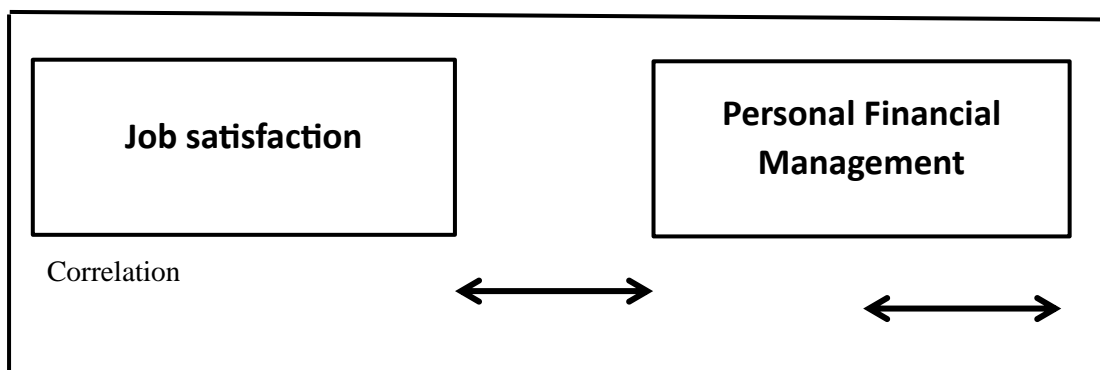


Figure 1 Hypothetical research scheme

**Research hypothesis**

The research starts from a main hypothesis which is **there is a statistically significant correlation between personal financial management and job satisfaction among employees in Iraqi private banks).**

**Research community and its sample**

To achieve the objectives of the research, it was necessary to determine the research community and choose a representative sample of the community. The research community was represented by employees working in Iraqi private banks in Baghdad, where the sample was limited to 150 individuals.

**Research Limits**

The time limits covered the period from 4/2/2023 to 10/30/2023, so that the researcher could benefit from the near end of the academic year to complete the research requirements.

**Second: previous studies**

**One of the studies related to financial management:**

Study(Faisal, 2011)	
Country of study	Iraq
Study Title	Thinking styles and their relationship to personal financial management among state employees.
Objective of the study	1. Measuring the thinking styles of state employees, 2. Differences in thinking styles according to the gender variable among state employees, 3. Measuring personal financial management among state employees, 4. Differences in personal financial management according to gender variable, 5. The relationship between thinking styles and personal financial management among state employees
Limits of spatial and temporal study	The ministries of the Iraq, the ministries of health, industry and minerals, environment, communications, electricity, were chosen, while the temporal boundaries were period from 2008-2009.
Study Tools	SPSS software was used to analyze the data and obtain the required results.
Highlights	1. superiority of males over females in thinking styles, 2. Employees have the ability to manage their personal finances, 3. There are no differences between males and females in personal financial management, 4. There is a statistically significant relationship between thinking styles and personal financial management.

The current research differed from the above study in terms of the place of application, as it was applied to private sector employees working in private banks, while Faisal's study dealt with public sector employees as well as the difference in time limits.

While the above study was benefited by reviewing the analysis tools used and the most important results reached.

**One of the previous studies related to job satisfaction**

Study(Okla, 2020)	
Country of study	Iraq
Study Title	The impact of internal auditors' job satisfaction on the quality of internal auditing.
Objective of the study	The main objective of the study is to clarify the extent to which the job satisfaction of the internal auditor affects the quality of internal audit in the public sector.
Limits of spatial and temporal study	The spatial boundaries were the divisions and internal audit sections of the departments of the Ministries of Education and Higher Education in Baghdad Governorate, while the temporal boundaries of the study were the period from 19/8/2022 until



	19/10/2020.
Study Tools	SPSS software was used to analyze the data and obtain the required results.
Highlights	<ol style="list-style-type: none"> <li>1. There is a positive moral relationship between job satisfaction and the quality of internal audit of the departments of the Ministries of Education and Higher Education,</li> <li>2. Promotion is not granted to internal auditors on the basis of performance and competence in each of the departments of the Ministries of Education where the question regarding granting promotion was obtained at least an arithmetic mean.</li> </ol>

The current research differed from the above study in terms of the place of application, as it was applied to private sector employees working in private banks, while Okla's study dealt with public sector employees as well as the difference in time limits.

