ISSN NO: 2770-0003
July 2024

The role of logistics management activities in improving the productive work environment: A survey study on a sample of employees in the General Company for Electrical Industries

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Abstract
Logistics management is one of today's tools to face economic challenges. It is a combination of the basic business and activities of the organization. The current research aims to identify the logistics systems and the extent of the organization's commitment to them to ensure the improvement of its production environment.
The research hypotheses were developed to achieve its objectives and directions, and (45) questionnaire forms were distributed to the employees of the General Company for Electrical Industries. The research hypotheses were tested and the obtained data were analyzed by adopting a set of statistical methods, and the results were extracted according to the analysis by employing the data of the program (Spss.Ver.13). Based on the description of the research variables, their diagnosis and testing of its hypotheses, a set of results were reached, and in light of them, conclusions were formulated. The most prominent of these was that the results revealed that there is a weakness in some logistical activities, including inventory management, distribution management, material handling and packaging, and the lack of complete unification of work within the company, which creates a weakness in the impact on the productive work environment.
Keywords: Logistics activities management, productivity improvement.

Introduction

Logistics activities management is considered one of the modern aspects of management in the face of economic, technological and information challenges, and is considered one of the models of integrated management for a combination of basic activities and businesses within the organization, and the activities of supply and physical distribution are integrated together to form what is known as logistics activities, and the tasks of logistics management include coordination and integration between these activities, providing products and production inputs at the right time and place and in the required condition, in addition to the role of logistics management in serving customers, which helps provide a competitive advantage for the organization and increase profits.

First topic: Research methodology

First: Research problem

Recently, several factors have contributed to the intensification of competition in the industrial business environment, including the globalization of markets and their openness to the outside world, and the increased competition of imported products with the local product, which negatively affected the value of sales and the decline in the level of productivity, which prompted the company to search for appropriate ways to improve its production environment, and thus organizations began to compete in improving the activities related through the efficient performance of these activities in improving their productivity, and from here the research seeks to identify whether the management of logistics activities has a relationship and impact on improving the production work environment, and the problem revolves around answering the following question:

What is the role of logistics activities management in improving the productive work environment of the researched company?

Second: Research objectives

The research objectives emerge through several aspects:-

1- Evaluating the extent of the researched company's understanding and awareness of the variable of logistics activities management and what is the level of its implementation.

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2- Determining the indicators of logistics activities management and improving the productive work environment.
3- Determining which dimensions of logistics activities management have an impact on improving the productive work environment.
4- Providing appropriate recommendations based on the research results in order to enable the researched company to improve the productive work environment.

Third: Research Importance

The theoretical and practical importance of this research is highlighted by several considerations, the most prominent of which can be summarized as follows:
1- Shedding light on one of the company's joints, which is the management of logistics activities and their productivity.
2- Determining the relationship and influence between the management of logistics activities and improving productivity.
3- Helping the company under study to understand the management of logistics activities, and thus the possibility of using the research results as a basis for evaluating the organization's performance and improving its production environment.

Fourth: hypothetical research

In light of the theoretical framework and its field contents, a hypothetical plan was designed which indicates the existence of a role and an influential relationship between the management of logistics activities as an independent dimension and improving the production environment by placing it as the dependent dimension, and the following figure illustrates this

