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The relationship between job satisfaction and employee performance in the various work sectors of the kingdom of Bahrain

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Abstract

The aim of this research paper is to study the impact of job satisfaction on employee performance in the various work sectors of the Kingdom of Bahrain. For that purpose, an online questionnaire was developed as a tool for the study and distributed to a sample of one hundred and twenty-five individuals, randomly selected from governmental, semi- governmental, and private organizations of the Kingdom to conduct the study. Accordingly, the results of this study were analyzed and examined against what was found in the research literature. The nature of the relationship between the two main factors of the study was successfully assessed, which is the relationship between job satisfaction and employee performance. Also, through the analysis of results, different levels of job satisfaction were spotted among the various work sectors of the Kingdom, leading to identify the sectors that possess the most and most minor satisfied employees and the causes behind those results with recommendations for the future opportunities to improve the overall study findings.

Keywords: Job satisfaction, employee performance, work sectors, productivity

Introduction

Nowadays, the importance of employee performance for the success of organizations cannot be overstated (Aboazoum, Nimran, & Al Musadieq, 2015) ^[4]. Employees are the human capital of organizations, and their performance is a crucial indicator for the organization to achieve its goals (Aboazoum, Nimran, & Al Musadieq, 2015) ^[4]. Nevertheless, the organization's obligation to keep these employees satisfied with their jobs will help them grow and encourage them to continue being valuable productive assets. The main aim of this paper is to investigate the relationship between job satisfaction and employee performance. A survey was conducted in May 2022, and 125 questionnaires were collected from employees working in the Kingdom of Bahrain in different sectors. Employee performance and job satisfaction has been well documented in numerous studies (Andika & Alfiyana, 2019; Yanchovska, 2021) ^[6].

Research Objectives

Thus, this research will present the following main objectives:
Define both job satisfaction and employee performance.
Identify the factors affecting both job satisfaction and employee performance.
Present theories of job satisfaction and employee performance.
Identify the relationship between job satisfaction and employee performance.

Literature Review

Many organizations recognize that the main reason for their successes is credited to the significant role executed by their employees. The following section will address the definition and terminology, antecedents, and theories of job satisfaction and employee performance.

Job Satisfaction

Definition and Terminology

Job satisfaction is an unquantifiable metric defined as a positive emotional response you experience when doing your job or when you are present at work (BasuMallick, 2021) ^[5].

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According to Robbins (2003): "job satisfaction is a general attitude towards one's work that shows the difference between the number of awards received by workers and the amount they believe should be received" (Buntaran, Andika & Alfiana, 2019, p122) ^[13]. Add to that Spector (1997): "Job satisfaction is how employees feel about jobs and different aspects of their work" (Andika & Alfiana, 2019, P:122). As generally assessed, job satisfaction is considered an attitude variable and influenced by personal and organizational factors, which cause emotional reactions that affect organizational commitment (Yanchovska, 2021) ^[6]. Therefore, employee satisfaction needs to be monitored continuously to ensure positive and healthy behavior, productive output, and a safe work environment.

Furthermore, Vallbona & Mascrilla (2018) added: "job satisfaction becomes a cumulative definition of people's perception of their work experience, which also affects their overall attitude towards life and has a significant effect on their health, happiness, and self-esteem" (Yanchovska, 2021, P:142) ^[6]. Such an extensive definition is not surprising because it is practically impossible to separate job satisfaction and people's overall attitude toward their lives (Yanchovska, 2021) ^[6].

Factors Affecting Job Satisfaction

It is essential to understand the factors that affect job satisfaction as it varies from one employee to another, even if they are in the same workplace environment (Phuong & Vinh, 2021) ^[10]. Different factors can affect job satisfaction; it is essential to have a multidimensional approach to it (Aboazoum, Nimran, & Al Musadieq, 2015) ^[4]. The multidimensional approach will help better understand the reasons behind the job satisfaction and dissatisfaction that an employee might have throughout his working experiences and helps to find solutions for employee dissatisfaction (Aboazoum, Nimran, & Al Musadieq, 2015) ^[4]. In terms of factors affecting job satisfaction, as found by Comm and Mathaisel (2000) and discussed by Fassina, Jones, and Uggerslev (2008): "job satisfaction is influenced by the level of pay and performance, employee benefits, training, recruiting, learning curve inefficiencies, reduction in the client base, job design, life satisfaction, autonomy, growth satisfaction, satisfaction with co-workers, satisfaction with supervisors and customer satisfaction. Further, job satisfaction is a cognitive and affective appraisal of a job viewed as a construct conceptualized in terms of beliefs and feelings regarding one's job." (Mohammed & Eleswed, 2013, P:44) ^[8].

It brings to our attention that a satisfied employee is a happy and productive employee who possesses a better sense of work environment, which could be infectious to their colleagues and encourage them to do more than expected and take more initiatives. Four impactful factors on job satisfaction were detected and identified: First, engaging work and meaningfulness. Second is the level of relatedness and sense of belonging. The third is the ability to characterize and position employees, and last, workplace culture as in work-life balancing, autonomy, and communication factors. The presented factors are axioms to the momentum leading force of the employee's behavior and feelings. Nevertheless, maintaining these factors will further enhance their job satisfaction and thus their productivity.

