An Assessment of the Vital Roles of Job Satisfaction to Curb Absenteeism among Employees at Gulf International, Kingdom of Bahrain

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ABSTRACT

The study on the vital role of job satisfaction to employees to curb absenteeism at Gulf International in the Kingdom of Bahrain is very significant in many aspects. It was perceived by the respondents that there are strong factors that can lead to full satisfaction of employees that directly trimming down absenteeism situations as expected to be examined in the study.

First, the financial motivators as a factor earned most number of favorable response from the respondents that these can greatly influence and determine job satisfaction thus reducing the possibility of absenteeism. Salary and wages are adequately and proportionately provided by the company thus making the employees at a level of satisfaction. Holiday pays are also given in accordance to law rules saw perceived as highly effective. Compensation benefits are given accordingly thus making employees contented with their jobs at the company. Bonuses, commissions are also provided favorably. The company also is giving all leave benefits of employees making the scale as one of the impressing challenge from the employees so that they can perform better. Payments and administration of all financial matters are addressed thus making every employee satisfied of their stay with the company.

Second, the fringe benefits as a factor earned another favorable response from the respondents with a tally of highly and much needed as to degree of urgency. It was perceived through the responses that providing health care and insurance can greatly convince every employee to stabilize his or her employment with the company. Improving effective communication system is also perceived as a need as this ties all key people involved in the company. The better the communication network and the system can modify or defines direction for the company towards greater heights. Employing promotions and rewards is also noted in the survey. It earned high remarks that every employee is entitled to promotions due from work productivity and efficiency in the organization. Providing trainings and education is also a need according to the survey as it indicated that employee must be subject to trainings. This supports the program on advancement and allowing employees for growth and development which is a privilege and even right to every worker, special or ordinary in category.

Meanwhile, the management style as factor did not absolutely passed the criteria to be considered fully accepted as a determinant of job satisfaction at Gulf International. It garnered around moderately contributing as evidenced by the following variables: Management is likely qualified and moderately executing leadership capacities, Management moderately executes effective plan and decisions are likely implemented. It was also perceived that managers are moderately effective in term of implementing policy, rules and regulation and least effective in terms of implementing control.

At this point, the company is very satisfactory in over – all response as it was able to surpass the major challenges in providing job satisfaction among employees. This is a good indicator that because the company can addressed job satisfaction across different factors, it can curb absenteeism as constraints tantamount to problems causing the company to blocks towards achieving its objectives and goals. The company is still favorable in general per se and the factors specifically, financial motivators and fringe benefits are highly accepted.

Keyword--- Absenteeism, Job satisfaction, Motivation, Rewards and Benefits,

I. INTRODUCTION

Background of the Study

Employees play a vital role in the operation of an organization. They are considered as the valuable assets hence they could “make or break” the organization. Having determined the immense importance of the employees in the environment, the management has to ensure that they are fully satisfied with their jobs. That is, to make certain that the employees are happy, that they enjoy as well as
content as they perform their assigned tasks. Simply put, provide job satisfaction to the employees.

Job satisfaction has varying definitions but the most widely accepted explanation was presented by Locke (1976) where he stated that “job satisfaction is a plausibility or positive state resulting from the appraisal of one’s job or job experiences” (p. 1304). Moreover, job satisfaction involves emotional, cognitive and behavioral components (Bernstein & Nash, 2008). The emotional component of job satisfaction refers to feelings regarding the job, such as boredom, anxiety or excitement. The cognitive component of job satisfaction refers to beliefs regarding one’s job such as the feeling that one’s job is mentally demanding and challenging. Finally, the behavioral component includes people’s actions in relation to their work, which may include being tardy, staying late or pretending to be ill to avoid work. (Bernstein & Nash, 2008)

We can say therefore that job satisfaction does not come only with the payment of financial rewards or enjoyment of non – monetary benefits; but rather has a very broad concept which every management of an organization has to attend to. In so doing, it has to consider that every employee is unique and that includes his uniqueness as to the factors that satisfy him in the utmost performance of his job.