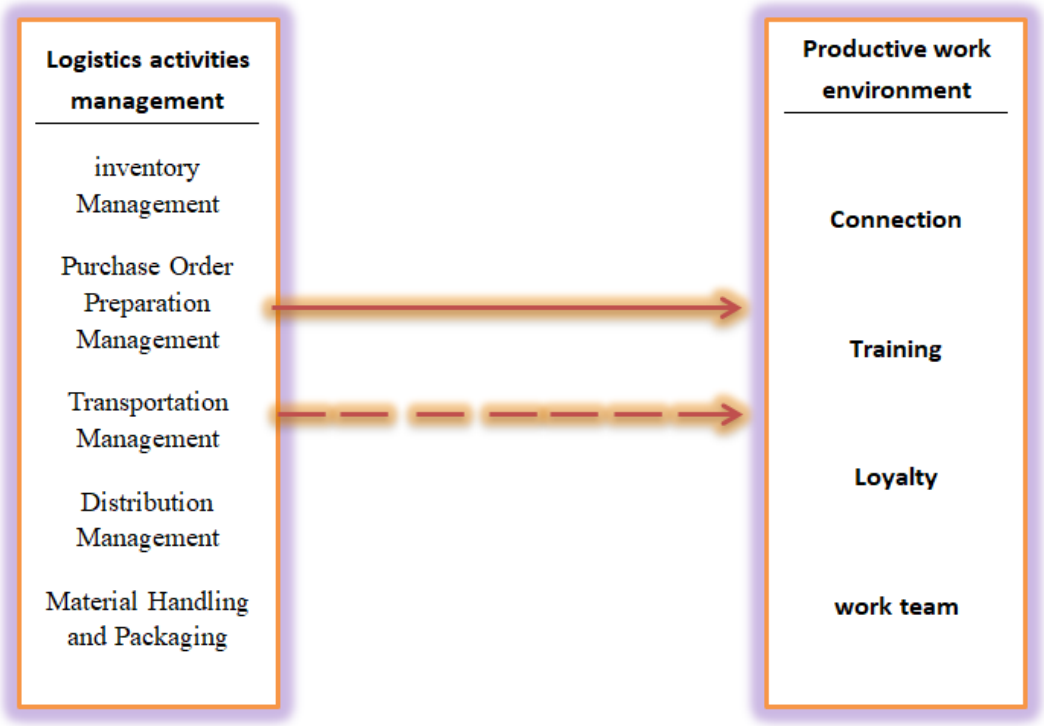

Figure (1) Hypothetical research scheme

Fifth: hypotheses Research

The research plan can be built through two hypotheses:-

The first hypothesis: There is a significant correlation between the management of logistics activities and improving the production environment, and the sub-hypotheses branch out from it:
1- There is a significant correlation between inventory management and improving the work environment.
2- There is a significant correlation between the management of purchasing orders and improving the work environment.

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3- There is a significant correlation between transportation management and improving the work environment.
4- There is a significant correlation between distribution management and improving the work environment.
5- There is a significant correlation between material handling and packaging and improving the work environment.

The second hypothesis: There is a significant effect between the management of logistics activities and improving the production environment, and the sub-hypotheses branch out from it:
1- There is a significant effect between inventory management and improving the work environment.
2- There is a significant effect between purchasing order processing management and improving the work environment.
3- There is a significant effect between transportation management and improving the work environment.
4- There is a significant effect between distribution management and improving the work environment.
5- There is a significant effect between material handling and packaging and improving the work environment.

Fifth: Describe the research sample

The researcher relied on the questionnaire form to cover the field aspect, which is the main means of collecting field data, as (50) questionnaire forms were distributed, and after collecting and tabulating the data, it became clear that the number of forms valid for analysis reached (45), which is equivalent to a response rate of (89%) and at a significance level of less than (0.05), i.e. a confidence rate of (95%), and with a Cronbach's alpha reliability rate for the measurement tool exceeding (70%) (Hair et al., 2010).

topic Two: Theoretical Aspect

First: Logistics Activities Management

Logistics management is one of the newest branches of administrative sciences, and it includes an integrated system of activities inside and outside the organization such as purchasing, storage, transportation, distribution, handling, packaging, customer service, and order scheduling. The tasks of logistics management include coordination and integration between these activities in order to provide products and production inputs at the right time, place, and in the required condition, in addition to the role of logistics activities management in serving customers, Which helps to provide a competitive advantage for the organization and increase its profits. Many of the problems and challenges facing institutions and companies, such as quality and market share, in addition to achieving profits, start from the supply and storage process. This is due to weakness in purchasing management and speed of response, in addition to the extent of senior management's conviction in the existence of a specialized department for logistics operations.

Objectives of Logistics Activities Management Second:

1- Maintaining distinguished relations between the organization and rewarders, which helps improve the image of the organization and society as a whole. 2- Maximizing the annual return on profits as a result of the level of logistics service provided to customers.
3- Efficiency of manufacturing operations flow.
4- Increasing competition by increasing sales and providing better service to customers.
5- An effective communication system, i.e. an effective information system, is essential for sound logistics management. As such, logistics management helps develop an effective communication system for continuous interface with suppliers and rapid response to customers(Sahweel, 2018: 13).