The above study benefited from reviewing the analysis tools used and the most important results reached.

## **Identifying personal financial management and job satisfaction in terms of concept and determinants**

### **First: Personal Financial Management**

#### **The concept of personal financial management**

Management consists of all operations aimed at implementing public policies in various civil, military and economic sectors. The term "management" is a newly used term that was not used by this name, but included various activities(Zayan, 2020), and scholars such as Taylor and Henry Weil emphasize the importance of the role played by the administration in the cohesion and building of different groups. They also emphasize the great importance of the administrative in the cohesion of the group. The administration is working to clarify this goal so that it is specific and clearly defined(Al-Zubaidi, 2001).

Personal financial management is one of the topics that were scarcely observed. Yet, with the development of technology and the increase in material burdens on the individual and inability to reconcile personal needs such as paying taxes and so on led to the emergence of the urgent need to teach personal financial management(Mien & Thao, 2015). Money represents the individual and the group a manifestation of economic life only and all aspects of social, cultural and political life that reflect the psychology of the individual and the group. Sigmund Freud is the first to draw attention towards financial behavior and its unconscious symbols, he explained how these symbols are able to explain many of the abnormal behaviors of the individual, whether in stinginess or extravagance and waste. He pointed out that money plays a major role in the formation of personality and affects many of its dynamics(Zaidan, 2008).

The words "Saving for a better tomorrow" represent the golden wisdom of personal financial management. Also, success in personal financial management depends on continuing to collect the maximum amount of earning and wealth, practicing efficient consumption, finding contentment in life, accessing financial insurance, and accumulating wealth for retirement. And buy the property(Morris, 2006).

Personal financial management is defined as the set of behaviors that are followed in relation to the planning, implementation and evaluation of participation in the areas of cash, credit, investments, insurance, retirement and estate planning (Mien & Thao, 2015). It is any human behavior related to money management represented in how people deal with money, credit and savings(Qamar et al., 2016). Finally, it is defined as a set of behavioral components such as budgeting, cash flow management, consumption, saving, investing, borrowing or insurance(Goyal et al., 2021).

#### **Determinants of Personal Financial Management Behavior**

There are a number of determinants (Mien & Thao, 2015; Qamar et al., 2016) and as follows:



- 1- **Financial knowledge:** It is the sufficient knowledge of the realities of personal finance and is the key to personal financial management behaviors. It is understanding the basic financial terms and ideas needed to work day in and day out in society.
- 2- **Self-financial competence:** It is the perceived ability of a man to control his financial resources, as well as the knowledge and ability to influence and control the financial affairs of the individual. It is interpreted as the man's satisfaction with the level of knowledge and ability to achieve financial goals.
- 3- **Financial situation:** It is the psychological trend that is expressed when evaluating the recommended financial management practices with a certain degree of agreement or disagreement, and financial situations play an important role in determining a person's financial behavior as they shape the way people spend, save and hoard money.

## Second: Job Satisfaction

### The concept of job satisfaction:

**Language:** Satisfaction is referred to in language as "against discontent" and in English it is the "compensation, improvement, or satisfaction of a desire or need (Bahnasy, 2011).

Idiomatically: in psychology it is one of the axes of psychological compatibility of a person, satisfaction and satisfaction are complementary factors to each other. Also, satisfaction accompanies a person's achievement of a goal, and tracking the satisfaction of needs, which is an emotional state in life and what will be achieved in the future (Mohammed, 2018).