Job Satisfaction Significance

The significance of job satisfaction on organizations and

employees poses a noticeable observation reflected in employees' behavior and attitude towards their organization and their tasks (Mohammed & Eleswed, 2013) ^[8]. Furthermore, in Herzberg 1957 ^[11] stated: "more satisfied employees will add more value to the organization" (Mohammed & Eleswed, 2013, P:44) ^[8]. Add to that; job satisfaction creates a pleasant feeling that directs to a positive work attitude. A satisfied employee is more likely to be creative, flexible, innovative, and loyal (Mohammed & Eleswed, 2013) ^[8]. Furthermore, according to Lee- Kelley (2007): "job satisfaction can be used as a broad assessment of an employee's attitudes of overall acceptance, contentment, and enjoyment in their work" (Mohammed & Eleswed, 2013, P:44) ^[8].

Job Satisfaction Theories

This section will deliberate five main criteria indicated in our research that withhold the most impactful theories on job satisfaction. First, gender criteria. Second, task and organization rewarding system criteria. Third, age criteria. Fourth, experience criteria. Finally, professional position criteria.

For the gender area of study, it is founded that there is an inconsistent type of relationship between gender and job satisfaction (Mohammed & Eleswed, 2013) ^[8]. Add to that, other studies showed no noticeable effect of the gender differentiation impact on the job satisfaction, as supported by Quinn, Staines, and McCullough (1974); Bruning and Snyder (1983); Mortimer, Finch, and Maruyama (1988) "On the other hand, other studies found no significant difference between the genders" (Mohammed & Eleswed, 2013, P:44) ^[8]. Studies show that it is an efficient motivation tool for task organization and rewarding system criteria that encourages employees to perform and maintain their productivity. Furthermore, it helps in employees' self-recognition and creates a healthy sense of competition in the workplace. According to (Mohammed & Eleswed, 2013, P:44) ^[8]: "Studies have shown that task rewards and organizational rewards lead to job satisfaction."

As for the age criteria, it is found that age and job satisfaction obtain an inconsistent relationship that involves the experience element into it as an affecting factor (Mohammed & Eleswed, 2013) ^[8]. As some research will present that the younger the employees are, the more impatient and smaller experienced they would. On the contrary, the older the employees are, the wiser and more experienced they could be and presented to the organization as an asset. (Mohammed & Eleswed, 2013) ^[8].

Nevertheless, this is not a realistic substantial rule. Many young employees show more exceptional performance and potential than expected even though they apply to the small experience prototyping judging. In addition, many older employees would have an immense feeling of dominance that would sometimes give them privilege and an attitude of working less. Therefore, it is not a rule to follow, and these indications are observed widely in various workplaces despite their major or field (Mohammed & Eleswed, 2013) ^[8].

For the professional position criteria, it resulted that it has two completely different perspectives to be shown as follows. On the one hand, research findings showed that managerial employees are more satisfied than non-managerial. According to Howard and Frink (1996): "job satisfaction was positively affected by managerial position"

(Mohammed & Eleswed, 2013, P:45)^[8]. On the other hand, other research indicates no impact of different professional roles on job satisfaction, as supported by the results of Hagedorn (2000), Gigantesco et al. (2003), and Buciuiniene et al. (2003): "there is no difference between the levels of job satisfaction among different professional roles position do not impact job satisfaction" (Mohammed & Eleswed, 2013, P:45)^[8].

Employee Performance

Definition and Terminology

Employee performance is a multidimensional concept that can be generally defined as whether an employee performs their job well or not (Aboazoum, Nimran, & Al Musadieq, 2015)^[4]. Also, Cascio (2006) added that "Performance refers to the degree of achievement of the mission at the workplace that builds up an employee job" (Aboazoum, Nimran, & Al Musadieq, 2015, P:45)^[4].

Most organizations and firms indicate their level of success by their employee's performance results, which is a significant reflection of their desired market dominance and the company's vision (Phuong & Vinh, 2021)^[10]. According to Motowidlo and Van Scotter (1994): "Job performance has been defined as the value an organization can expect from discrete behaviors performed by the employee overtime," and they also introduced several assumptions about job performance that lead to this definition, including the idea that job performance is behavioral, episodic, evaluative, and multidimensional" (Aboazoum, Nimran, & Al Musadieq, 2015, P:45)^[4].

Factors affecting employee performance

For the affecting factors of job performance, we need first to identify the components of job performance to understand better their effect on several variables that can influence employee performance at work (Buntaran, Andika & Alfiyana, 2019)^[13]. Job performance consists of job tasks and contextual performance. Job tasks are a core description of the job responsibilities and deliverables, including quality and quantity (Phuong & Vinh, 2021)^[10]. Contextual performance is reflected in the activities that help develop and improve the organization channeled by employee training, seminars, and social networking events (Phuong & Vinh, 2021)^[10]. Thus, controlling these two primary components will drastically affect job performance outcomes.

Employee Performance Significance

In terms of job performance significance on organization and employees, it is an important direct relationship represented in the inputs that organizations apply as a long-term investment and measured by the output formed in the degree of employee achievement (Phuong & Vinh, 2021)^[10]. In addition, Campbell, McHenry, and Wise (1990) said that: "employee performance is employee behavior or actions that can be observed with organizational goals. The behavior referred to by Campbell is how employees can think, plan, and solve a problem at work (Landy & Conte, 2013)" (Buntaran, Andika & Alfiyana, 2019, P:122)^[13].

Employee Performance Theories

Nowadays, organizations are facing tremendous challenges in the global business environment. These challenges set a strongly related question of how to ensure the job

performance continues to be maintained during the occurrence of the changing environment of the business (Buntaran, Andika & Alfiyana, 2019)^[13]. The job performance factors need to be improved and supervised constantly to achieve the desired maintainability. Due to the verity of deliverables the job performance withholds, organizations are obligated to ensure a flexible and safe working environment framed in policies and task distribution that allows employee creativity and growth (Mohammed & Eleswed, 2013)^[8]. According to Sonnentag and Frese (2002): "to enhance productivity in an organization, the firm has to find out some methods that can advance job performance of employees" (Phuong & Vinh, 2021, P:204)^[10].