**Purposes of the Study**

It is in this attempt that the research is centred at finding out the vital role of job satisfaction to employees to reduce the cases of absenteeism phenomena in a certain organization or company. It is intended purposefully to find out factors that may be contributing to job satisfaction so that absenteeism is at least and rarely to happen and never become the most alarming constraints to the organization. It attempts to find out possible solutions as well as responses or recommendations so as to establish high productivity and efficiency to management thus, yielding high points for the management as it geared towards meeting its objectives and goals.

**Significance of the Study**

The research study is viewed with the advantages, merits and importance to the following key publics: 

1. **Students.** It is through this research study that students can have a clearer understanding on the vital play of Job satisfaction as a part of work expectation without regard to curriculum or their respective courses so that they will be more aware of their ultimate duties and functions to the society they are involved in. And that through this research, they can have an idea or they will be able to better their participation as citizens and future labour of the society.

2. **Implementers/Managers.** The conduct of this research can be a medium for all implementers, heads, directors, managers of business to have an in- depth understanding and knowledge on the effective implementation of motivators to job satisfaction which is also aimed at enhancing the organization through values education and spirit of servant hood and service- orientedness. This study through its context is one way of influencing and challenging all the implementers and managers to get- involved in the business extension campaigns and services which in turn is a realization of social responsibilities.

3. **Community and the Government.** This research study can be very influential to the community and government.

4. **Employees.** This research plays the significant role in making the employees aware of their environment in the organization. This can help employees so that they become more productive rather than constraints of the organization.

**Limitations of the Study**

The scope and delimitation of the research is centred on a specific population or group with which the researcher has opted to investigate, evaluate and validate. The study on the vital role of job satisfaction to employees to curb the issues of absenteeism is limited to Gulf International operating in the Kingdom of Bahrain. This is to make sure the reliability and validity of data taken from the randomized sample from the total population. The variables are limited to three factors that may possibly determine job satisfaction and subject to testing whether these factors are accepted, significant or effective.

**Justification of the Study**

The research is validated through survey – questionnaires including interviews with the target respondents taken from as sample from the total population. It is to be noted that the study is viable to its conduct and processing as it pointed out definite respondents from where data and information are gathered and are used to treat the problems of the research. The timeliness of the study is also considered as this study can be of great use for the management not just limited to private or public but embracing any other institutions to take note the significant points that may have concluded after careful study is conducted. The researcher is qualified to conduct the study as it has used the significant procedures and treatment a research is expected for examinations.

**Statement of the Problem**

The research is sought to answer the following problems based on data gathered and collected including the statistical treatments to arrive at the acceptable figures that can prove the validity of the data infused in this descriptive study.

1. What is the level of contribution of job satisfaction as factored by management style along with its play to lessen the employees’ absenteeism at Gulf International in the Kingdom of Bahrain?

2. What is the level of effectiveness of job satisfaction as factored by financial motivators along with its play to lessen the employees’ absenteeism at Gulf International in the Kingdom of Bahrain?
3. What is the degree of need of job satisfaction as factored by fringe benefits along with its play to lessen the employees' absenteeism at Gulf International in the Kingdom of Bahrain?

II. DESIGN AND METHODOLOGY

This chapter discusses the research methods, population and sampling design including the techniques, the research instruments, its validity, data gathering procedures and tools.

Research Design

This study uses the descriptive approach as it attempts to provide objective, reliable and scientifically valid descriptions of what respondents think, say and do. Also, it helps answer what, who and how things and criteria are assessed against set standards. The descriptions emphasized in this research study are based upon qualitative and quantitative method. The qualitative method permits a flexible and iterative approach making the data supplemental to the findings and allows data to be concrete and absolute based upon criteria. The quantitative research method permits specification of dependent and independent variables and allows treatment of data based upon numerical findings.

The research is objectively processed through questionnaire as the main instrument in gathering the needed data. It is augmented by observation and informal interviews with reliable resources. Specifically and effectively, the design describes the vital role of job satisfaction at Gulf International in the Kingdom of Bahrain. The study particularly describes the effectiveness of the factors to job satisfaction to reduce employees’ absenteeism phenomena.