Employee satisfaction has been a major area of research among physiological and organizational psychologists. Some people love work and find it an important part of their lives. Others find it unsatisfactory work and work just because they have to. So, satisfaction tells us how much people like their jobs and it is important to know the level of satisfaction at work for many reasons and job satisfaction studies affect both workers and the organization. From the point of view of workers, it is clear that people like to be treated fairly as the sense of respect for workers' satisfaction at work can be a reflection of good treatment. From the point of view of the organization, good job satisfaction can lead to better performance of workers, which affects the productivity of the company (Ali & Anwar, 2021). Job satisfaction in the narrow sense means attitudes related to the job and the factors determining it, wages, supervision, stability of work, working conditions, social relationship of the job, immediate settlement of grievances, fair treatment of the employer and other similar items. Singh and Jain (2013), defined by (Ahmed Saqr Ashour) as representing a psychological condition that expresses the degree of an individual's sense of happiness, and this sense of happiness may be felt at times and other times implicitly, but the individual expresses that behavior can be observed (Ashour, 1985), and is also defined as the satisfaction of employees with their workplace and work with people who have a positive vision of the job, and a sense of justice in the environment in which they are and that their job gives them some positive features such as diversity Challenge, autonomy, good pay and security. Bakotić (2016) defined it as allowing employees to be self-directed and a strong relationship with fellow employees and this sometimes requires adjusting the organization's goals to enhance employee motivation (Bin & Shmailan, 2015).

The researcher defines job satisfaction as the extent to which people admire their jobs and the amount of wages and benefits they achieve that provide them with stability and a sense of justice in the administration's dealings with them.

### Determinants of job satisfaction

If job satisfaction is the result of a set of factors and determinants that contribute to achieving a sense of satisfaction or dissatisfaction, it is useful to identify these factors and determinants identified by some researchers, including organizational factors. They are related to the organization itself and the prevailing atmosphere of functional relations related to the job and the employee, including:



The content of the work: The nature of the tasks performed by the individual in his work plays an important role in influencing his satisfaction with his work. Yet, the interest in studying the impact of the content of the work on the worker is relatively new. The variables related to the content of the work are the responsibility contained in the work and the nature of work activities and opportunities for achievement provided and the growth and promotion that goes to the individual. It also estimates the performance of individuals of the factors causing feelings of satisfaction with the work, as a number of researchers have found that the content of the work is the main factor of happiness at work (Ashour, 1985).

**Wages:** Wage is one of the factors and the most influential on the level of job satisfaction, obtaining the reward is the basis of achievement and motivation in obtaining needs, support and achieving belonging to work groups, which all give the level of satisfaction and satisfaction of the individual (Bahnasy, 2011, p. 57).

**Supervision style:** A good leadership supervision style is able to create good work results to organize and create a sense of security and comfort for employees during work. It helps and enables to provide influence, information, decision-making and motivation that aims to improve the organization and the employee (Subarto et al., 2021).

Relations with colleagues at work: Relations with colleagues at work affect the satisfaction of the individual to the extent that it represents a benefit for the individual or a source of tension for them. The more the interaction of the individual with other members at work on the satisfaction of the individual to the extent that represents a benefit to the individual or a source of tension for him, the more the interaction of the individual with the members of others at work on the satisfaction of the individual to the extent that represents a benefit to the individual or a source of tension for them. Also, increased the interaction of the individual with members of others at work achieves an exchange between him and them whenever the work group is the source of individual satisfaction with his work. The human being is social by nature and work is more a source of satisfaction for the individuals who felt that it gives him an opportunity to associate with others and contact them (Al-Shraideh, 2008).

## Results and Discussion

The current research requires a number of procedures and each procedure has its own sample, and each sample will be clarified according to the required procedure as follows:

1. A sample of clarity of instructions and items and their size (20) employees.
2. Sample statistical characteristics amounted to (150) employees.
3. A sample of experts and arbitrators amounted to (10) experts and arbitrators.
4. The stability sample amounted to (20) employees.