According to the conducted research by Dizgah, Chegini, and Bisokhan (2012) argues that: "the most critical problem in a company is task performance" (Buntaran, Andika & Alfiyana, 2019, P:123)^[13]. Task performance could be challenging. Applying efficient and realistic work assigning is essential as it eventually evaluates employees' desired and expected performance. Add to that another study confirms that the employee's behavior significantly impacts their performance. They will create a productive atmosphere in the workplace due to their positive behavior developed. As supported by the study by Pushpakumari (2008): "employee attitude is essential for management because they set goals for workers in the organization" (Buntaran, Andika & Alfiyana, 2019, P:123)^[13].

The relation between job satisfaction and employee performance in research literature

Historically, job satisfaction and performance have always attracted researchers to investigate the correlation between the two variables, but the results are inconsistent and controversial (Yanchovska, 2021)^[6]. Many researchers concluded that job satisfaction imposes a positive relationship with job performance. Satisfied employees will perform productively and adhere to a balanced, healthy environment (Phuong & Vinh, 2021)^[10]. Several studies that address the relationship between job satisfaction and job performance will be represented in the next paragraph.

One of the most significant studies by Brayfield and Crockett (1955) concluded that: "the relationship between satisfaction and performance in the workplace is not significant" (Yanchovska, 2021, P:143)^[6]. They were followed by several other influential reviews that significantly differed in their specificity, as well as the level of optimism which they expressed concerning the existence of a correlation between satisfaction and performance" (Herzberg et al., 1957; Vroom, 1964; Locke, 1970; Schwab & Cummings, 1970)^[11]. (Yanchovska, 2021, P:143)^[6].

Dennis Organ (1988) argued that: "if the concept were more broadly defined, its relationship to job satisfaction would be stronger" (Yanchovska, 2021, P:143)^[6]. In 1992, Ostroff concluded that "job satisfaction is related to employees' performance and organizational outcomes" (Yanchovska, 2021, P:143)^[6]. According to Platis (2015)^[12]: "personal performance, international literature shows that it is affected by a large number of factors, among which are job satisfaction, work environment, remuneration policies" (Yanchovska, 2021, P:143)^[6].

Methodology

This section discusses the methodology of the research. The

main objective of this study is to investigate the impact of job satisfaction on employee performance in the various work sectors of the Kingdom of Bahrain. Since these two factors are the main contributors to profit-making, many organizations tend to focus on improving these factors within their business strategies and visions, such as many organizations in the Kingdom of Bahrain thrive on contributing to achieving Bahrain's 2030 economic vision. Also, to develop an insight into how the local market is doing at the economic level (Al-Khalifa, 2008) [2].

For that purpose, it is found that the best data collection approach would be to adopt the questionnaires method. This approach methodology is a popular research method that offers a fast, efficient, and inexpensive way to gather large amounts of information from a sizeable sample volume. Furthermore, it provides a means to combine qualitative and quantitative data collection methods into one comprehensive approach that gathers data and analyzes results accurately and timely. In addition, it is found to be remarkably effective in measuring subjective behavior, preferences, intentions, attitudes, and opinions (Lucid, 2022) [1]. Thus, this approach methodology is considered suitable and contributes to the ultimate goal that this study attempts to achieve by creating an in-depth insight into the core matter of the subject.

Therefore, an online questionnaire was developed 1) and distributed to a sample size of one hundred and twenty-five individuals, randomly selected from the governmental, semi-governmental, and private organizations of the Kingdom of Bahrain. The primary tool used in developing the questionnaire was the Online Google Forms. An online questionnaire form was developed and then distributed among managers and employees working in the different sectors of the Kingdom of Bahrain through different social media means, such as WhatsApp groups and LinkedIn accounts. The questionnaire received one hundred and twenty-five responses within the first twenty-four hours of publication.

The questionnaire's structure is divided into three main sections. It starts with a brief description that addresses the title and the problem of the study to inform the respondent

about the study's main goals and ensure the confidentiality of responses. Then, the first section starts with the basic demographic questions where respondents are asked about their age group, gender, level of education, major, work sector, current job position, and the number of years of experience.

In the second section, the questionnaire begins to take the respondent into the true master of the subject by asking a few linear scale questions on the Likert scale - the scale from 1 to 5 - to assess the respondent's level of job satisfaction and its impact on their performance. The third section contains multiple-choice questions and short answer questions, where the relationship between the two variables of the study is assessed.

1. What are the main factors that affect employees' job satisfaction working in the various sectors of the Kingdom of Bahrain?
2. What are the main factors that affect employees' job performance working in the various sectors of the Kingdom of Bahrain?
3. What is the nature of the relationship between job satisfaction and job performance based on the various employee population in the Kingdom of Bahrain?

4.0 Study Findings and Results

An electronic questionnaire was developed and given out to those who were targeted, employed citizens, and residents of the Kingdom of Bahrain, ranging in age from 18 to over 65 years old. Those who were targeted are employees, unemployed or retired citizens and residents of the Kingdom of Bahrain. The questionnaire was distributed to a total sample size of 125 individuals. Collected data and results are as follows:

Statistical Analysis of Collected Data

Gender Statistics

It is recorded that the questionnaire was filled out by 52.8 percent of females and 47.2 percent of males. This indicates that there is homogeneity in the selected sample in regards to gender difference.