Third : Importance of Logistics Activities Management

.1- Get the right products at the right time
2- Process properly and have a complete and undamaged shipment.
.3- Ship the way the customer wants
4- advanced shipping notice indicating when the delivery will arrive.
5- Have a way for customers to track the order during shipping.
6- on time and undamaged goods. (Swink et al.,2020:369)

Fourth: Primary activities in logistics management

Logistics management focuses on the flow of materials and information through the supply chain, defined as "that part of supply chain management that plans, implements, and controls the efficient and effective

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forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customer requirements." Logistics is a strategic function that affects performance in terms of timing, cost, quality, flexibility, and sustainability (Swink et al., 2020: 372) (Laura&Talluri, 2004: 304),(Ghoumrassi& Tigu, 2017: 293), (Codruta&Alexandru, 2015, 116).

1-Inventory management: Inventory management is a primary concern in most supply chain operations, but it is particularly important for logistics managers. It is important to understand that inventory is linked to all logistics management decisions (Laura & Tallurie, 2004: 307). Logistics managers are constantly seeing the costs and benefits of holding different amounts of inventory at different locations in the supply chain. Advances in digital technology and collaboration among supply chain members are increasing the accuracy and timeliness of demand and inventory information, reducing the need to hold safety stock as a buffer against uncertain demand, supply, or lead time on a product (Swink et al., 2020: 373) .

2- Processing purchase orders: The ideal arrangement begins with designing a system for processing orders that ensures accuracy, efficiency and speed. Customer requirements flow into the organization where customers submit orders in person, by phone or electronically (Swart, 2015, 140). Processing purchase orders depends on knowledge and understanding of what the customer wants and correctly conveying his needs and desires to suppliers to diagnose and provide them correctly (Oko, 2016: 17). Purchase orders are characterized by their ability to reduce costs and prices through the new relationship with suppliers (Roy & Wilson, 2009: 818). To make the processing of purchase orders fast, it requires commitment to a set of practices, which are: continuous improvement, quality of tools, relationship with suppliers, relationship with customers, and timely delivery (Costantino et al., 2015, 417).

3- Transportation management: Transportation is the most visible aspect of logistics. It is especially important for organizations that sell and export products around the world. Global supply chains have long lead times, potential for delays and interruptions, security issues, and increased exposure to other supply chain risks (Laura & Tallurie, 2004: 308). Therefore, transportation managers must decide on the best ways to ship products. In addition, developments created by the Internet of Things (IoT) allow managers to track the locations and conditions of their shipments (Swink et al., 2020: 373). Therefore, transportation management is the most important activity in logistics because of its impact on cost structure and customer service levels (Kwateng & et al: 2014:85). .

4- Distribution Management: The increase in e-commerce and multi-channel service, through which customers can place orders and receive purchases in multiple ways, has changed distribution. Distribution centers receive products and complete a number of different functions such as creating configurations and configurations of the final product for shipment to other centers (Swink et al., 2020: 382). Distribution management is considered an important logistics business and represents one of the aspects of modern management. Interest in these activities and functions, the diversity of their products, and the complexity of their activities and functions have increased in order for customers to maximize the value of their products and achieve profits and for the company to enjoy a competitive advantage with the aim of integrating these functions into the company within a practical framework applicable by companies in order to improve their performance and raise the level of performance in the flow, transfer and movement of goods and services to markets.

5- Material handling, packaging and wrapping: Packaging is the activity that aims to protect and preserve products during the process of storing and transporting them to the point of consumption, and to benefit from them, reuse them or dispose of them. It is an effective means of protecting and preserving products during storage, handling and transportation processes from their places of production to their places of consumption or delivering them to the final customer safely, and a tool for identifying the characteristics and specifications of the product and attracting the customer's attention, thus influencing the customer's purchasing decision (Al-Matiouti, et al., 2020: 122).