Here we will explain the nature of the demographic variables of the statistical analysis sample according to the following variables:

- 1- Demographic variables by sex

Table (1) Demographic variables by sex:

%	N	Variables
		Gender
57%	85	male
43%	65	Female
100%	150	Total

- 2- Sample demographic variables by age

Table (2) Demographic variables by age:

%	N	Variables
		lifetime
18%	26	30 or less
29%	43	31-39
25%	38	40-49
19%	29	50-59
9%	14	60 and more



100%	150	Total
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3- According to qualification

Table (3) Demographic variables by academic qualification:

%	N	Variables
		Fully qualified
69%	103	Bachelor
14%	21	Higher Diploma
11%	17	Master
6 %	9	Doctor
100%	150	Total

4- Demographic variables of the sample by functional experience

Table (4) Demographic variables by job experience:

%	N	Variables
		Job Experience
14%	21	5 and less
17%	26	6-9
25%	37	10-14
28%	42	15-19
16%	24	20 and more
100%	150	Total

**Research Tools**

**First: Personal Financial Management**

**A- Building the questionnaire**

In order to build a tool to measure (personal financial management) among employees in private banks, the researcher has reviewed previous studies and research related to the subject of research. The opinions of a sample of experts and specialists in order to build the tool were surveyed, which was built according to the following steps:

1. Identify the most important ideas related to the personal financial management variable and identify them based on previous studies.
2. Converting each idea into a questionnaire paragraph formulated in a way that is in accordance with the conditions for drafting the questionnaire paragraphs.
3. Presenting the questionnaire to a sample of experts and arbitrators in order to verify the linguistic and logical integrity of the paragraphs.
4. Verifying the statistical characteristics necessary for the resolution of validity and stability.
5. Applying the questionnaire to the sample in order to reach the required results.

The questionnaire (personal financial management) consisted of (44) items, where five alternatives were placed in front of each paragraph as shown in the following table:

Table (5) Questionnaire Design

Strongly disagree	Disagree	neutral	I agree	I strongly agree
1	2	3	4	5

**B- Experience the clarity of paragraphs and instructions**

In order to verify that the questionnaire items are clear, specific and understandable for the sample, the researcher conducted an exploratory experiment on a sample of employees in private banks amounting to (20) employees, as shown in the following table:

Table (6) Experience of clarity of paragraphs and instructions



Sample	Variable
10	males
10	Female
20	sum

After conducting the experiment, the researcher found through it that the questionnaire and its items and instructions are clear and understandable for the sample and that the average time required to answer is (21) minutes.

### C- Statistical characteristics of the questionnaire

#### 1- Honesty

According to Arbitrators

In order to verify the sincerity of the arbitrators of the items of the questionnaire, the researcher has presented the items of the questionnaire and the theoretical definition of the variable and the nature of the research problem, its importance, its hypothesis and the sample that will be applied to it on a sample of experts and arbitrators in order to indicate the extent of linguistic and logical integrity of the items. The study has relied on the minimum agreement rate of (80%) as a criterion for accepting the item and accordingly all paragraphs have been considered valid for application.

Honesty of internal consistency

In order to verify the homogeneity of the items and their consistency in measuring what was developed in order to measure, the researcher used the correlation coefficient (Pearson) between the degree of the paragraph and the total degree of the resolution as shown in the following table:

Table (7) Correlation coefficients between the score of the paragraph and the total number of the personal financial management questionnaire

Correlation coefficient	T	Correlation coefficient	t
0.435	23	0.435	1
0.235	24	0.324	2
0.269	25	0.325	3
0.323	26	0.435	4
0.258	27	0.546	5
0.432	28	0.435	6
0.332	29	0.324	7
0.432	30	0.232	8
0.543	31	0.411	9
0.543	32	0.390	10
0.431	33	0.356	11
0.543	34	0.533	12
0.654	35	0.367	13
0.329	36	0.322	14
0.654	37	0.435	15
0.321	38	0.533	16