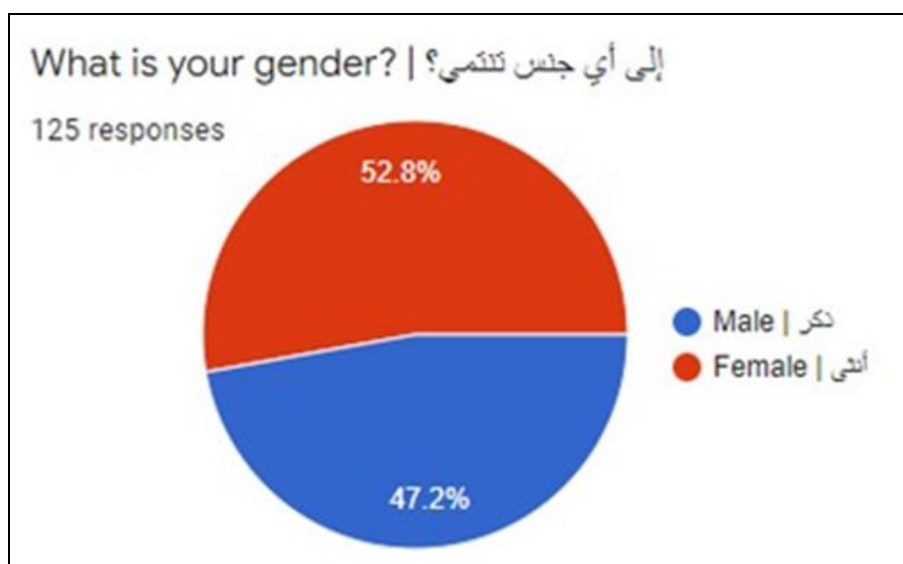


Fig 1: Gender statistics

Age Statistics

In regards of age groups, this questionnaire has provided six distinct age groups. First, those who are aged between 18 to 25. Second, those who are aged between 26 to 35. Third, those who are aged between 36 to 45. Forth, those who are aged between 46 to 55. Fifth, those who are aged between 56 to 65, and last age group belongs to those who are aged 65 and above.

It is found that the second age bracket of 26 – 35 years old, has the highest participation rate of 49.6 percent, followed by the age bracket of 36 – 45 years old with 16.8 percent, then the age bracket of 18 – 25 years old with 15.2 percent, then the age bracket of 46– 55 years old with 14.4 percent, then the age bracket of 56 – 65 years old with 3.2 percent, and finally the age bracket of 65 years old and above with 0.8 percent.

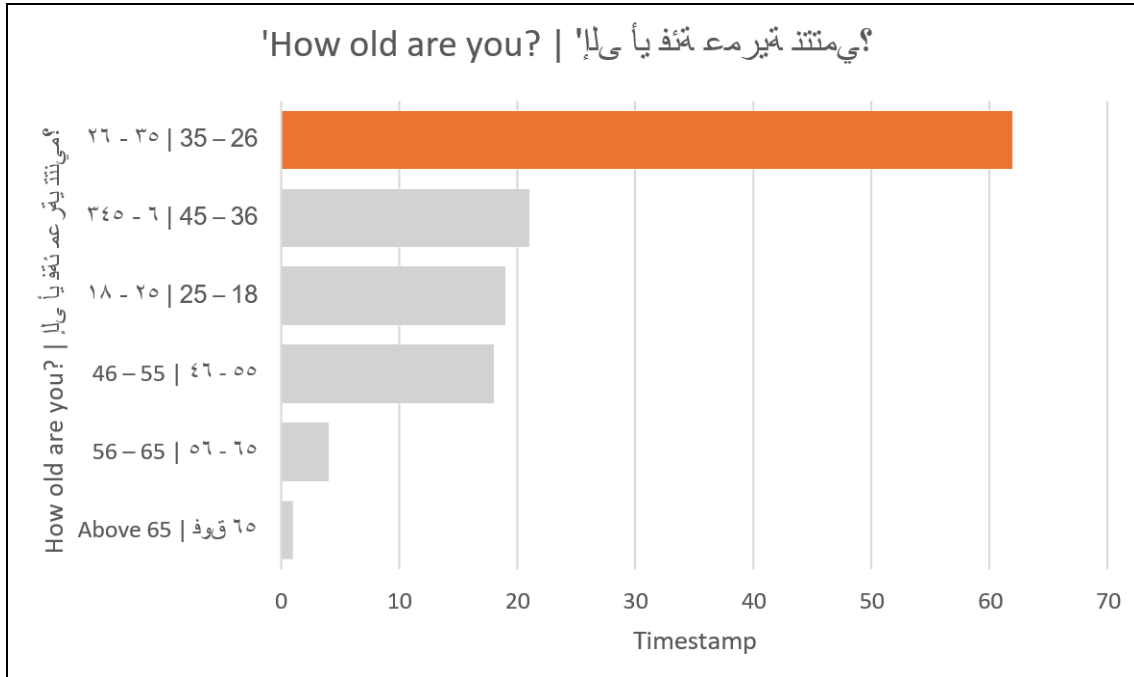


Fig 2: Age statistics

Education Level Statistics

It is recorded that 61.6 percent of the total sample size are Bachelor's degree holders, while 27 percent are Secondary

School graduates, 4 percent are Master's degree holders, another 4 percent for Diploma holders, and 3.2 percent of those who hold Ph.D.