Logistics management is essentially about handling materials. Transportation and warehousing managers must plan the best ways to load, unload, move, sort, and pick products while ensuring that products are not damaged. They work closely with packaging engineers to design or select packaging materials that facilitate material handling. Packaging and packaging handling decisions affect value in several ways, and typically the less material is handled, the better. Packaging and material handling problems are (Swink et al.,2020:386).

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Fifth:**Productive work environment**

Despite the great importance and significant impact of the work environment on the company's productivity and performance, and despite the interest of researchers and thinkers in it since the experiments of "Harthon", and "Elton Mayo" who is considered one of the first thinkers who were interested in the work environment as a major determinant of workers' performance through his experiments, followed by many experiments that all poured into improving the work environment materially and morally so that work turns from responsibility, coercion and self-affirmation, this did not contribute to agreeing on a unified definition for it, as a result of its diversity and the renewal of studies and research related to it, it was defined as "the accurate analysis of work conditions, equipment, labor, methods and materials that allow improving the quality of work and the sufficiency of tools and procedures necessary for the comfort of the individual and increasing his productivity (Bunqib, 2019: 395), t is a set of variables and events that may be formed within a specific environment, which is the institution or job, and the responsible management can control it directly and definitely, and each work environment is different from the other. It is every place where people are present to work in exchange for money and livelihood, and the general manager can control the performance of workers and create a different environment through his approach with employees and the orders he gives (Akar, 2020: 29).

Sixth: Importance of improving the productive work environment

1- Caring for the work environment is one of the important motivating factors for achieving achievement. The appropriate location provides reliable means of communication and modern technological tools in order to improve communication between employees, which is reflected in the employees' psychology and their sense of belonging to the company.

2- A number of employees must be trained and provided with the necessary skills to perform the tasks assigned to them with high efficiency, while emphasizing the need to cooperate with their superiors.

3- When incentives and rewards are monitored, it is necessary to look at the organization's employees in terms of productivity, and thus rewards can be allocated according to the best performance (Akar, 2020: 31-32).

4-Increases employee satisfaction, which is positively reflected in their productivity. 5- Measuring the person's actual performance against the desired performance

6- Setting goals in a regular manner and consistent with organizational goals. (Abdul Rahman and Majeed, 2012: 191) .

Seventh: Dimensions of Improving the Productive Work Environment

Many studies have proven the strong relationship between the success of organizations and their healthy work environment. On this basis, managers who wish to achieve a high level of excellence and make trust in the workplace their first priority. For more than 30 years, the "Work Environment" Institute has studied the relationship between the levels of quality of the work environment of organizations and their degrees of excellence and success, and impressive results were reached, as it was found that the most important thing that organizations that have a good work environment enjoy is increased rates of innovation, high rates of employee satisfaction and commitment, and flexibility in the production process, in addition to low rates of employee turnover (Bunqib, 2019: 400) .

1- Communication: Ease of communication between management and employees is one of the important matters in the production organization. Instructions and directions cannot be transferred or passed to employees in the production organization except through the presence of an organized communication network that helps them understand and comprehend all the rights, duties and roles assigned to them, which increases the productivity and effectiveness of the organization (Yamaguchi, 2005: 170). The importance of communication is highlighted as a means that managers rely on to develop work in the organization towards achieving goals, in addition to providing and interpreting information and making successful decisions (Al-Anzi, 2010: 18).

2- Training: Providing continuous training and educational opportunities helps improve and develop the competencies and capabilities of individuals and thus improve performance, which is reflected in productivity and contributes to raising it as well as contributing to organizational stability. Training allows reducing the weaknesses of individuals and provides them with opportunities for promotion and development. Training leads to clarifying the general policies of the institution and building an effective

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base for internal communications and investments, as this method contributes to providing individuals with high skills that are compatible with their productive work and that allow them to obtain good results (Vassi, 2012: 53).

3- Loyalty: Enhancing loyalty and belonging to the organization, meaning building trust between employees and the organization. It is the behavior that employees perform to express their level of commitment to their work and their feeling of connection to their organization, as achieving the planned goals (Vuong al. et al., 2020: 204). It is the resulting feeling among individuals in the organization of commitment and staying with the organization, and this feeling is further enhanced by the organization's support for the individuals working in it and allowing them to participate and interact in the organization in a positive way, and this is not only at the level of how to implement procedures, but also extends to contributing to determining the organization's goals(Salem et al., 2021: 32) .