0.543	39	0.347	17
0.540	40	0.235	18
0.321	41	0.437	19
0.543	42	0.43	20
0.500	43	0.323	21
0.321	44	0.334	22

## 2- Stability

The researcher verified the stability of the resolution through:

- Application and re-application: The questionnaire was applied for the first time on the stability sample of (20) employees in private banks. After two weeks of the first application, it was re-applied for the second time on the same sample and under the same conditions. The researcher used the correlation coefficient (Pearson) to find the relationship between them and the stability value was (0.83).
- Alpha Cronbach: The method of Alpha Cronbach was used on the stability sample of (20) individuals and on the paragraphs of the questionnaire and it was found that the stability value (0.81).

## Second: Job Satisfaction

### A- Building the questionnaire

In order to build a tool to measure (job satisfaction) among employees in private banks, the researcher reviewed previous studies and research related to the subject of research, as well as surveyed the opinions of a sample of experts and specialists in order to build the tool, which was built according to the following steps:

1. Identifying the most important ideas related to the variable of job satisfaction and identify them based on previous studies.
2. Converting each idea into a questionnaire item formulated in a way that is in accordance with the conditions for drafting the questionnaire paragraphs.
3. Verifying the statistical characteristics necessary for the resolution of validity and stability.
4. Applying the questionnaire to the sample in order to reach the required results.

The questionnaire (job satisfaction) consisted of four areas, the first (nature of work) consisting of (5) items, the second (wage) consisting of (5) items, the third (relationship with colleagues) consisting of (5) items, and the fourth on (supervision) consisting of (5) items, where he put in front of each items 5 alternatives as shown in the following table:

Table (8) Questionnaire Design

Strongly disagree	Disagree	neutral	I agree	I strongly agree
1	2	3	4	5

### B- Experience the clarity of paragraphs and instructions

In order to verify that the questionnaire paragraphs are clear, specific and understandable for the sample, the researcher conducted an exploratory experiment on a sample of employees in private banks amounting to (20) employees, as shown in the following table:

Table (9) Experience of clarity of paragraphs and instructions

Sample	Variable
10	males
10	Female
20	sum

After conducting the experiment, the researcher found out that the questionnaire and its items and instructions are clear and understandable for the sample and that the average time required to answer is (9) minutes.

### C- Statistical characteristics of the questionnaire

#### 1- Honesty

-Honesty according to the arbitrators

In order to verify the sincerity of the arbitrators of the items of the questionnaire, the researcher has presented the items of the questionnaire and the theoretical definition of the variable and the nature of the research problem, its importance, hypotheses and the sample that will be applied to it on a sample of experts and arbitrators in order to indicate the extent of linguistic and logical integrity of the items. The study has relied on the minimum percentage of agreement of (80%) as a criterion for accepting the paragraph and accordingly all items have been considered valid for application.

- Sincerity of internal consistency

In order to verify the homogeneity of the items and their consistency in measuring what was developed in order to measure, the researcher used the correlation coefficient (Pearson) between the degree of the paragraph and the total degree of the resolution as shown in the following table:

Table (10) Correlation coefficients between the degree of the paragraph and the total number of job satisfaction questionnaire

Correlation coefficient	t	Correlation coefficient	T
0.432	11	0.435	1
0.321	12	0.333	2
0.218	13	0.248	3
0.432	14	0.457	4
0.430	15	0.435	5
0.219	16	0.298	6
0.321	17	0.329	7
0.431	18	0.327	8
0.321	19	0.532	9
0.443	20	0.328	10

#### 2- Stability

The researcher verified the stability of the resolution through:

- Application and re-application: The questionnaire was applied for the first time on the stability sample of (20) employees in private banks, and after two weeks of the first application was re-applied for the second time on the same sample and under the same conditions. The researcher used the correlation coefficient (Pearson) to find the relationship between them and the stability value was (0.82).
- Alpha Cronbach: The method of alpha Cronbach was used on the stability sample of (20) individuals and on the paragraphs of the resolution and it was found that the value of stability (0.83).