Population and Sampling Design

The general population of the study is composed of selected employees (supervisors, accountants, clerks, teachers, administration or support staffs) of Gulf International in the Kingdom of Bahrain. Specifically, the determined samples from the population in this study are the employees who are actively involved in the company.

The research attempts to gather responses from employees with total population of more or less 100 with a sample of 30 employees.

Sampling Techniques

The sampling technique in this study uses the simple random sampling (SRS) whereby each member of the group has an equal chance to be selected. In particular, the variance between individual results within the sample is a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results. A simple random sampling is beneficial to this study as the research becomes more convenient and allows more comprehensive data analysis and each respondent has the equal chance of being selected.

Research Instruments Used and Data Gathering

A survey – questionnaire is prepared to examine the vital role of job satisfaction at Gulf International in the Kingdom of Bahrain. The researcher uses the questionnaire as a tool since it is easy to construct having the rules and principles of construction are easy to follow. Moreover, copies of questionnaires reach a considerable number of respondents through permit to distribute as per approval by the company’s authority. Generally, responses to questionnaires are objectified and standardized and these make the tabulation easy and flexible of execution for gathering relevant information.

Aside from questionnaires, the research is supplemented and backed up by data and relevant information taken from personal interviews (formal or informal), some secondary data such as professional readings from books, unpublished researches, statistical reports, internet and websites. This is done purposely for research to meet basic standards and objectives like clarity, verifications, reliability and validity of data.

On the other hand, the target respondents of the study are advised to grade and rate each statement in the survey- questionnaire using the Response Scale with a three – response scale wherein they are instructed to select from the given choices.

The equivalent weights for the answers are shown in Table A:

Table A

<table>
<thead>
<tr>
<th>SCALE</th>
<th>RANGE</th>
<th>VERBAL INTERPRETATION (Level of Contribution)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2.34 – 3.00</td>
<td>Highly Contributive</td>
</tr>
<tr>
<td>2</td>
<td>1.67 – 2.33</td>
<td>Moderately Contributive</td>
</tr>
<tr>
<td>1</td>
<td>1.0 – 1.66</td>
<td>Least Contributive</td>
</tr>
</tbody>
</table>

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The Response Scale for the Survey – Questionnaires
(Problem 2)

<table>
<thead>
<tr>
<th>SCALE</th>
<th>RANGE</th>
<th>VERBAL INTERPRETATION (Level of Effectiveness)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2.34 – 3.00</td>
<td>Highly Effective</td>
</tr>
<tr>
<td>2</td>
<td>1.67 – 2.33</td>
<td>Moderately Effective</td>
</tr>
<tr>
<td>1</td>
<td>1.0 – 1.66</td>
<td>Least Effective</td>
</tr>
</tbody>
</table>

The Response Scale for the Survey – Questionnaires
(Problem 3)

<table>
<thead>
<tr>
<th>SCALE</th>
<th>RANGE</th>
<th>VERBAL INTERPRETATION (Degree of Need)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>2.34 – 3.00</td>
<td>Much Needed</td>
</tr>
<tr>
<td>2</td>
<td>1.67 – 2.33</td>
<td>Moderately Needed</td>
</tr>
<tr>
<td>1</td>
<td>1.0 – 1.66</td>
<td>Least Needed</td>
</tr>
</tbody>
</table>

Statistical Treatment of Data

All collected and gathered data are classified, tallied, processed and treated using appropriate statistical tools or techniques to generate concrete, valid conclusion and findings. The study considers three statistical treatments consisted of weighted mean, and the ranking.

In calculating the weighted mean, the formula is:

\[ WM = \frac{TWV}{N} \]

Where:

- \( WM \) = Weighted Mean
- \( TWV \) = Total Weighted Value
- \( N \) = Number of respondents

III. ANALYSIS AND INTERPRETATION OF DATA

This chapter contains the tabular presentation of the findings together with their respective statistical treatments. The interpretations and implications were supplemented and complemented with the researcher’s first hand interviews, observations about particular concern.