4- work team: Providing the appropriate atmosphere supports team spirit and relationships. The process of building work teams is considered a mixture of feedback and procedural consulting approach that aims to improve behavior and the effectiveness of productive group work by focusing on work methods and procedures and personal relationships (Abdo, 2010: 131) and expresses a series of activities designed to improve the performance of individuals. Team building activities are viewed as a way to positively influence relationships between individuals with the aim of raising their performance for the better and unifying their efforts towards the tasks assigned to them to achieve the organization's goals in the best possible ways and means. Therefore, the goal of adopting a good methodology for building work teams makes the group a cohesive and homogeneous unit characterized by effectiveness and fruitful interaction between members to ultimately be a group committed to working to achieve specific goals (Jaghbloo, 2019: 92) .

The third topic: Applied aspect of the research

This topic reviews the results of the analysis of the sample individuals' response to the variables adopted by the research by displaying the arithmetic averages and standard deviations for all research variables and their relative importance. The five-point Likert scale was used and the statistical program (spss, ver19) was used to analyze the data and display the results as follows:

First: Dimensions of logistics activities management

1- Inventory management: Table (1) shows a description and evaluation of the level of inventory management, which is one of the paragraphs of logistics activities management, in terms of the arithmetic mean and standard deviation scale, as follows.

Table (1) Description and evaluation of the level of inventory management

sequence	Inventory Management	Arithmetic mean	standard deviation
1	The company provides appropriate procedures for storage, including technology, lighting and ventilation, in order to raise the level of quality.	4.12	0.76
2	The company uses data and information for the purpose of planning warehousing operations in a fast and accurate manner in order to improve the productive work environment.	4.42	0.88
3	The company selects storage locations in a manner that suits the type of goods to maintain their validity.	4.82	0.93
4	The company determines the areas of storage systems based on production standards in order to reduce the burden and reduce the cost.	4.76	0.97
Average		0.88	4.53

The inventory management dimension achieved an arithmetic mean of (4.53), which is higher than the hypothetical mean of (3), and the standard deviation was (0.88).

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2- Order processing management: Table (2) shows a description of the level of purchase requests, which is one of the paragraphs of logistics activities management, in terms of the arithmetic mean and standard deviation, as follows:

Table (2) Description of the level Order processing management

sequence	Order processing management	Arithmetic mean	standard deviation
1	The company realizes that the purchasing process represents the first step in managing logistics activities.	4.82	0.87
2	Coordination between purchase orders and other production functions.	4.64	0.94
3	The company's management focuses on dealing with suppliers who have obtained ISO certificates.	4.75	0.80
4	The company takes advantage of the opportunities available to improve the quality of order processing and work management.	4.28	0.90
Average		4.62	0.87

The second dimension, Order processing management, achieved an arithmetic mean of (4.62), which is higher than the hypothetical mean (3), with a standard deviation of (0.87).

3- Transportation Management: Table (3) shows a description of the level of transportation management, which is one of the paragraphs of logistics activities management, in terms of the arithmetic mean and standard deviation, as follows:

Table (3) Description of the level of transport management

sequence	Transportation Management	Arithmetic mean	standard deviation
1	The company uses modern technological means to reduce time and cost.	4.57	0.69
2	The company has means of transportation that protect the transported products from damage or harm during the transportation process.	4.55	0.77
3	The company works to distribute product transport outlets in a way that reduces costs.	4.17	0.97
4	The company has the ability to compete based on quality in the field of transportation.	4.63	0.52
5	The company is interested in the pattern of relations with its customers to create an integrated network of logistics services.	4.37	0.29
Average		4.45	0.65

The third dimension, transportation management, achieved an arithmetic mean of (4.45), which is higher than the hypothetical mean (3), with a standard deviation of (0.65).