- **Statistical Methods**

For the analysis and processing of research data, statistical methods were used:

- T-test sample case
- T-test for two independent samples: - T-test Two independent samples
- 3- Pearson's correlation coefficient (Person correlation. Coefficient)
- Statistical package for social sciences (SPSS) Statistical package for social: science was used to know the statistical indicators (arithmetic mean, median, mode, standard deviation, hypertension, torsion, range) for the two scales.

### Results

#### First: Measuring personal financial management among employees in private banks



After applying the personal financial management questionnaire on a sample of employees in private banks and analyzing the data, it was found that the arithmetic mean reached (133.9) and a standard deviation of (16.67). Yet, the hypothetical average reached (132), and after using the T-test for one sample, it was found that the calculated T value is equal to (2.8), which is statistically significant at the level of significance (0.05), which indicates that employees in private banks have the ability to manage their personal funds, and Table (11) shows that:

Table (11) for the T-test of the research sample on the personal financial management questionnaire

Significance level	Tabular T-value	Calculated T-value	Standard deviation	Hypothetical average	Arithmetic mean	Degree of freedom	Number
0.05	1.96	2.8	16.67	132	133.9	149	150

It is clear from the above table that employees have personal financial management, and this result was consistent with the previous study, which indicated that employees have personal financial management. The reason for this is that personal financial management consists of the individual in adulthood, that is, there is awareness and to be able to manage his personal money and since workers in private banks are at this stage (maturity) so they are able to control their money and have the possibility of How they manage it, as the Iraqi people in general and employees working in private banks in particular have gone through special circumstances, which resulted in employees facing financial difficulties. This has affected them and made them more keen on their personal money and thinking about how to deal with it to meet the requirements of difficult living conditions with little money, and thus helped them to manage their personal money successfully. Also, the Iraqi employee has become more aware of the importance of planning in his spending of his money and he must deal cautiously, because any bad or omission in managing his money may lead him to his inability to meet the requirements of life .

### **Second: Differences in personal financial management according to gender variable among employees in private banks**

The arithmetic mean of the scores of the male sample on the personal financial management questionnaire was (133.95), and a standard deviation of (15.8). Yet, the arithmetic mean of the female sample scores on the same questionnaire was (133.8) and a standard deviation of (17.4), and after using the T test for two independent samples, it was found that the calculated T value is (0.06), which is not statistically significant at the level of significance (0.05), which indicates that there are no differences between males and females in personal financial management, and Table (12) shows that:

Table (12) Differences in Personal Financial Management according to Type Variable

Significance level	Tabular T-value	Calculated T-value	Standard deviation	Arithmetic mean	Number	genre
Not statistically significant	1.96	0.06	15.8	133.95	85	Male
			17.4	133.8	65	Female

Significance level (0.05) and degree of freedom (148)

Through the above table, we note that the arithmetic mean of the male sample is (133.95), which is close to the arithmetic mean of the female sample of (133.8), and the T value was (0.06). It is smaller than the tabular value of (1.96) at the level of significance (0.05) and the degree of freedom (148).

The result indicates that there are no differences between males and females in personal financial management, and this result was consistent with the previous study. The reason for this is because personal financial management is a personal and psychological ability and related to the personality of the individual and how he deals with their money, which is due to the methods of socialization represented by the family first or may be through what the individual has learned through his dealings with society and therefore there are no differences, whether this individual is male or female.