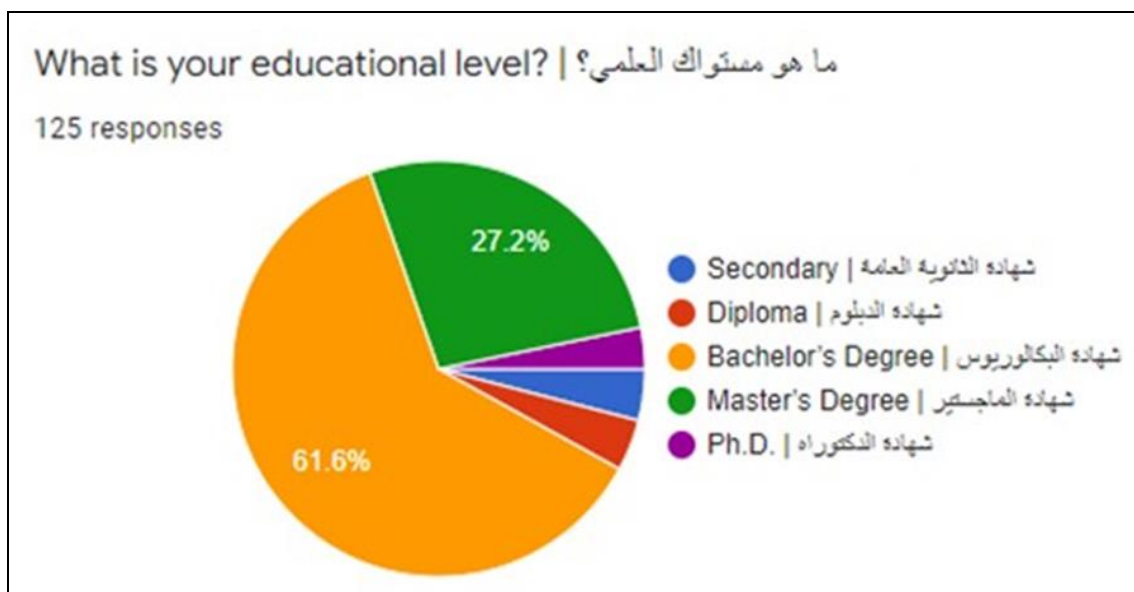


Fig 3: Educational level statistics

Work Sectors Statistics

In the Kingdom of Bahrain, the questionnaire has divided work sectors into three main sectors: The governmental sector, which had a response rate of 42.4 percent, was followed by the private sector, with 35.2 percent response

rate. Followed by 12 percent of unemployed respondents (e.g. fresh graduates and retired employees). Lastly, 10.4 percent of respondents are those who work in the semi-governmental sector.

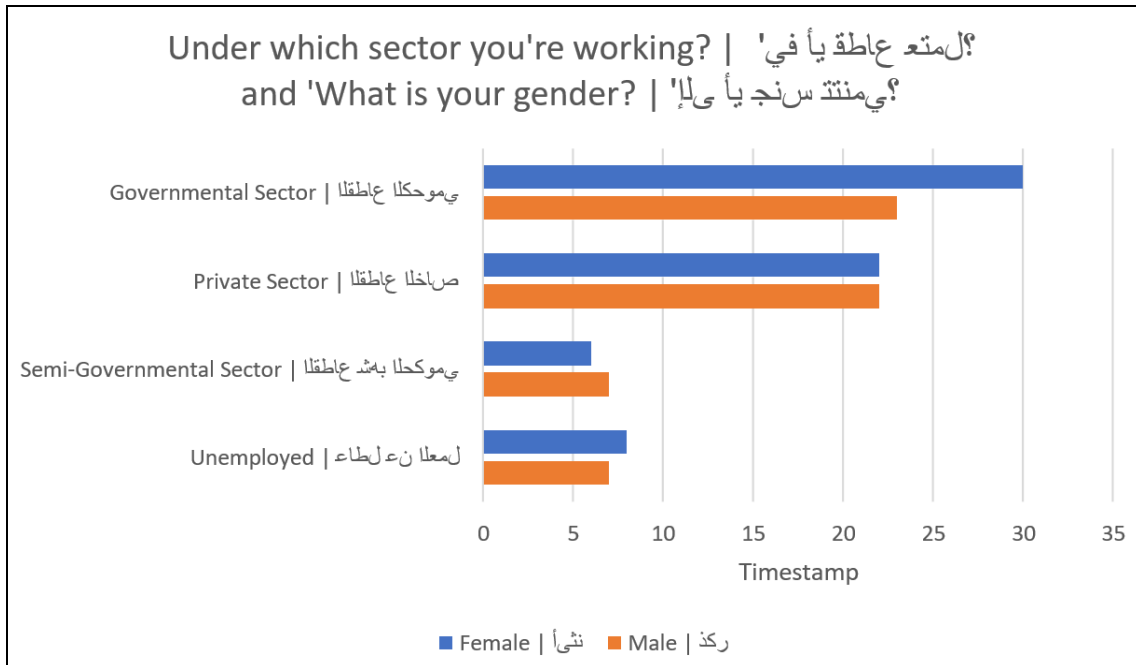


Fig 4: Statistical analysis of the gender versus work sector

Work Experience Statistics

Considering the questionnaire, it can be observed that the sample that filled out the questionnaire has a wide range of years of experience. Given that 28.8 percent of them has more than 15 years of experience. 8.8 percent has 10 to 15

years of experience. Followed by 21.6 percent has 5 to 10 years of experience in their field, then 10.4 percent has between 3 to 5 years of experience. Finally, 30.4 percent of respondents are those who have no experience to 3 years of experience.