Demographic Profile of Employees

Table 1 presents the profile and qualifications of employees. There were 30 respondents with 15 males and 15 females involved in the survey as employees regardless of rank or positions. With regards to ages, it was perceived that 43% are within the bracket of 25 – 30 years followed by 18 – 24 years with 27%. For educational attainment, most of the employees are college graduate with 45% followed by college undergraduate with 23.33%. The implication of this confirms that the labor ministry of the Kingdom of Bahrain emphasizes that workers should at least meet a basic qualification in education or training to adhere productivity and quality work assurance. Also, as to length of employment, it was perceived that 66.67% are employed for 1- 5 years followed by 6 – 10 years with 26.67%. This means that workers do purposely intend to experience more job opportunities and or because of job satisfaction factors which will be discussed in the later part of this study.

<table>
<thead>
<tr>
<th>PROFILE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>15</td>
<td>50</td>
<td>1.5</td>
</tr>
<tr>
<td>Male</td>
<td>15</td>
<td>50</td>
<td>1.5</td>
</tr>
</tbody>
</table>
Table 2 presents the level of contribution of job satisfaction to employees as factored by management styles along with its play to lessen absenteeism as perceived by the randomly selected employees of Gulf International in the Kingdom of Bahrain. It can be gleaned that the following variables such as management is highly qualified and executes leadership (2.17) and executes effective plan and decisions in every work concern (2.13); managers are responsible, treats workers with impartiality, balance conflicts and considers workers’ right and privileges (2.33); managers are analytical and implements effective control (2.13) and management implements policy (2.27) were rated as moderately contributive. Employee care and human relations are highly addressed (1.63) was rated least contributive while discrimination is highly addressed; acceptance, trust and confidence are observed (2.53) were rated as highly contributive. The over – all treatment of the data gathered is rated with weighted mean of 2.17 which Moderately Contributive (MC).

Table 2
Level of Contribution of Job Satisfaction as factored by Management Styles along with its play to lessen Absenteeism

<table>
<thead>
<tr>
<th>LEVEL OF CONTRIBUTION</th>
<th>HC (3)</th>
<th>MC (2)</th>
<th>LC (1)</th>
<th>TWM</th>
<th>WM</th>
<th>DES</th>
<th>R</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Management is highly qualified and executes leadership capacities</td>
<td>10 (30)</td>
<td>15 (30)</td>
<td>5 (5)</td>
<td>65</td>
<td>2.17</td>
<td>MC</td>
<td>4</td>
</tr>
<tr>
<td>2 Management executes effective plan and decisions in every work concern</td>
<td>11 (33)</td>
<td>12 (24)</td>
<td>7 (7)</td>
<td>64</td>
<td>2.13</td>
<td>MC</td>
<td>5.5</td>
</tr>
<tr>
<td>3 Managers are responsible, treats workers with impartiality, balance conflicts and</td>
<td>14 (42)</td>
<td>12 (24)</td>
<td>4 (4)</td>
<td>70</td>
<td>2.33</td>
<td>MC</td>
<td>2</td>
</tr>
<tr>
<td>4 Managers are conceptual, analytical and implements effective control</td>
<td>12 (36)</td>
<td>10 (20)</td>
<td>8 (8)</td>
<td>64</td>
<td>2.13</td>
<td>MC</td>
<td>5.5</td>
</tr>
<tr>
<td>5 Management implements policy, rules and regulations objectively and lawfully</td>
<td>14 (42)</td>
<td>10 (20)</td>
<td>6 (6)</td>
<td>68</td>
<td>2.27</td>
<td>MC</td>
<td>3</td>
</tr>
</tbody>
</table>
Employee care, concern and human relations are highly addressed

Discrimination is highly addressed; acceptance, trust and confidence are observed

Level of Effectiveness of Job Satisfaction to employees as factored by Financial Motivators along with its play to lessen Absenteeism

Table 3 presents the level of effectiveness of job satisfaction to employees as factored by financial motivators along with its play to lessen absenteeism at Gulf International in the Kingdom of Bahrain.