### Third: Measuring job satisfaction among employees in private banks

After applying the job satisfaction questionnaire to a sample of workers in private banks and analyzing the data, it was found that the arithmetic mean reached (78.214) and a standard deviation of (7.543), while the hypothetical average reached (60). After using the T-test for one sample, it was found that the calculated T value is equal to (7.214), which is statistically significant at the level of significance (0.05), which indicates that employees in private banks have a good sense of job satisfaction, and Table (13) shows that:

Table (13) T test for the research sample on the job satisfaction questionnaire

Significance level	Tabular T-value	Calculated T-value	Standard deviation	Hypothetical average	Arithmetic mean	Degree of freedom	Number
0.05	1.96	7.214	7.543	60	78.214	149	150

It is clear from the above table that employees have good job satisfaction, and this result was consistent with the previous study, which indicated that employees have a good level of job satisfaction. It is due to the fact that employees in banking institutions must have high levels of job satisfaction due to the fact that such institutions are primarily profitable, and therefore always requires the employee working in them to possess creativity and distinguished administrative behavior throughout his presence in the bank.

### Fourth: Differences in job satisfaction according to the gender variable among employees in private banks

The arithmetic mean of the male sample scores on the job satisfaction questionnaire was (78.10), and a standard deviation of (7.779), while the arithmetic mean of the female sample scores on the same questionnaire was (78.450) and a standard deviation of (7.877). After using the T test for two independent samples, it was found that the calculated T value (-0.141), which is not statistically significant at the level of significance (0.05), which indicates that there are no differences between males and females in job satisfaction, and Table (14) shows that:

Table (14) Differences in Job Satisfaction according to Gender Variable

Significance level	Tabular T-value	Calculated T-value	Standard deviation	Arithmetic mean	Number	genre
Not statistically significant	1.96	0.141-	7.779	78.10	85	Male
			7.877	78.450	65	Female

Significance level (0.05) and freedom score (598)

Through the above table, we note that the arithmetic mean of the male sample is (78.10), which is close to the arithmetic mean of the female sample of (78.450), and the T value was (-0.141), which is smaller than the tabular value of (1.96) at the level of significance (0.05) and the degree of freedom (148).

The result indicates that there are no differences between males and females in job satisfaction, and this result is in line with job work in private banks, as these banks require distinctive administrative behavior at all levels, so it is expected that the levels of job satisfaction will also be high and close between both sexes.

#### **Fifth: The statistically significant relationship between personal financial management and job satisfaction among employees in private banks**

The researcher used Pearson's correlation coefficient to calculate the relationship between the two current research variables, and the researcher found that the value of the correlation coefficient (0.745), which indicates a statistically significant relationship between both variables.

### **Fourth Theme / Conclusions and Recommendations**

#### **First: Conclusions**

1. Employees working in private banks have a good level of personal financial management and this is consistent with the 2011 Faisal study.
2. There were no statistically significant differences in personal financial management for employees in private banks, which is consistent with Faisal 2011 study.
3. Employees working in private banks have a good level of job satisfaction, which means managing their money in a way that meets their needs.
4. There are no statistically significant differences in job satisfaction for workers in private banks, and this is what makes the current research has different from previous studies.
5. There is a statistically significant correlation between personal financial management and job satisfaction among employees in private banks, and this is what the research proved and distinguished from previous studies because it did not address the two variables together.

#### **Second: Recommendations**

Based on the above, the following recommendations can be made:

1. Educating employees about the principles of personal financial management and applying them in all areas of their work lives in the future in order to ensure appropriate spending and saving of money.
2. Organizing manuals distributed to employees containing some principles and plans for how to manage personal money as one of the things that achieve job satisfaction.
3. The need to focus on job satisfaction for employees as it represents the final conclusion sought by any profit institution, because of its role in motivating employees and urging them to work in a spirit of cooperation.
4. Interest in studying for-profit institutions, especially banking ones, as they are profit-seeking institutions and require high job skills continuously to advance them at all levels.

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