Fig 5: Work experience statistics

4.2 Statistical Analysis of the Impact of Job Satisfaction on Employee Performance

4.2.1 The Relationship Between Job Satisfaction and Employee Performance in Conducted Study

When the questionnaire asked about how much does the respondent find themselves satisfied with their current job, it was evident that 37.5 percent of respondents had a neutral

level of satisfaction, which dominates throughout the study. While 34.6 percent reported being content with their current employment, 14.4 percent reported being extremely satisfied. There are 9.6 percent of respondents who are dissatisfied with their current jobs, and 3.8 percent of those people who are very dissatisfied.

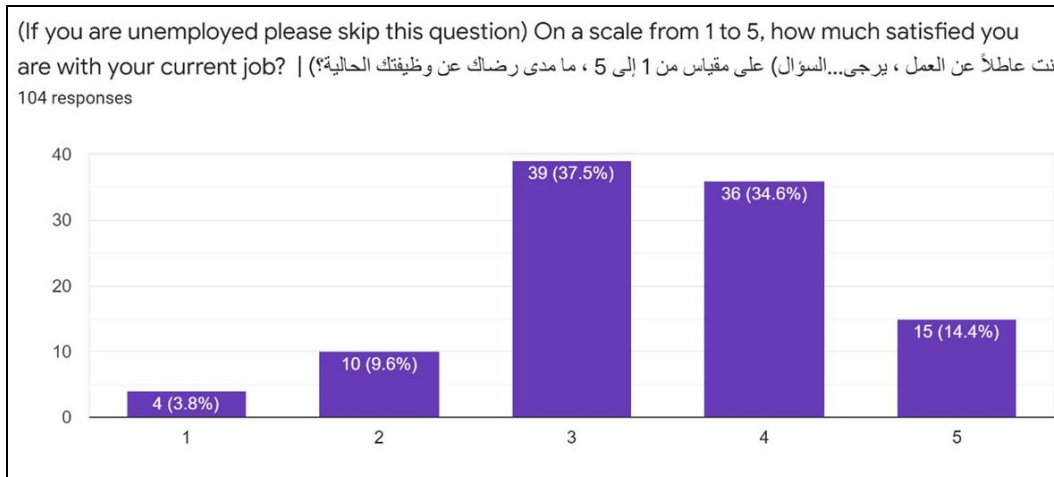


Fig 6: Job satisfaction levels of the current job

Regarding the connection between the importance of being satisfied with one's work and one's level of productivity, 86.4% of respondents say there is a positive connection. This indicates that an employee's satisfaction with their employment directly relates to the level of productivity they

exhibit at work and vice versa. Only 6.4 percent of workers believe that there is no connection between job satisfaction and productivity, and only 7.2 percent of workers take a neutral stance regarding the connection between job satisfaction and productivity.

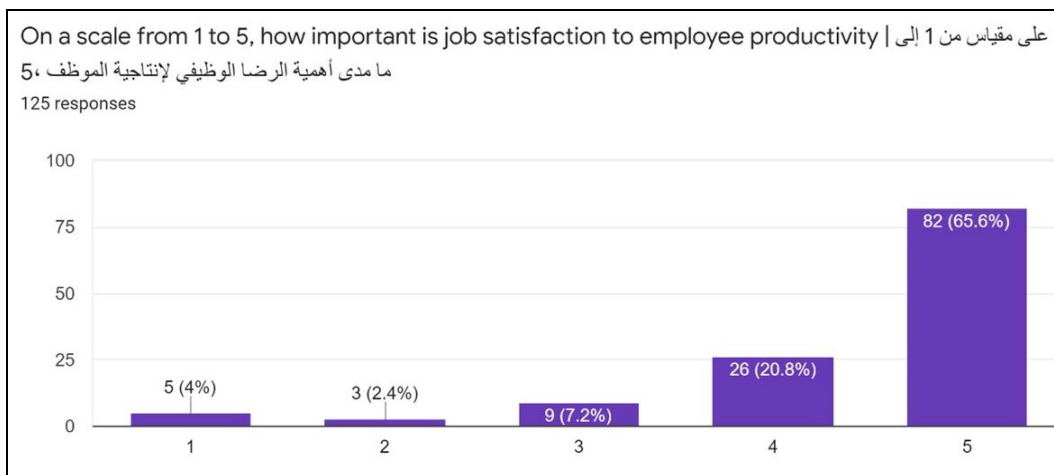


Fig 7: The impact of job satisfaction on employee productivity

When the questionnaire asked about the direct impact that job satisfaction has on employee performance, 92.8 percent of the sample population said yes and believed that it does

have a direct impact. Whereas only 0.8 percent responded with a negative response, and 6.4 percent had a neutral response.