It can be gleaned that the following variables such as salary and wages are adequate and proportionate (2.4); holiday pays are given based on law rules (2.4); leave benefits are paid based on law rules (2.73) and compensation benefits are given accordingly (2.5) were treated as highly effective while variables like bonuses and commissions are provided favorably (2.0); loans are extended and provided when necessary (2.33) and payments and administration of all financial matters are addressed (2.1) were treated as moderately effective.

The over – all treatment of this problem is rated at 2.34 which Highly Effective, which means the variables mentioned in the data as perceived by the target respondents can be highly accepted as factors effective to curb employees’ absenteeism.

Table 3
Level of Effectiveness of Job Satisfaction to Employees as factored by Financial Motivators along with its play to lessen Absenteeism

<table>
<thead>
<tr>
<th>LEVEL OF EFFECTIVENESS</th>
<th>HE (3)</th>
<th>ME (2)</th>
<th>LE (1)</th>
<th>TWM</th>
<th>WM</th>
<th>DES</th>
<th>R</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary and wages are adequate and proportionate</td>
<td>15 (45)</td>
<td>12 (24)</td>
<td>3 (3)</td>
<td>72</td>
<td>2.4</td>
<td>HE</td>
<td>3.5</td>
</tr>
<tr>
<td>Holiday pays are given based on law rules</td>
<td>18 (54)</td>
<td>6 (12)</td>
<td>6 (6)</td>
<td>72</td>
<td>2.4</td>
<td>HE</td>
<td>3.5</td>
</tr>
<tr>
<td>Indemnity benefits are given accordingly</td>
<td>18 (54)</td>
<td>9 (18)</td>
<td>3 (3)</td>
<td>75</td>
<td>2.5</td>
<td>HE</td>
<td>2</td>
</tr>
<tr>
<td>Bonuses , commissions are provided favorably</td>
<td>11 (33)</td>
<td>8 (16)</td>
<td>11 (11)</td>
<td>60</td>
<td>2.0</td>
<td>ME</td>
<td>7</td>
</tr>
<tr>
<td>Loans are extended and provided when necessary</td>
<td>13 (39)</td>
<td>11 (22)</td>
<td>6 (6)</td>
<td>67</td>
<td>2.23</td>
<td>ME</td>
<td>5</td>
</tr>
<tr>
<td>Leave benefits are paid based on law rules</td>
<td>22 (66)</td>
<td>8 (16)</td>
<td>0 (0)</td>
<td>82</td>
<td>2.73</td>
<td>HE</td>
<td>1</td>
</tr>
<tr>
<td>Payments and administration of all financial matters are addressed</td>
<td>8 (24)</td>
<td>17 (34)</td>
<td>5 (5)</td>
<td>63</td>
<td>2.1</td>
<td>ME</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2.34 HE</td>
</tr>
</tbody>
</table>

Degree of Need of Job Satisfaction to Employees as factored by Fringe Benefits along with its play to lessen Absenteeism

Table 4 presents the degree of need of job satisfaction to employees as factored by fringe benefits along with its play to lessen absenteeism at Gulf International in the Kingdom of Bahrain.

It can be gleaned that the following variables such as provide company cars and transport (2.33) and boost morale, rapport and create goodwill (2.2) were treated as moderately needed while variables such as provide health care and insurance (2.47); improve effective communication system (2.37); employ promotions and rewards (2.37); provide trainings and free education (2.53) and provide accommodations, clothing and food allowances (2.4) were treated as much needed.