4- Distribution and packaging management: Table (4) shows a description of the level of distribution management, which is one of the paragraphs of logistics activities management, in terms of the arithmetic mean and standard deviation, as follows:

Table (4) Description of the distribution management level

sequence	Distribution Management	Arithmetic mean	standard deviation
1	The company follows the distribution procedures of its goods by measuring their quality .	4.45	0.67
2	The company is keen on innovation and creativity in developing distribution methods	4.33	0.75

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3	The company uses electronic distribution systems to provide high quality services..	4.20	0.93
4	The company's employees interact with customers' requests and develop their capabilities.	4.56	0.45
5	The company distributes its products at competitive prices compared to competitors.	4.36	0.30
Average		4.38	0.62

The fourth dimension, distribution management, achieved an arithmetic mean of (4.38), which is higher than the hypothetical mean (3), with a standard deviation of (0.62).

5- Material handling, packaging and wrapping: Table (5) shows a description of the level of material handling and packaging, which is one of the paragraphs of logistics activities management, in terms of the arithmetic mean and standard deviation, as follows:

Table (5) Description of the level of material handling and packaging

sequence	Material Handling and Packaging	Arithmetic mean	standard deviation
1	The company management uses packaging materials for its products that do not harm the internal and external customer. .	4.80	0.86
2	The company encourages customer awareness in various ways with packaging waste.	4.68	0.94
3	The company works on packaging the product while it is in the logistics system to protect it.	4.77	0.87
4	The company works on the good internal arrangement of the factory, which allows the use of highly efficient means of transportation, and reduces the need for handling to its minimum.	4.25	0.96
5	Improve management planning and organization of this process to save costs and increase opportunities for improving productivity, especially increasing opportunities for using automated handling devices and replacing them as much as possible with human resources.	4.34	0.90
Average		4.56	0.92

The fifth dimension, material handling and packaging, achieved an arithmetic mean of (4.56), which is higher than the hypothetical mean (3), with a standard deviation of (0.92).

The results of the analysis of the dimensions of the variable of logistics activities management were as shown in Table (6).

Table (6) Results of the analysis of the dimensions of the variable Logistics Activities Management

sequence	Dimensions of logistics management	Arithmetic mean	standard deviation	Arrange dimensions in order of importance
1	Inventory Management	4.53	0.88	Third
2	Purchase Order Processing	4.62	0.87	First
3	Transportation Management	4.45	0.65	Fourth
4	Distribution Management	4.38	0.62	Fifth
5	Material Handling and Packaging	4.56	0.92	Second
Average		4.50	0.78	

From the results shown in Table (6), it is clear to us that the management of logistics activities with its combined dimensions reached an arithmetic mean of (4.50) with a standard deviation of (0.78).

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Second: Dimensions of improving the productive work environment

1- Communication: Table (7) shows a description of the level of communication, which is one of the components of the productive work environment, in terms of the arithmetic mean and standard deviation, as follows:

Table (7) shows the description of the communication level

sequence	Connection	Arithmetic mean	standard deviation
1	Information generated from communications between employees is accurate and timely.	4.05	0.76
2	Modern means of communication between employees contribute to the availability of information necessary to make decisions.	4.40	0.87
3	Communication between employees at the same administrative level is characterized by cooperation and integration between functions, reducing problems and presenting suggestions.	4.38	0.65
Average		4.27	0.76

The first dimension of communication achieved an arithmetic mean of (4.27), which is higher than the hypothesized mean (3) and with a standard deviation of (0.76).

2-Training: Table (8) shows a description of the level of training, which is one of the components of the productive work environment, in terms of the arithmetic mean and standard deviation, as follows:

Table (8) shows a description of the training level

sequence	Training	Arithmetic mean	standard deviation
1	The company relies on advanced and continuous training programs to improve the work environment.	4.70	0.67
2	The company is keen to improve its production environment by focusing on advanced training methods.	4.36	0.88
3	The company relies on work strategies that are appropriate to the capabilities of employees to achieve a competitive advantage in production.	4.55	0.91
Average		4.54	0.82

The second dimension of communication achieved an arithmetic mean of (4.54), which is higher than the hypothesized mean (3) and with a standard deviation of (0.82).