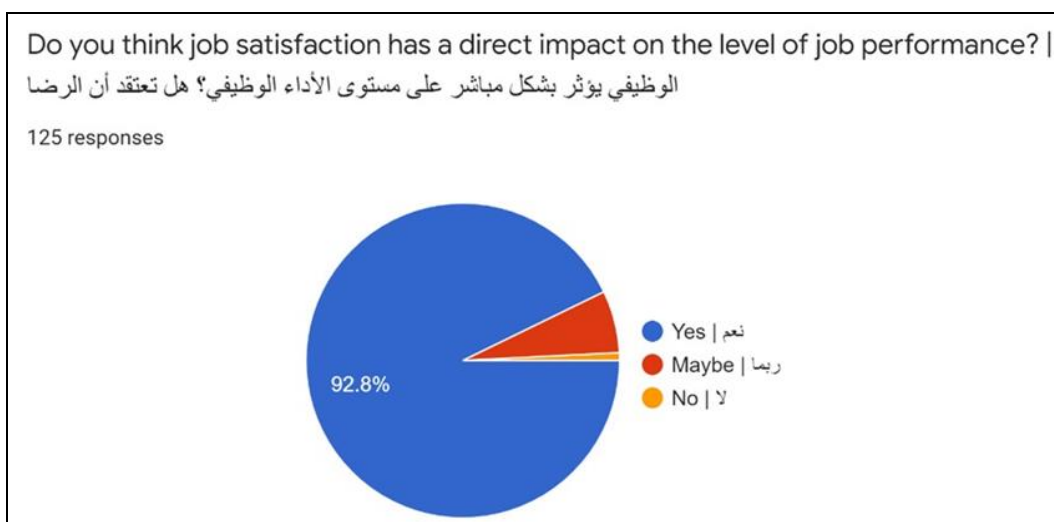


Fig 8: The relationship between job satisfaction & employee performance

Factors That Impact Employee Performance

Regarding the main factors that impact job performance, 66.1 percent of respondents feel that the provision of promotions and opportunities for career advancement is the primary factor that would influence employee performance. While 62.1 percent believe management should implement leadership styles that empower employees and allow them some autonomy, 59.7 percent perceive job security to be a critical factor. Besides that, work hours are influencing employee performance of 58.1 percent of respondents.

Followed by 54.8 percent of respondents who voted for training and continuous learning. Then, 52.4 percent voted for work conditions, 51.6 percent voted for policies of compensation and benefits, 50 percent voted for workplace environment and work colleagues, and 46.8 percent voted for quality of systems and employment of technology. Lastly, 7.3 percent voted for others such as, accommodating the psychological factors (e.g. stress, depression and need for reinforcement and reassurance) and financial rewards.



Fig 10: Statistical analysis of main factors improving job satisfaction

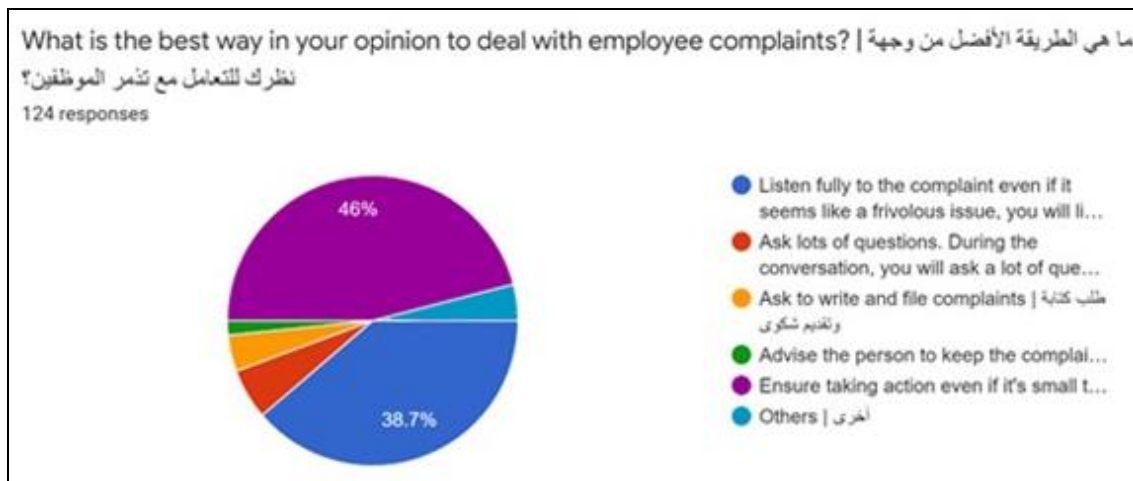


Fig 11: Ways to deal with employee complaints (dissatisfaction)

Employee complaints are the other face of dissatisfaction. Therefore, another way to improve job satisfaction is through proper handling of complaints received from employees, which became a must nowadays at any workplace. According to the findings of this research, it is recorded that those respondents who are playing a managerial role reported best two ways to deal with their employee complaints and dissatisfaction, which are as follows:

- 1) Ensure taking action even if it's small, to sustain employee satisfaction.
- 2) Listen fully to the complaint even if it seems like a frivolous issue, you will listen completely.

On the other hand, respondents in non-managerial positions (e.g. technicians and employees) reported that if

management makes sure to take action, even if it is a minor move, it will sustain their satisfaction about their jobs. In the same time, they wanted nothing more than to have their grievances heard, regardless of how trivial they may sound. As a result, it can be said both employees and managers have agreed on the same way to deal with employee complaints which represents employee dissatisfaction, by having managers listen carefully to their employees, and making a move even if it was very small.

Discussion

According to the questionnaire results, there is a significant positive relationship between job satisfaction and employee performance. When it comes to job satisfaction, organizations must keep in mind that what satisfies one individual may not satisfy another. For example, some

people prefer flexibility in their work schedules, while others need to be challenged throughout the day. When it comes to job satisfaction, age is another element to consider. Older employees are more satisfied in their jobs when compared to young employees. Since they have spent a significant period in the profession or at the organization, on the other hand, younger employees' satisfaction is linked to the work benefits they receive, plus when having a clear career advancement plan that ensures getting promotions and upgraded positions as time passes; not necessarily linked to their performance, like the case in the governmental sector. Furthermore, some employees prefer the job security that the government sector provides, while others prefer the salary and benefits of the semi-governmental and private sectors.