The over – all rating of the data gathered as perceived by the employees is tabulated with weighted mean of 2.38 and as Much Needed. This means that the factors to job satisfaction mentioned in the survey are accepted and reasonable to curb absenteeism.
Table 4
Degree of Need of Job Satisfaction to Employees as factored by Fringe Benefits along with its play to lessen Absenteeism

N = 30

<table>
<thead>
<tr>
<th>DEGREE OF NEED</th>
<th>MN (3)</th>
<th>MoN (2)</th>
<th>LN (1)</th>
<th>TWM</th>
<th>WM</th>
<th>DES</th>
<th>R</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Provide company cars and transport</td>
<td>14 (42)</td>
<td>12 (24)</td>
<td>4 (4)</td>
<td>70</td>
<td></td>
<td></td>
<td>2.33</td>
</tr>
<tr>
<td>2 Provide health care and insurance</td>
<td>19 (57)</td>
<td>6 (12)</td>
<td>5 (5)</td>
<td>74</td>
<td></td>
<td></td>
<td>2.47</td>
</tr>
<tr>
<td>3 Improve effective communication system</td>
<td>15 (45)</td>
<td>11 (22)</td>
<td>4 (4)</td>
<td>71</td>
<td></td>
<td></td>
<td>2.37</td>
</tr>
<tr>
<td>4 Employ promotions and rewards</td>
<td>14 (42)</td>
<td>13 (26)</td>
<td>3 (3)</td>
<td>71</td>
<td></td>
<td></td>
<td>2.37</td>
</tr>
<tr>
<td>5 Provide trainings and free education</td>
<td>21 (63)</td>
<td>4 (8)</td>
<td>5 (5)</td>
<td>76</td>
<td></td>
<td></td>
<td>2.53</td>
</tr>
<tr>
<td>6 Provide accommodations, clothing and food allowances</td>
<td>17 (51)</td>
<td>8 (16)</td>
<td>5 (5)</td>
<td>72</td>
<td></td>
<td></td>
<td>2.4</td>
</tr>
<tr>
<td>7 Boost morale, rapport and create goodwill</td>
<td>13 (39)</td>
<td>10 (20)</td>
<td>7 (7)</td>
<td>66</td>
<td></td>
<td></td>
<td>2.2</td>
</tr>
</tbody>
</table>

Further Discussions and Supplementation
The possibility of job satisfaction to employees at Gulf International as perceived by the respondents based from the survey strongly proves that the factors like financial motivators and fringe benefits are the optimum significant points and very effective mean to reduce absenteeism. As perceived in the study, management role and style like that of the organization set up and leadership capacities is moderately contributing. The following are follow up discussions that will further the research.

On Performance Review
Performance Review in management is a procedural standard that help the company assess the loop holes of every resource like employee or a supervisor along with the issues and concerns of productivity, achieving targets, sales, income and efficiency as well as creating image and goodwill among the public. This is a system being adapted by most companies during the present time of growing demands in business and corporate industry. It is not to be denied that this procedure is conducted as part of motivational strategies to more or less determine who from among the group members or employees can execute or do better performance which in turn is a beneficial merit to the entire company. This review goes with reward management as it takes to evaluate who can be rewarded with corresponding merits while the performance shows who is a deserving employee or member of the organization.

As per Reference to Unpublished Journals
In reference to performance review (RE: BOTOX UK LTD, UNPUBLISHED and associated with relevant company operating here in the Kingdom of Bahrain), it was perceived performance review was effective to the extent of outlining the ups and downs of an employee relating to his or her performance or work standing in the company. It was perceived that thought evaluation was done every six months, the procedure is highly favorable to its use and benefit as it impacts not only the company but the subject of review which is the employee.

On Issue of Feedbacks – Motivational Highlights
As per evaluation through the performance review, it was perceived in the findings that an employee becomes de-motivated when his or demand is not being satisfied. It can be recalled that even theories of motivation do support this possibility of motivational fuse when the company is ill – strong to provide this support so that employee will become more efficient. It was perceived that workers can be de-motivated when salary is least valued. This means that reward can also be extended because it is obvious that company can use this as its strength.