3- Loyalty: Table (9) shows a description of the level of loyalty, which is one of the items of the productive work environment, in terms of the arithmetic mean and standard deviation, as follows:

Table (9) shows a description of the level of loyalty

sequence	Loyalty	Arithmetic mean	standard deviation
1	The company supports employees in participating and interacting with important decisions.	4.46	0.71
2	Loyalty among employees is one of the most important things that motivates them to exert their utmost effort to achieve the company's goal.	4.67	0.81
3	The company's support for its employees creates a feeling of psychological stability in them, which is reflected in their performance.	4.53	0.79
4	The company focuses on developments in the	4.51	0.75

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	functional environment based on correct and sound standards.		
Average		4.50	0.76

The third dimension, loyalty, achieved an arithmetic mean of (4.50), which is higher than the hypothesized mean (3) and with a standard deviation of (0.76).

4- work team: Table (10) shows a description of the level of team spirit, which is one of the components of the productive work environment, in terms of the arithmetic mean and standard deviation, as follows:

Table (10) shows a description of the level of work team

sequence	work team	Arithmetic mean	standard deviation
1	The company works on employee interaction with each other, which increases their efficiency at work.	4.25	0.61
2	Employees use effective decision-making strategies as a result of the clarity of the goals they want to implement.	4.29	0.83
3	Open communication between team members helped them create accuracy and clarity in solving work problems.	4.35	0.95
4	The company's management strengthened the team's behavioral commitment, which increased their effectiveness.	4.30	0.88
Average		4.29	0.81

The fourth dimension work team, achieved an arithmetic mean of (4.29), which is higher than the hypothesized mean (3) and with a standard deviation of (0.81).

The results of the analysis for the variable improving the productive work environment are shown in Table (11) below

Table (11) Analysis results for the variable of improving the productive work environment

sequence	Dimensions of improving the productive work environment	Arithmetic mean	standard deviation	Arrange dimensions in order of importance
1	Connection	4.27	0.76	fourth
2	Training	4.54	0.82	first
3	Loyalty	4.50	0.76	second
4	work team	4.29	0.81	third
Average		4.40	0.78	

It is clear from Table (11) that the variable of improving the productive work environment in its dimensions reached an arithmetic mean of (4.40) and a standard deviation of (0.78).

Third: Testing the research hypotheses

Main hypothesis There is a statistically significant correlation between the management of logistical activities with five dimensions (inventory management, order processing management, distribution management, transportation management, material handling and packaging) and the productive work environment with four dimensions (communication, training, loyalty, work team). To test the hypothesis, the Pearson correlation coefficient was used to verify the relationship between the independent and dependent variables, as follows:

Testing the first sub-hypothesis emanating from the main hypothesis, which is that there is a statistically significant correlation between the management of logistical activities and the productive work environment.

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Table (12) Testing the correlation between inventory management and the productive work environment

productive work environment / inventory management	Connection	Training	Loyalty	work team	productive work environment
Correlation coefficient	0.265	0.982	0.972	0.980	0.635
Testing the level of statistical significance	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $\boldsymbol{p \leq 0.05}$

It is clear from the table above that the inventory management dimension achieved a higher correlation with the communication dimension, reaching a value of (0.265) and a significance level (p≤0.05), and the training dimension achieved a correlation of (0.982) and a significance level (p≤0.05). As for the overall analysis level, it achieved After inventory management, there is a positive correlation relationship with improving the productive work environment amounting to (0.635) and at a significant level (p≤0.05), which indicates the existence of a significant correlation relationship between inventory management and improving the productive work environment.

Table (13) Testing the relationship between Order processing management and the productive work environment

productive work environment / Order processing management	Connection	Training	Loyalty	work team	productive work environment
Correlation coefficient	0.381	0.945	0.854	0.873	0.665
Testing the level of statistical significance	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $\boldsymbol{p \leq 0.05}$

It is clear from the table above that the order processing management dimension achieved a lower correlation with the communication dimension, reaching a value of (0.381) and a level of significance (p≤0.05), and the order processing management dimension achieved a correlation with the training dimension amounting to (0.945), and a level of significance (p≤0.05). At the overall analysis level, after inventory management, a positive correlation was achieved with improving the productive work environment, amounting to 0.665, at a significant level (p≤0.05), which indicates the existence of a significant correlation between order processing management and improving the productive work environment .

Table (14) Testing the correlation between transportation management and the productive work environment

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productive work environment / transportation management	Connection	Training	Loyalty	work team	productive work environment
Correlation coefficient	0.405	0.235	0.400	0.397	0.320
Testing the level of statistical significance	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $\boldsymbol{p \leq 0.05}$

It is clear from the table above that the transportation management dimension achieved a lower correlation with the communication dimension, reaching a value of (0.405) and a significance level (p≤0.05), and the transportation management dimension achieved a correlation with the training dimension amounting to (0.235) and a significant level (p≤0.05), as for the analysis level. Overall, the dimension of transportation management achieved a significant positive correlation with improving the productive work environment, amounting to 0.320, at a significant level (p≤0.05), which indicates the existence of a significant correlation between transportation management and improving the productive work environment.

Table (15) Testing the correlation between distribution management and the productive work environment

productive work environment / distribution management	Connection	Training	Loyalty	work team	productive work environment
Correlation coefficient	0.406	0.234	0.401	0.422	0.321
Testing the level of statistical significance	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $\boldsymbol{p \leq 0.05}$

It is clear from the table above that the distribution management dimension achieved a lower correlation with the training dimension, reaching a value of (0.234) and a significance level (p≤0.05), and the distribution management dimension achieved a higher correlation with the team spirit dimension, reaching (0.422) and a significance level (p≤0.05). At the overall level of analysis, the dimension of distribution management achieved a positive correlation with improving the productive work environment, amounting to (0.321) and at a significant level (p≤0.05), which indicates the existence of a significant correlation between distribution management and improving the productive work environment .

Table (16) Testing the correlation between material handling and packaging and the productive work environment

productive work environment	Connection	Training	Loyalty	work team	productive work environment

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material handling and packaging					
Correlation coefficient	0.407	0.237	0.405	0.395	0.323
Testing the level of statistical significance	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $p \leq 0.05$	There is a significant correlation at the level of $\boldsymbol{p \leq 0.05}$

It is clear from the table above that the dimension of handling and packing materials achieved a lower correlation with the training dimension, reaching a value of (0.237) and a level of significance (p≤0.05), and after handling and packing materials achieved a higher correlation with the dimension of communication, reaching (0.407) and a level of significance (p≤0.05). At the overall analysis level, after handling and packing materials, it achieved a positive correlation with improving the productive work environment, amounting to (0.323), at a significant level (p≤0.05), which indicates the existence of a significant correlation between handling and packing materials and improving the productive work environment.

The results appear in the previous tables by accepting the hypothesis that there is a statistically significant correlation between managing logistical activities and improving the productive work environment.

Four topic: Conclusions and recommendations

First: conclusions

1- The results indicate that there is a good commitment by the company's management to the standards for improving the productive work environment, but there is a weakness in how they are applied and consolidated in the company.

2- The results of the research found that there is a good level of communication and training and a lower level of loyalty and team spirit with regard to improving the productive work environment.

3- The results revealed that there is a weakness in some logistical activities, including inventory management, distribution management, material handling and packaging, and a lack of complete unification of work within the company, which creates a weak impact on the productive work environment.

4- The results show, on the practical side, that there is an impact of managing logistical activities in improving the productive work environment. The impact of order processing management and transportation management was significant, which indicates the company's keenness to exploit the available opportunities to improve the quality of order processing and work management.

5- The company does not have advanced equipment to determine inventory levels, which leads to a defect in how it is distributed and consequently a delay in packing materials in the company.

Second: Recommendations

1- The necessity of holding seminars and conferences to clarify the necessity of paying attention to improving the performance of employees by following the rules of human engineering.

2- The need for the company to seek to increase the storage capacity of the current warehouses for the purpose of meeting all material needs for products by establishing new warehouses or making expansions in the current warehouses.

3-The need to work on developing employees' skills and raising their level and experience to suit the possibility of implementing the management of logistical activities while improving the productive work environment.

4- The company must study the management of logistics activities for the present and future period because its flow in the production process leads to improving the productive work environment.

5- The study sample company must employ specialized employees in distributing the company's products, and thus this is reflected in its production environment.

Resources

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