Moreover, the level of education is another indicator of job satisfaction. For instance, employees with higher degrees, such as a Ph.D., usually occupy managerial positions in the industrial field or professor positions in the academic and research field. In both situations, few physical activities are required, and high intellectual levels from this category of employees. Whereas Diploma holders and Secondary School graduates' roles usually emphasize jobs requiring higher physical activity and fewer intellectual skills. Hence, jobs based on specific procedures requiring physical activities are occupied mainly by this category of employees, such as an operator in a factory. As a result, holding higher degrees in education reflects on enduring less physical exertion and thus makes employees more satisfied.

Likewise, referring to statistics of the educational level and work experience in sections 4.1.4 and 4.1.5, respectively, most respondents are those who hold Bachelor's degree, then Master's degree holders come right after in the selected sample of this research. This points at a very important fact that those who are at lower educational levels (e.g. diploma, high school education) are not present actively in the sample under consideration, and this can justify recording only 13.4 percent of sample size as dissatisfied to extremely dissatisfied employees with their current jobs.

In addition, ensuring employees are respected is one of the simplest ways to boost job satisfaction. To demonstrate that, managers ought to value and respect individuals who work hard and positively reinforce their high performance by rewarding them and giving them the feedback and recognition they deserve. As well as that, the manager should play the role of a model and be honest and genuine at their jobs, comply with work ethics, and provide autonomy in the workplace by letting employees participate in decision-making and assist them in realizing their full potential. Another thing manager can do to increase job satisfaction, is to demonstrate their trust in their employees and encourage them to do the same.

Job security is essential to increasing job satisfaction. Employees concerned about their job security are more likely to be nervous and dissatisfied in their positions. The top management needs to be honest in their communications and always be upfront about what their employees can expect. These are two simple methods to boost the feeling of job security.

Additionally, people are far more likely to desire to work in a healthy work environment. Those with high job satisfaction are found to be working in environments with high morale, low stress, and a low to non-existent rate of

harassment or discrimination. Also, employees are unlikely to be content in any organization if they believe there is no hope for advancement. Employees are less likely to work hard and perform better in their current roles if they believe there is no career advancement or growth. It is required for organizations to ensure that their employees are aware that they will be advanced in their current jobs and have access to new career paths and professional development.

The most basic and important reason behind seeking a job is to make money, and some employees are fortunate enough to make a good amount of money. This gives them a good sense of challenge to keep their positions, higher commitment levels, and the purpose of performing better, while other employees are not so fortunate. However, organizations may not realize how important it is to compensate employees with benefits to increase productivity and job satisfaction levels. While a competitive salary is vital for attracting and retaining employees, organizations can also provide various benefits, such as health care, health and life insurance, workplace wellness, and family assistance such as childcare vouchers and flexible working hours. Job satisfaction at the workplace is critical. Managers should consider it a top priority when looking for methods to improve their organization's behavior in business.

Conclusion

In conclusion, after conducting a questionnaire study, this research paper has returned significant positive results about the impact of job satisfaction factors on employee performance in the various work sectors of the Kingdom of Bahrain. Hence, it is concluded that satisfied employees have a better performance than dissatisfied employees in the various sectors of the Kingdom.

Also, it is found that the most satisfied employees are those who work for the semi-governmental sector, yielding to the fact that job design can be a third factor to consider in the future opportunities of this study. Job design is a crucial contributor to the levels of job satisfaction and employee performance, as it is the factor that can alter the features that employees reported unhappy with, such as the complicated tasks and procedures they hold at their current jobs can be adjusted into more straightforward procedures. The new technology can be incorporated into the design of these jobs to make them much easier and less complicated.

This study has many practical implications stemming from research methodology findings and the analysis of results, as experimental findings have confirmed compatibility with the previous studies' findings of the research literature. It is confirmed that both variables, job satisfaction, and employee performance, directly impact employees and organizations. For organizations, the inevitable obligation of continual support and motivation towards employees to ensure their satisfaction is deemed essential to achieve the desired productivity eventually. Employees need to be open and honest about their points of strength and weakness at work and what they believe is needed to be more time effective and ease the delivery of a complete, successful task; in order to improve the quality of their job performance and improve the quality of procedures and methodologies at their workplace.

Nevertheless, this study has encountered some limitations. Firstly, due to time constraints study methodology has used a minimum sample size of one hundred and twenty-five

individuals eligible to work for the population in the Kingdom of Bahrain. Recommended sample size would be 500 to 1000 individuals, and the maximum sample size would be 10% of the population size (Bullen, 2022) [3]. Secondly, the questionnaire was distributed online only because of Covid-19 restrictions. Face-to-face interviews and direct questionnaire distribution can result in more reliable findings. Thirdly, unemployed respondents are part of the sample individuals, which affects the statistics and the behavior of the data collected from the questionnaire. The reason behind that is the lack of experience in the field that would help in adequately evaluating the different work conditions, thus impacting their assessment of job satisfaction concerning employee performance by accurate measures and employee-employer relationships assessments.

Future opportunities for improving this study are focusing on studying each work sector solely to give a chance for an in-depth study of the levels of job satisfaction and employee performance in each sector. Also, taking a larger sample size would support the study findings tremendously. Lastly, incorporating different variables besides the study variables like job design, job stress, and turnover rates.

All in all, maintaining reasonable levels of job satisfaction should positively impact the employee performance, which is considered the organization's performance, and enhance productivity rates at organizations of different work sectors.

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