



A Study on Job satisfaction of Expatriates Teachers in G.C.C. countries with special focus on Kingdom of Bahrain

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Abstract: Education plays a pivot role in Bahrain's development programs. Bahrain has a wide variety of private schools following different national curricula, available to both Bahraini and expatriate children. Job satisfaction of employees is a critical factor for any organization. The success of an organization depends on the qualitative and quantitative efforts of employees only. It is found that factors like age, qualification, experience did not influence the job satisfaction whereas salary and visa status does influence job satisfaction. 90 percent of the respondents are satisfied with the psychological factors such as like the job, comfort in dress code, appreciation from students and the remaining 10 percent of the respondents are not satisfied with these psychological factors. The most influencing factor for selecting teaching profession in abroad is 'international exposure' followed by 'comfortable timings'. As 30 percent of the respondents felt that they do not feel free to contact management for expressing their grievances, care should be taken that every employee must have free access to express their grievances. The management should support the staff members and makes them to feel that they are the internal customers. They can establish a committee where there is free access for every staff member to raise their concerns.

Key words: Job satisfaction, expatriate teachers, factors affecting job satisfaction.

Introduction

Education plays a pivot role in Bahrain's development programs. The government gives more importance of improving the educational infrastructures. Kingdom of Bahrain has a wide range of schools including government and private schools. The private schools offer different curricula for the children of Bahrainis and expatriates.

Importance of the study

Job satisfaction of employees is a critical factor for any organization. The success of an organization depends on the qualitative and quantitative efforts of employees only. Their efforts will lead to the overall achievement of the organizational goals and objectives. The employees, who are satisfied with their

job and nature of work, will be self-motivated and put their best efforts to complete the desired targets. On the other hand, the employees who are dissatisfied will not take active part in their daily activities which causes delays in the work and in turn leads to the non completion of work on time affecting the organizational performance. The dissatisfaction among employees increases absenteeism, reduces morale and show adverse effects on their work. So it is important to find out whether the employees are satisfied or not; if they are dissatisfied, it is needed to investigate the reasons for their dissatisfaction and analyze the factors that cause dissatisfaction among them.



Scope of the study

In the Kingdom of Bahrain, some of the private schools are managed by locals and some others by expatriates. These schools offer different types of curricula depending on the management. The study focused on the level of job satisfaction of the teachers, those who are working in private schools which are offering CBSE curriculum. For the purpose of this study, the schools in the area "Isa Town" in central governorate of Kingdom of Bahrain are considered. There are two schools in Isa town which are offering CBSE Curriculum and there are 300 teachers working in these two schools.

Objectives of the study

The objectives of the study are listed below:

- 1) To identify and analyze the factors affecting the job satisfaction of Indian expatriate school teachers.
- 2) To find out the rate of dissatisfied employees in the above mentioned schools.
- 3) To present the findings and to make recommendations for the problems identified.

Limitations of the study

- 1) The expatriate teacher means the Indian expatriate teachers.
- 2) The schools which are affiliated to CBSE Board, India have been selected.

Statement of the problem

Though there are schools which are providing CBSE curriculum for those Indians who are working in the Kingdom of Bahrain, it is the question to be considered how far the quality of

education is at par with those schools in India. The quality of education depends on the quality of teaching in turn it is related to the teachers who are working in these schools. There are no specific regulations regarding the pay structure, qualification etc. The satisfaction of the teachers is more important because unsatisfied teachers cannot concentrate on their duties and the quality of education will be deteriorated. Then it will show adverse impacts on the future of so many young children. So attempts are made to study the level of job satisfaction of the Indian expatriate teachers who are working in the schools offering CBSE curriculum in the Kingdom of Bahrain.

CBSE schools in Kingdom of Bahrain:

There are seven schools which are exclusively providing CBSE curriculum for the children of those Indians who are working in Kingdom of Bahrain.

1. The Indian School, P.O. Box: 558, Kingdom of Bahrain.
2. The New Indian School, P.O. Box: 33131, Kingdom of Bahrain.
3. The Asian School, P.O. Box: 1143, Kingdom of Bahrain.
4. The Ibn Al Hytham Islamic School, P.O. Box: 11980, Kingdom of Bahrain.
5. The Al Noor International School, P.O. Box: 85, Kingdom of Bahrain.
6. New Millenium School, P.O. Box: 26271, Kingdom of Bahrain.
7. The New Horizon School, P.O. Box: 21780, Kingdom of Bahrain.



Review of Literature

R D Sharma & Jeevan Jyoti, (2006), studied to determine the relationship between job satisfaction and the factors affecting it. 120 teachers working in government and private schools in the city of Jammu were given questionnaires to collect the data for the study. The aspects like pay structure, growth opportunities, behavior of principal, behavior of colleagues, work itself, behavior of students, recognition were covered in the study. It was found that all these aspects showed an impact on the job satisfaction. Insufficient pay is one the main reason for not securing high job satisfaction. It was also revealed that the level of job satisfaction is high among the secondary school teachers when compared to primary school teachers. It is also highlighted that private school teachers are more satisfied than government school teachers though the pay was less due to the congenial atmosphere prevailing in the school. Because of the value of the profession in the society and nature of job, female teachers tend to be more satisfied than the male teachers. Some suggestions were made to improve the job satisfaction as it is linked to the effectiveness of the teacher which impacts the student achievement.

Dane Bozeman and Carol Stuessy (2009), prepared a brief report on the research conducted by the Policy Research Initiative in Science Education (PRISE) Research Group. Understanding the aspects of the school environment that influenced the job satisfaction of the teachers and the professional culture of the school was the main interest of the PRISE Group. A questionnaire was developed based on the research literature available and was used to test,

revise and administer the Texas Poll of Secondary Science Teachers. 385 high school science teachers working in 50 Texas Schools were randomly selected out of the 1,333 high schools in Texas. The National Science Foundation funded the PRISE Research Group to investigate the high school science teacher professional continuum (TPC) in Texas. Retention of high school science teachers at the school level, work environments in which science teachers are highly satisfied and high achieving high school science students were the three variables identified as successful TPC practices and policies.

Methodology

Data collection

The study was based on both primary and secondary data. The secondary data were collected from books, journals, periodicals and through internet. The primary data were collected through the questionnaire. A pilot study was made with few teachers to get some ideas relating to the construction of questionnaire. After the pilot study and discussion with teachers, the final questionnaire was prepared for the survey.

Sampling Design

In this research, the sample was selected based on multi-stage or cluster sampling which is the type of restricted random sampling. By adopting this method, out of the schools of Bahrain, in first stage private schools are selected. In the second stage, those private schools which are offering CBSE curriculum were selected. In the third stage, those schools which are providing senior secondary education (+2) are selected. Out of these schools, 60 teachers from 300 belonging to two schools of central governorate of



Kingdom of Bahrain are selected at random. Out of this total size of population, 20% was considered as sample size for the purpose of the study.

Tools of analysis

The collected data were classified and tabulated for further analysis. **Averages** and **percentage analysis** are used to measure the response of expatriate schools teachers in finding out the level of job satisfaction. **Chi-Square test** has been used to for testing the significance of the hypothesis. **Garratte’s ranking system** is also used in order to rank the various variables affecting the job satisfaction.

Variables used to measure job satisfaction:

The following list of variables is considered to analyze the job satisfaction of expatriate school teachers.

- 1) Age 2) Qualification 3) Experience
- 4) Salary 5) Visa status.

Hypothesis

In this research, the following hypotheses are made.

- 1. Age of teachers does not influence their job satisfaction.
- 2. Qualification of teachers does not influence their job satisfaction.
- 3. The experience of teachers does not influence their job satisfaction.
- 4. The salary of teachers does not influence their job satisfaction.
- 5. Visa Status of an employee

Analysis and findings: Age

Age is one of the important demographic factors that determine the level of job satisfaction of the respondents. A two way table has been prepared to show the age and job satisfaction. The results obtained from the analysis are shown in the table below.

Table.1: Respondents by age and job satisfaction

Age	Job satisfaction levels			Total
	Number of respondents			
	Low	Medium	High	
Less than 25	0	1	0	1
25-35	7	17	9	33
35-45	3	14	6	23
Above 45	0	2	1	3
Total	10	34	16	60

Source: Prepared by the author based on primary data collected.

From the above table, it is evident that in the age group less than 25 years, there is one respondent with medium satisfaction. In the age group of 25-35, there are 33

respondents out of them 9 are highly satisfied, 17 are medium satisfied and 7 are lowly satisfied. In the age group of 35-45, there are 23 respondents out which, 6



are highly satisfied, 14 are medium satisfied and 3 are low satisfied.

Hypothesis: The age does not affect the level of job satisfaction.

The calculated value of χ^2 (2.14) is less than the table value (12.59). Hence the null hypothesis is true. So there is no relationship between age of respondents and their level of job satisfaction

Qualification

Qualification is one of the main factors that influence the level of satisfaction of respondents towards their job. The following table shows the results obtained from the analysis of the qualification and job satisfaction levels of the respondents.

Table.2: Respondents by qualification and job satisfaction

Qualification	Job satisfaction levels			Total
	Number of respondents			
	Low	Medium	High	
Graduate with B.Ed	4	13	2	19
Post Graduate with B.Ed	5	13	6	24
Post Graduate with M.Ed	-	6	3	9
Post Graduate with Others	1	1	3	5
Graduate with Others	-	1	2	3
Total	10	34	16	60

Source: Prepared by the author based on primary data collected.

An analysis of Table.2 reveals that the job satisfaction level among respondents in the graduation with B.Ed category is low for 4 respondents, medium in 13 respondents and high in 2 respondents. Out of the total 24 respondents from the Post graduate with B.Ed category, job satisfaction level is high among 6 respondents, medium in 13 respondents and low in 5 respondents. In the Post graduate with M.Ed category, job satisfaction level is high in 3 respondents and medium in 6 respondents. In the post graduate with others category, job satisfaction level is low in 1 respondent, medium in 1 respondent and high in 3 respondents. In the graduate with others category, level of job satisfaction is high

in 2 respondents and medium in 1 respondent.

Hypothesis: The qualification of the respondent does not influence their job towards job satisfaction.

The following figure shows that the classification of respondents on the basis of qualification and the level of job satisfaction.

The calculated value of χ^2 (10.5) is less than the table value (15.5). Hence the null hypothesis is true. So there is no relationship between qualification of respondents and their level of job satisfaction. Hence it can be concluded that the qualification of respondent do



not influence the satisfaction towards their job.

Experience: Experience of the respondent is also one of the demographic factors that determine the satisfaction towards

the job. A two way table has been prepared to show the experience and the job satisfaction of the respondents. The results obtained are shown in Table .3.

Table .3: Respondents by their experience and job satisfaction

Experience	Job satisfaction levels			Total
	Number of respondents			
	Low	Medium	High	
Less than 5 years	1	11	2	14
5-10 years	6	13	10	29
Above 10 years	3	10	4	17
Total	10	34	16	60

Source: Prepared by the author based on primary data collected.

From table.3, with years of work experience as a variant, a study of job satisfaction levels reveals that job satisfaction is high among 2 respondents, medium in 11 respondents and low in 1 respondent who have less than 5 years of work experience. Among respondents who have 5 to 10 years of work experience, job satisfaction level is high among 10 respondents, medium in 13 respondents and low in 6 respondents. Out of a total number of 17 respondents who have more than 10 years of work experience, job satisfaction level is high among 4 respondents, medium among 10 and low in 3 respondents.

Hypothesis: The experience of the respondents does not influence their job towards job satisfaction.

Since the calculated value of χ^2 (4.54) is less than the table value (9.49) at 5% significance level, the null hypothesis is accepted. So there is no relationship between the experience of respondents and their level of job satisfaction. Hence it can be concluded that the experience of respondent does not influence the satisfaction towards their job.

Salary

The salary of an employee is one of the main demographic factors that determine the satisfaction of the respondents towards their job. A two way table has been prepared to show the salary and job satisfaction of the respondents. The results obtained from the analysis are shown in table 4 and figure .4.



Table .4: Respondents by their salary and job satisfaction

Salary	Job satisfaction levels Number of respondents			Total
	Low	Medium	High	
Less than Rs.20000	2	6	1	9
Rs.20000-30000	5	16	5	26
Rs.30000-40000	1	9	3	13
More than Rs.40000	2	3	7	12
Total	10	34	16	60

Source: Prepared by the author based on primary data collected.

From the table .4, it is clear that out of 9 respondents whose salary is less than Rs.20000, job satisfaction is high for one, medium in 6 and low in 2 respondents. Out of 26 respondents whose salary ranges between Rs: 20000-30000, job satisfaction level is high in 5, medium in 16 and low in 5 respondents. Out of 13 respondents whose salary is between Rs.30000-40000, jobs satisfaction level is low in 1, medium in 9 and high in 3 respondents. Out of 12 respondents who earn more than Rs.40000, job satisfaction level is high in 7, medium in 3 and low in 2 respondents.

Hypothesis: The salary of the respondent does not influence the job satisfaction.

Since the calculated value of χ^2 (13.2) is more the table value (12.6) at 5% significance level, the null hypothesis is rejected. So, there is a relationship

between the salary of the respondent and their level of job satisfaction. Hence it can be concluded that the salary of the respondent does influence the satisfaction towards their job.

Visa Status of an employee

The visa Status of an employee is also another factor that determines the satisfaction of the respondents towards their job. The visa status is related to job satisfaction because it is linked with the allowances. Depending on the visa, the house rent allowance, education allowance; travel allowance will be paid to the employees. A two way table has been prepared to show the visa Status of an employee and job satisfaction of the respondents. The results obtained from the analysis are shown in table .5 and figure .5

Table .5: Respondents by their visa Status and job satisfaction

Visa status	Job satisfaction levels Number of respondents			Total
	Low	Medium	High	
Single Visa	1	3	0	4
Family Visa	6	5	8	19
Dependent Visa	3	26	8	37
Total	10	34	16	60

Source: Prepared by the author based on primary data collected.



The table .5 shows that job satisfaction level is low in 1 and medium in 3 respondents who are on single status visa. In respondents who have family visa, job satisfaction is high in 8, medium in 5 and low in 6 respondents. Out of 37 respondents who are on dependent status visa, job satisfaction is high in 8, medium in 26 and low in 3 respondents.

Hypothesis: The visa Status of an employee does not influence the job satisfaction.

Since the calculated value of χ^2 (11.82) is more than the table value (9.49) at 5% significance level, the null hypothesis is rejected. So, there is a relationship between the visa Status of an employee and their level of job satisfaction. Hence it can be concluded that the visa Status of an employee does influence the satisfaction towards their job.

Psychological factors

Psychological factors such as like the job, dress code, appreciation are also identified as important factors influencing the job satisfaction.

It is found from the analysis that 90 percent of the respondents are satisfied with the psychological factors and the remaining 10 percent of the respondents are not satisfied with these psychological factors.

Social factors

The social factors like good recognition in the society, encouragement from the family, motivation by the supervisor and efforts recognized by management are identified and questions were asked. The obtained data was classified into two categories such as "affected" and "not affected" and the results are as follows:

- 72 percent of the respondents are affected and 28 percent are not affected by this social factor namely "good recognition in the society."
- 78 percent of the respondents are affected and 22 percent of the respondents are not affected by this social factor namely "encouragement from the family members."
- 33 percent of the respondents are affected and 67 percent of the respondents are not affected by this social factor namely "motivation from the supervisor."
- 25 percent of the respondents are affected and 75 percent of the respondents are not affected by this social factor namely "efforts recognized by the management."

Safety and security factors

Safety and security are important factors that influence job satisfaction. Hence, the factors like adequate medical facilities, permanent job, working conditions and gratuity are identified for the analysis. The obtained data was classified into two categories such as 'satisfied' and 'not satisfied' and the result is that 80 percent of the respondents are satisfied and the remaining 20 percent of the respondents are not satisfied by these safety and security factors.

Self-actualization needs

Self actualization is an important factor that influences the job satisfaction. Hence, the factors such as very much happy with the job, suitable for skills, promotion opportunities and due participation in decision making are considered for analysis. The obtained data was categorized into 'satisfied' and 'not satisfied' and the result is that 72



percent of the respondents are satisfied with the self actualization needs and the remaining are not satisfied with this factor.

Grievances

Grievance is one of the most influencing factors in job satisfaction. When employees are having problems, they must have some access to express their grievances to the management. It is clear that 68 percent of the respondents have free access to express their grievances and the remaining 32 percent does not have free access.

It is clear that 70 percent of the respondents have problems of discrimination and the remaining 30 percent does not have problems of discrimination.

Problems of discrimination

There are different reasons for showing partiality and discrimination. The obtained data was classified into three reasons and the result is that 43 percent of respondents are having problems of partiality on the basis of nationality, 45 percent of respondents are thinking that they are facing problems of discrimination on the basis of gender and the remaining 12 percent felt that they have problems of discrimination because of religion.

Reasons for selecting teaching profession in abroad

To analyze the various reasons for the selection of teaching profession in abroad, the reasons are converted into scores and the total score for each reason has been obtained. According the total score of each reason, the ranking was given and the results are shown in the following table 6. and figure 6.

Table .6: Scores and ranks of the reasons for selecting teaching profession

S.No	Variables	Total score	Rank
1	International exposure	47	I
2	Comfortable timings	33	II
3	Tax free salary	30	III
4	Family situation	24	IV
5	Attractive remuneration	20	V
6	More holidays	8	VI

Source: Prepared by the author based on primary data collected.

From the table.6, it is understood that the most influencing factor for selecting teaching profession in abroad is 'international exposure' with a total score of 47 and the second rank goes to 'comfortable timings' with a score of 33. The third rank was given to 'tax free salary' with a total score of 30 and the

fourth rank was given for family situation with a score of 24. The fifth and sixth rank was given to 'attractive remuneration' and 'more holidays' with total scores of 20 and 8 respectively.



Summary of findings:

The age of the respondent does not influence the satisfaction towards their job. The qualification of respondent does not influence the satisfaction towards their job. The experience of respondent does not influence the satisfaction towards their job. The salary of the respondent does influence the satisfaction towards their job. The visa Status of an employee does influence the satisfaction towards their job. 90 percent of the respondents are satisfied with the psychological factors such as like the job, comfort in dress code, appreciation from students and the remaining 10 percent of the respondents are not satisfied with these psychological factors. 72 percent of the respondents are affected and the remaining 28 percent of the respondents are not affected by this social factor namely "good recognition in the society." 78 percent of the respondents are affected and the remaining 22 percent of the respondents are not affected by this social factor namely "encouragement from the family members." 33 percent of the respondents are affected and 67 percent of the respondents are not affected by this social factor namely "motivation from the supervisor." 25 percent of the respondents are affected and 75 percent of the respondents are not affected by this social factor namely "efforts recognized by the management." 80 percent of the respondents are satisfied with the safety and security factors and the remaining 20 percent of the respondents are not satisfied by these safety and security factors. 72 percent of the respondents are satisfied with the self actualization needs and the remaining are not satisfied with this factor. 68 percent of the respondents have free access to express their

grievances and the remaining 32 percent does not have free access.

70 percent of the respondents have problems of discrimination and the remaining 30 percent does not have problems of discrimination. 43 percent of respondents are having problems of partiality on the basis of nationality, 45 percent of respondents are thinking that they are facing problems of discrimination on the basis of gender and the remaining 12 percent felt that they have problems of discrimination because of religion. The most influencing factor for selecting teaching profession in abroad is 'international exposure' with a total score of 47 and the second rank goes to 'comfortable timings' with a score of 33. The third rank was given to 'tax free salary' with a total score of 30 and the fourth rank was given for family situation with a score of 24. The fifth and sixth rank was given to 'attractive remuneration' and 'more holidays' with total scores of 20 and 8 respectively.

Suggestions

As 30 percent of the respondents felt that they do not feel free to contact management for expressing their grievances, care should be taken that every employee must have free access to express their grievances. The management should support the staff members and makes them to feel that they are the internal customers. They can establish a committee where there is free access for every staff member to raise their concerns.

As 70 percent of the respondents feel that they are having the problems of partiality and discrimination, it has to be taken care. These problems affect the interest of the staff members and increase their dissatisfaction in their work. Hence,



management is expected to treat all the employees at par without showing preferences or partiality.

In relation to social factors, 52 percent of the respondents are affected by social problems; the management is expected to take initiative in solving and helping them to come out of these issues. Even the teachers, themselves can try on their own to improve relation with the society by proper guidance and counseling.

Conclusion

It is observed that there are no common and strict rules and norms relating to the foreign private schools which are managed by some group of members or societies though they are under the purview of ministry of education. Out of the respondents, it is concluded that 27 percent are highly satisfied with their job, 56 percent are medium satisfied and 17 percent are at low level of satisfaction towards their job.

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