Applicability of Job Review to Workplace
As a learner and trainee with an expectation to have one sit or chance of work in any of the government or private companies, this performance review is an informative scheme that can be use as measure to make sure that in any work or function that an employee is expected to do in an organization or industry, he/she has to be ready and be responsible for with at par performance, output result and impact of excellent job. The activity benefits a lot in terms of keeping one’s responsibility and obligations within an industry whether the duty is big, complex or small. While it is true that the main motivation of an employee to work is money, we cannot deny the fact that this particular procedure being taken as an option for
the management to assess the strong points of each employee is a solid way to evaluate how potential the employee is. So that through performance review like this is a significant step being undertaken to maximize the objectives whatever are those in the list targets to be achieved at the end of the day.

IV. CONCLUSION AND RECOMMENDATIONS

Conclusions

While it is a fact that the factors and determinants to job satisfaction are vital to curbing absenteeism of employees at Gulf International in the Kingdom of Bahrain with the rated scale of highly effective, much needed and highly contributing, the variables are all accepted. Discussed in Chapter 3 (please refer to later pages), financial motivators and fringe benefits are the prime highlights adding to satisfying jobs for employees. The following are evidences to conclusion:

It can be gleaned that the following variables such salary and wages are adequate and proportionate (2.4); holiday pays are given based on law rules (2.4); leave benefits are paid based on law rules (2.73) and compensation benefits are given accordingly (2.5) were treated as highly effective while variables like bonuses and commissions are provided favorably (2.0); loans are extended and provided when necessary (2.33) and payments and administration of all financial matters are addressed (2.1) were treated as moderately effective.

The over – all treatment of this problem is rated at 2.34 which Highly Effective, which means the variables mentioned in the data as perceived by the target respondents can be highly accepted as factors effective to curb employees’ absenteeism.

It can be gleaned from the table that the following variables such as provide company cars and transport (2.33) and boost morale, rapport and create goodwill (2.2) were treated as moderately needed while variables such as provide health care and insurance (2.47); improve effective communication system (2.37); employ promotions and rewards (2.37); provide trainings and free education (2.53) and provide accommodations, clothing and food allowances (2.4) were treated as much needed.

The over – all rating of the data gathered as perceived by the employees is tabulated with weighted mean of 2.38 and as Much Needed. This means that the factors to job satisfaction mentioned in the survey are accepted and reasonable to curb absenteeism.

Meanwhile, it can be gleaned that the following variables such as management is highly qualified and executes leadership (2.17) and executes effective plan and decisions in every work concern (2.13); managers are responsible, treats workers with impartiality, balance conflicts and considers workers’ right and privileges (2.33); managers are analytical and implements effective control (2.13) and management implements policy (2.27) were rated as moderately contributive. Employee care and human relations are highly addressed (1.63) was rated least contributive while discrimination is highly addressed; acceptance, trust and confidence are observed (2.53) were rated as highly contributive. The over – all treatment of the data gathered is rated with weighted mean of 2.17 which Moderately Contributive (MC).

Recommendations

At the heights of evaluating the vital role of job satisfaction to employees reducing absenteeism at Gulf International, and with the statistical impression that two major factors particularly financial motivators and fringe benefits, it is imperative to recommend that the main subject of job satisfaction is centred at motivational points and strategies. As perceived and evidenced by the conclusions taken from the statistical data and treatments, the need to these motivations are indeed a demand and necessary.

The following statement/s or phrases below can be tapped as recommendations to motivational strategies so as to achieve and instill quality marks, productivity and efficiency among workers in the work place as well as better management dealing with Human Resource, Work Effectiveness and People Management:

We have to be motivated to motivate (a challenge to every manager or head); Motivation requires a goal and objectives and that plan should be effective; Motivation requires recognition; Participation has motivating effect; Seeing ourselves progressing motivates us; Challenge only motivates if you can win; Everybody has a motivational fuse i.e. everybody can be motivated, pay, appreciations; and Group belonging motivates.

Now, THEREFORE, the satisfaction of job for every employee is weighed upon the substance of motivation whether financial, managerial or beneficial, that is being inputed by the management just like the case of Gulf International in the Kingdom of Bahrain.

REFERENCES

[5] eHow 2012, What is Job Security?, [Online], Available at: