



**REASONS OF INCREASING ABSENCES AND STRATEGIES TO ADDRESS THEM,
(JOB SATISFACTION IS A MEDIATING VARIABLE: FIELD STUDY JORDAN
TELECOM COMPANY "ZAIN" / NORTHERN SECTOR**

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Abstract

This study aimed to identify the reasons that necessitated the increase in absenteeism of individuals working in the Jordan Telecommunications Company (Zain), the role of job satisfaction in absences, and to identify the most important strategies that were used by managers to address the phenomenon of increasing absences.

This study relied on the descriptive analytical method, and the field study method. The questionnaire was developed for the purposes of collecting primary data, and the questionnaire was distributed to a random sample of (92) employees, and all of them were considered valid for analysis.

The findings of this study were:

1-The results showed that the most important reasons that led to the increase in absenteeism of working individuals in the study sample are those related to participation, and the least reasons related to skills and work values.

2-The results of the study showed that job satisfaction has a major role in reducing the cases of absenteeism of working individuals in the study sample, as all paragraphs of job satisfaction, all paragraphs of satisfaction with job stability and all paragraphs of satisfaction with wages came with a high degree of approval.

3-The most important strategies that were used by managers to address the phenomenon of absenteeism of the study sample are those related to apparent and implicit coercion, and the least used strategy related to participation.

In conclusion, this study concluded with a set of recommendations, which were drawn in light of the results, the most important of which was the need for managers in the Jordan Telecommunications Company (Zain) to balance the reasons for the increase in absenteeism of employees and the nature of the strategies used.

Keywords: Absenteeism, Job satisfaction, Employee absence, Strategies.

Introduction:

The individual's tendency to his work or for a certain aspect, has a positive return on his psychology and work, and this is achieved when the individual's expectations are achieved towards what he obtains from the moral and material returns, in addition to that the individual's access to the level of ambition that he set himself is achieved through his work, and this in turn leads to satisfying his psychological and personal needs, and there is no doubt that there are factors affecting the individual's satisfaction with his job, some of which are related to the subjectivity of the individual himself and others are related to the organization in which the individual works, namely The work environment in which he lives as the type of work, and the nature of his job or profession as a routine or diverse, innovative or ordinary work.

Problem and questions of the study:

Based on the relevant literature and studies, and by asking stakeholders in Zain Telecom, it was found that there is an increase in the absence of working individuals. The problem of the study was determined in an attempt to reveal the reasons for the increasing absences of individuals working in the Jordan Telecommunications Company (Zain). In order to find out the reasons for this phenomenon, the researchers chose to study reasons related to the level of wages and incentives, reasons related to the level of job stability, reasons related to participation, reasons related to skills and work values, and reasons related to working conditions such as (consequential losses, health conditions, inflexible schedules, information and communication, opportunities for advancement and professional growth, pressures and difficulty of work), and strategies that (Zain) can follow to reduce absences. Job satisfaction as a mediating variable. The problem of the study can be formulated in the form of the following questions:

The first question: What are the main reasons that led to the increase in absences of individuals working in the Jordan Telecommunications Company (Zain)?

The second question: What is the role of job satisfaction in decreasing the absences of individuals working in the Jordan Telecommunications Company (Zain)?

Third question: What are the most important strategies that can be used by managers to reduce the phenomenon of increasing absences of individuals working in the Jordan Telecommunications Company (Zain)?

Importance of the study:

The success of organizations today is measured by the extent to which they succeed in adopting the foundations of practical management, and the absence of an appropriate strategy to deal with this process, invite us to wonder how the manager can increase employee satisfaction and reduce or limit the phenomenon of absenteeism. The importance of this study came by identifying the reasons for the increasing reasons of absence of individuals working in the Jordanian Telecommunications Company "Zain", which will give the study a full perception of working to create the appropriate organizational climate and reduce this phenomenon.

The importance of the study also stems from the relationship between job satisfaction and the reasons of absences, the researcher will study the organizational problems suffered by employees, which are the cause of absences from work, and the manager may resort to the use of unsuccessful methods that would increase the complexity of the problem, and thus the failure of efforts to reduce the phenomenon of increasing absences.

Objectives of the study:

- 1- Identify the reasons that necessitated the increase in the absence of working individuals in Zain Telecommunications Company.
- 2- Identify the most important strategies that have been used by managers to address the phenomenon of increasing cases of absenteeism of individuals working in Zain Telecom Company.
- 3- Identify the relationship of job satisfaction with the absence of individuals working in Zain Telecommunications Company.

Study Design: This study relied on the descriptive analytical approach, the field study method, and through the preparation and development of its questionnaire as a main tool for data collection.

Data collection methods

- a) Secondary data collection: Secondary data was obtained through the researcher's review of the literature from books, periodicals and previous studies related to the subject of the study.
- b) Means of primary data collection: This study used the questionnaire as a means of collecting primary data.

Tests for the measuring instrument

- A. Validity, is defined as the process of ensuring that the instrument (scale) used actually measures the phenomenon it was designed to measure. The authenticity of the content of the measurement tool (questionnaire) used in this study was ascertained, as it was presented after the development of its initial form to three arbitrators from the faculty members at Jerash and Yarmouk University, to ensure that it covered the basic aspects of the topic, its clarity, and the integrity of its formulation and contents. The tool was then modified based on their observations in deleting some phrases, modifying and adding new phrases, and reformulating some paragraphs, to become clearer and more understandable among the members of the study sample, to be more honest in measuring the subject of this study.
- B. Reliability, the stability of the instrument used in the study was confirmed by extracting the Cronbach Alpha coefficient for internal consistency, Cronbach Alpha for multi-point scale. In order to ensure that the measurement tool does not obtain false data, if the same study is repeated and using the same tool in the same conditions in which it was used for the first time, and the value of this coefficient reached (0.92) for the first axis of the study and amounted to (0.86) for the second axis, and reached (0.75) for the third axis, (0.84) for the fourth axis, and (0.76) for the fifth axis.

Population of the study and sample: **The study population consisted of all employees of the Jordan Telecommunications Company (Zain) in the northern sector (297), where (92) questionnaires were**

distributed to the employees with a retrieval rate of (100%) and all of them were valid for statistical testing.

Statistical processing: The Statistical Package for Social Sciences (SPSS) program was used in analyzing the primary data collected for the purposes of this study, and in line with the nature of this study, its objectives, and questions; several statistical methods were used, including some descriptive methods: percentages, frequencies, arithmetic averages and standard deviations for the different paragraphs of the questionnaire. The arithmetic averages of each of the one-dimensional questions were calculated separately. These averages are then grouped to calculate the total (general) arithmetic mean of the dimension.

Limitations of the study:

- 1-This study will be limited to employees of the Jordanian Telecommunications Company "Zain" / North Sector.**
- 2-This study will be limited to the following areas: wages and work incentives, job satisfaction, and level of job stability.**
- 3-The study was limited to examining the following strategies: learning and communication, participation, facilitation and support, negotiation and agreement, camouflage and grooming, and overt and implicit coercion.**

Related Studies:

Bhimanatham,(2024). Impact of Absenteeism and Attendance Metrics on Employee Morale and Organizational Efficiency, This research investigates how absenteeism affects employee morale and operational performance. It concludes that excessive absenteeism increases stress and reduces morale, while the use of attendance-tracking tools (like the Bradford Factor) alongside supportive HR policies enhances organizational efficiency.

Alamin and Fadil(2022). The study aimed to identify the concept of work turnover and clarify the relationship between work turnover and employee performance. The study followed the descriptive analytical approach and the approach, the questionnaire was used as a tool for analyzing the study data The study reached a set of results, including: the mismatch between the capabilities of the workers and the requirements of the job increases the work turnover and that the leadership style has an impact on the performance of the workers, and the study also made a set of recommendations, including: With the participation of workers in solving problems and making decisions to contribute to improving performance.

Mamatsharaga(2025). Nurse Managers' Strategies to Reduce Absenteeism among Hospital Staff, Focused on nurses, this study reveals that workload and staff shortages drive absenteeism. It highlights strategies like improved shift planning and recognition programs implemented by nurse managers to reduce absenteeism and improve staff engagement.

Various Authors(2025). A Research Study of Reducing Absenteeism through Workplace Wellness Programs in Popular Systems, This study reviews how wellness programs—addressing both mental and physical health—can effectively reduce employee absenteeism by preventing illness and burnout. It advocates for proactive workplace well-being strategies.

Theoretical framework:

Employee absence is the frequent absence of employees from their workplace. These absences are more than accidental – they occur habitually, and their high frequency means they are out of the norm for most other employees. Of course, there are legitimate reasons for employees to be absent from work.

Absenteeism can be defined as not being present at work time for that particular employee. In general, absenteeism is divided into 3 categories. Legal absence (during public holidays), authorized absences (approved holidays) and unauthorized absences. Unauthorized absences are something that most companies try to avoid and reduce to a minimum.

"Absence tracking" is essential for management in comparing individual absences with department-related mass absences. Tracking absences is a very important element in identifying different employee absenteeism patterns and targeting the variables that intervene in them. (aljawamees, 2008).

Reasons for absence: There are several reasons leading to the absence of the employee from his workplace, the reasons for absence range from personal circumstances to circumstances related to the workplace. The most common of these are:

- a) Personal circumstances: **Age:** Studies of Gouache (2008) have shown that older employees miss less often than their younger counterparts. However, the period of absence of an older employee, which is often sick leave, is longer than the period when young employees are absent. **Gender:** Women are more frequent than men, especially if the woman is responsible for her family and has circumstances beyond her control that require her attention. **Seniority:** An employee's absenteeism rates decrease the longer they spend working with the company, as they do to younger employees. **Personal behavior:** Employees who adopt a strong work ethic value contributions and rarely allow themselves to be absent, on the other hand, people with a lack of ethics do not have a high sense of responsibility similar to their counterparts who have a strong ethic that they do not feel the need to come to the workplace every day.
- b) Conditions that relate to workplace: **Stress:** when the job is stressful. **Daily routine:** People who work in jobs of a repetitive and unexciting nature usually take unauthorized days off to break the deadlock of the daily routine and engage in something exciting for that day. **Job satisfaction:** This aspect interferes with the job routine. The more dissatisfied an employee is with the job he generally occupies, the more he will be absent from the job.

Employee absenteeism is the frequent absence of employees from their workplace. These absences are more than accidental - they occur habitually, and their high frequency means that they are out of the norm for most other employees.

But of course, there are legitimate reasons for employees to be absent from work. Sick days occur and employees need time to recover from illnesses. There are family care emergencies that arise, as well as unforeseen weather events that can disrupt access to work or its performance. Employees also need to take time off the office to rest and recharge so they can perform at their best when they return.

Employee absenteeism is much more than these regular and expected vacations, which are counted in company policies and are usually paid as well. Absenteeism involves unplanned absences that occur frequently, and can include skipping workdays

altogether, leaving work early, or arriving late. It is a pattern of behavior that persists over time and has a detrimental effect on the team and the company.

Reasons for employee absenteeism: Aoudoni, (2021), pointed out some common reasons for employee absenteeism, including:

1. Low employee participation. When workers are not involved in their work, they do not make extra effort. In fact, they complete their daily tasks with minimal effort and then head home.
2. Workplace burnout. Workplace burnout is a real and growing problem, especially if the organization is trying to reduce costs by not hiring enough workers. While this may help save money in the short term, over time employees will get overwhelmed and start grumbling and trying to escape work.
3. Inflexible schedules. This can cause employee absenteeism, as employees struggle to balance their lives, family priorities, and work commitments at the same time.
4. Workplace harassment. It makes a lot of sense that if employees don't feel comfortable or safe at work, they will start coming to work less often. Harassment can be verbal or physical (or both), and can come from bosses, managers, or colleagues. This also makes employees less interested in their work.

The concept of satisfaction:

Abu al-Khair (2006), pointed that satisfaction as a psychological state that expresses the degree of happiness or pleasure achieved by the individual, and in terms of organization, job satisfaction is the state of tranquility and psychological comfort that the individual feels.

It is noted that job satisfaction represents the gratifications obtained by the individual from the various sources that are associated in his perception of the job he occupies, and therefore estimated what this job represents a source of gratifications or large benefits (Abdul Baqi, 2004).

Factors affecting the level of satisfaction: From the review of studies, I found that the most important variables that have received attention include the following: (Abu Al-Khair, 2006):

- 1-The nature of the work done by the individual: Is the work a boring routine?, does it include various duties?, is the individual constrained by specific methods and procedures?.
- 2-Wage: The amount of income he gets from work compared to what was expected to be received, and some others were interested in the method of paying the wage, taking into account, in addition to wages, other material benefits such as insurance and pension systems, health and social care, vacations and others.
- 3-Promotion: the extent to which there is the appropriate opportunity to be promoted to higher positions, the foundations on which the promotion was relied upon and the extent to which the individual feels fair in applying those foundations.
- 4-Appreciation: the extent of appreciation, whether from superiors or colleagues, because this would make him feel proud and motivate him to do his best.
- 5-Work climate: Among the most important elements that have been the subject of attention in this field are the temperature of the working atmosphere, the level of

humidity, pressure, the level of lighting, noise, ventilation, working hours, the work site.

6-Supervision: does the supervisor focus on work goals, or humanitarian goals?. And what is the basis on which to make the desired effect in subordinates? Is the authority of the official center, or does it depend on persuasion and acceptance?

7-Relationship with colleagues at work: Is the relationship characterized by cooperation and affection? Or by rivalry and enmity? (Rifai, 1988).

Negative effects of dissatisfaction: (Abu Al-Khair, 2006) pointed that individuals at work adopt specific behaviors, including: Deliberately delaying attendance. Increase the rate of absenteeism. Seeking to move to another department or branch, leaving the current job.

Proposed strategies in organizations to address absenteeism:

Some of the strategies addressed by researchers and writers of this study to reduce absences are:

1-Education and Communication: This strategy revolves around managers making contact with working individuals, in order to educate them and guide them on the benefits of attending to work, which leads to reassurance and security among employees, and makes them feel that absenteeism threatens their job security or robs them of certain benefits (Hellriegel and Slocum, 1992).

2-Participation and Involvement: The participation of working individuals as a method to gain the support of employees and increase their commitment to work. This participation takes on different dimensions, ranging from participation in encouraging working individuals to discuss and brainstorm, to effective contribution embodied in playing an important role in the decision-making process, and when participating individuals working at different stages, this helps and increases the commitment of working individuals (Armstrong, 2004 and Kotler).

3- Facilitation and Support: This strategy is based on training employees in new skills, providing the necessary support and giving them a break after work, as well as providing social and emotional support to overcome difficulties and risks at work, listening carefully to problems and complaining, providing training in new methods and methods and helping to overcome performance problems (Harem, 2004).

4-Negotiation and Agreement: Negotiation aims to achieve a greater degree of benefits that can accrue to employees and the organization, and success in this regard depends on good planning for negotiation in terms of choosing the timing, and members of the negotiating team (Amer, 1991).

5-Manipulation and Co-optation: This strategy includes the use of hidden attempts and efforts to influence others, selectively provide individuals with information, and arrange incidents consciously and rationally, and (Abu Hamdia, 1994) argues that under this strategy the member selected by the individuals working is placed in an important position.

6-Explicit and Implicit Coercion: Under this strategy, employees are openly or privately threatened with job loss or denial of promotion, dismissal and transfer. This strategy is used in the event that the work is of great importance.

The researcher believes that the appropriate strategy lies in achieving a balance between the previous strategies, so that there is a kind of dialogue, exchange of views, placing opposition people or their representatives in or near decision-making places, providing them with information, and seeing things that concern their interest or that they feel affect them from near

or far, and the presence of a kind of flexibility in dealing with problems and resistance, and not to clash directly with workers and accept advice, and to develop an open-door policy and patience in acting.

Practical side:

Description the characteristics of the study sample:

Table (1) shows the description of the characteristics of the demographic study sample represented in gender, age, educational level and years of experience. (n=92).

Table (1) Distribution of Study Sample by Demographic Characteristics (Sample Size 92).

Demographic variables	Iteration	Percentage %
Gender	male	78 84.8
	female	14 15.2
Age	less than 25	9 9.8
	25-less than 35	46 50
	35- less than 45	29 31.5
	45 and more	8 8.7
Educational level	High school and below	6 6.5
	Diploma	24 26.1
	Bachelor	56 60.9
	postgraduate studies	6 6.5
Years of Experience	1-5 years	29 31.5
	6-10 years	45 48.9
	More than 10 years	18 19.6

Table (1) indicates that the percentage of males in the study sample reached (84.8%), while the percentage of females reached (15.2%). As for the distribution of the study sample by age, Table (1) indicates that the percentage of workers in the study sample whose age falls in the age group (25-less than 35 years) has reached (50%). While the percentage of employees in the age group (35-less than 45 years) (31.5%). The percentage of employees in the study sample in whose age (45 years and over) was (8.7%), (less than 25 years) (9.8%). With regard to the distribution of the study sample by educational level, Table (1) indicates that (60.9%) of the study sample hold a first university degree (bachelor's), While the percentage of employees in the study sample holding a diploma degree from the Community College (26.1%), while the percentage of employees holding master's and doctoral degrees (postgraduate studies) was (6.5%). Table (1) also indicates a low percentage of employees in the study sample holding a high school diploma or less, as their percentage reached (6.5%).

With regard to the distribution of the study sample members according to the total year of experience, Table (1) shows that (48.9%) of the employees have a total experience ranging from (6-10 years). (31.5%) of employees have a total experience ranging from (1-5 years). (19.6%) of employees have total experience (more than 10 years).

Analysis and discussion the questions of the study.

The first question: What are the main reasons that led to the increase in absences of individuals working in the Jordan Telecommunications Company (Zain)?

Table (2) shows the arithmetic averages, standard deviations, degree of approval and importance for reasons that led to the increase in absences of individuals working in Jordan Telecommunications Company (Zain).

Table (2) Arithmetic Averages, Standard Deviations and Degree of Approval of Reasons for Absences of Personnel Working in Jordan Telecommunications Company (Zain) / North Sector (Sample Size = (92)

No.	Paragraphs	Arithmetic Averages	Standard Deviations	Degree of Approval
1	Poor level of communication and coordination between managers and individuals	3.56	0.998	High
2	Lack of clarity of procedures and instructions related to the process of absenteeism for working individuals.	3.53	0.901	High
3	Lack of information available to working individuals about the process of absenteeism	3.48	0.953	Medium
4	Individuals working do not know the real reactions behind absenteeism	3.62	0.989	High
	General arithmetic mean of information and communication reasons	3.55		High
5	The fear of working individuals that a schedule of hours is not matched by the appropriate organizational readiness to achieve it.	3.57	0.860	High
6	Different convictions and visions towards the causes of absence between the working individuals and those in charge of them.	3.94	0.938	High
7	Dissatisfaction of working individuals with not being involved in the organization's decisions	3.58	0.811	High
	General arithmetic mean of participatory reasons	3.70		High
8	Fear of not being able to acquire the new skills and	3.03	0.988	Medium

	experience required to get the job done			
9	Non-compliance with recognized work values and traditions	2.39	1.039	Medium
10	Getting used to working individuals performing their work at certain times.	2.86	1.035	Medium
	General arithmetic mean of reasons related to skills and work values	2.76		Medium
11	Employees are not afraid of losing some of their important job gains	2.89	1.050	Medium
12	Employed individuals are not afraid of losing their jobs due to absence.	2.81	0.984	Medium
13	Employed individuals were negatively affected in terms of economic and employment benefits.	3.04	0.995	Medium
	General arithmetic mean of the causes related to the losses incurred	2.91		Medium
14	The feeling of working individuals with the negligence of management with absences	3.16	1,197	Medium
15	The presence of parties within working groups has pushed working individuals to miss work.	3.58	1.186	Medium
16	Dissatisfaction of working individuals with previous strategies and methods used to reduce absences.	2.80	1.110	Medium
	The general arithmetic average of the reasons related to the work system and management	2.85		Medium
17	Work procedures require speed in implementation.	2.89	0.904	Medium

18	The dissatisfaction of working individuals with those in charge of the change process is purely for personal reasons.	3.03	0.999	Medium
19	Individuals feel that they do not have the necessary skills to perform the work	3.70	1.01	High
20	Individuals feel nervous from the large number of reviewers	3.90	0.845	High
21	Individuals working long working hours	2.70	1.050	Medium
22	There are no fixed working hours agreed upon by all	3.95	0.933	High
23	The institution forces us to work with the lip system	4.00	0.940	High
	General arithmetic mean of reasons related to work stress and difficulty	3.45		Medium

The results in the table indicate that the most important reasons that led to the increase in the absences of working individuals in the study sample are those related to participation, in the first place with a high degree of approval, with an arithmetic mean of (3.70), followed by reasons related to information and communication in second place with a high degree of approval as well, where the arithmetic mean was (3.55). While the reasons related to the pressure and difficulty of work came in third place with an average approval score, with an arithmetic average of (3.45). It was followed by the reasons related to the losses resulting from the change process and in fourth place with an average degree of approval, where the arithmetic average was (2.91). While the reasons related to the work system and management came in fifth place with an average degree of approval, where the arithmetic average was (2.85). Reasons related to skills and work values ranked sixth and last, with an average approval score, with an arithmetic average of (2.76).

The values of the standard deviations mentioned in Table (2) and relatively low for reasons related to participation, information and communication indicate the convergence and consensus of the views of the study sample members on these reasons. This may be attributed to the similarity of the surrounding conditions in the work environments of the study sample in terms of the lack of activation of ways to participate in the decision-making process, and the communication mechanisms followed. While the relatively high standard deviation values for the rest of the reasons indicate the divergence and dispersion of the views of the study sample members on these reasons.

We also note from Table (2) that the different convictions and visions between working individuals and those in charge of them were one of the most important and strongest sub-reasons leading to the increase in the absence of working individuals to a large degree, as the

arithmetic mean for that reached (3.94). The lack of knowledge by working individuals of the real reactions behind absences was also an important sub-reason for the increase in absences to a large degree, with the mean reaching (3.62).

The dissatisfaction of working individuals with their lack of involvement in the decisions of the decision-making process, and their fear that the schedule of working hours is not matched by the appropriate organizational readiness to achieve it, were important sub-causes leading to a significant increase in absences, with the mean reaching (3.58), (3.57) respectively. The weak level of communication and coordination between individuals and workers was one of the important sub-reasons leading to the increase in absences among working individuals to a large extent, as the arithmetic mean for this reached (3.56).

The lack of clarity of procedures and instructions related to the process of absenteeism has played an important role in making employees of the telecommunications company (Zain) have a high increase in cases of absenteeism from work, as the arithmetic mean for this reached (3.53). The lack of information available to working personnel on the process of absenteeism has led to an increase in the absence of working personnel to a moderate degree, with the arithmetic mean reaching (3.48).

Table (2) also indicates that the sub-reasons related to the presence of parties within the work groups that pushed the working individuals to be absent from work, and the keenness of the working individuals to maintain the values and traditions of the recognized work, came from the least important reasons in terms of pushing the working individuals to the desirability of absence, as the arithmetic mean reached (2.58), (2.39) respectively.

The second question: What is the role of job satisfaction in decreasing the absences of individuals working in the Jordan Telecommunications Company (Zain)?.

1- Job satisfaction:

Table (3) Arithmetic Averages, Standard Deviations, Degree of Approval of the Mediating Variable (Job Satisfaction) and its Role in Reducing the Increase in Absences for Individuals Working in the Jordanian Telecommunications Company (Zain)/North Sector (Sample Size (92)

No.	Paragraphs	Arithmetic Averages	Standard Deviations	Degree of Approval
1	I don't feel bored and upset with my colleagues in my job	4.26	0.900	High
2	I feel happy doing my job	4.10	0,702	High
3	I feel that my current job is more suitable for me than other jobs	3.87	0.666	High
4	I feel happier in my job compared to other colleagues	3.63	0.766	High
	The total	3.96		High

Table (3) shows that the paragraph "I do not feel bored and upset with my colleagues in my job" ranked first with the mean of (4.2) and standard deviation (0.900), and came in second place the paragraph "I feel happy while doing my work." with a mean of (4.1) and a standard

deviation (0.70), followed in third place by the paragraph "I feel that my current job is more suitable for me than other jobs" with a mean of (3.8), and a standard deviation (0.66) and came in last place the paragraph "I feel happier in my job compared to other colleagues" others" with an arithmetic mean (3.6) and a standard deviation of (0.76). The job satisfaction for all paragraphs came with a high degree of approval, with an arithmetic mean (3.96).

2- Satisfaction with job stability:

Table (4) Arithmetic Averages, Standard Deviations, Degree of Approval of the mediating Variable (Job Satisfaction "Stability") and its Role in Reducing the Increase in Absences for Individuals Working in the Jordanian Telecommunications Company (Zain)/North Sector (Sample Size (92)

No.	Paragraphs	Arithmetic Averages	Standard Deviations	Degree of Approval
1	There is reassurance and psychological stability in general in the institution	3.83	1.061	High
2	I feel reassured that the work in the organization will continue	3.75	0.820	High
3	A sense of job stability is available in the institution.	3.59	0.826	High
4	Availability of a degree of job security in the event of illness or health disability	3.28	0.905	medium
5	The financial bonus I receive after retirement is satisfactory	3.96	0.988	High
	The total	3.68		High

It appears from Table (4) that the paragraph "There is reassurance and psychological stability in general in the institution" has ranked first with an arithmetic mean of (3.83), and a standard deviation of (1.0), and came in second place the paragraph "I feel reassured to continue working in the institution", with an arithmetic mean of (3.75), and a standard deviation of (0.82), followed by the paragraph "The feeling of job stability is available in the institution" with an arithmetic mean of (3.59) and a standard deviation of (0.82), and the last place was the paragraph "The financial reward obtained after retirement is satisfactory" with an arithmetic mean of (2.96) has reached a standard deviation of (0.98). The satisfaction with job stability for all paragraphs came with a high degree of approval, with an arithmetic mean (3.68).

3- Satisfaction with wages:

Table (5) Arithmetic Averages, Standard Deviations, Degree of Approval and Importance of the Mediating Variable (Satisfaction with wages) and their Role in Reducing the Increase in Absences of Individuals Working in the Jordanian Telecommunications Company (Zain)/North Sector (Sample Size (92)

No.	Paragraphs	Arithmetic Averages	Standard Deviations	Degree of Approval
1	My salary is proportional to the degree I hold	3.60	0.982	High
2	I feel that my salary is suitable compared to my colleagues in the profession	3.58	0.853	High
3	I feel that my monthly salary is good compared to the salaries of my colleagues outside the organization	3.44	0.803	medium
4	I refuse to work in another institution with a higher income	3.19	1.008	medium
5	I see that my monthly salary is commensurate with my work effort	3.19	0.952	medium
6	I get extra incentives from my work	3.05	0.856	medium
7	I see that my monthly income is enough to meet my needs	2.59	1.038	medium
	The total	3.23		medium

Table (5) shows that the paragraph "My salary is proportional to the degree I hold" ranked first with an arithmetic mean of (3.60) and a standard deviation of (0.98), and came in second place the paragraph "I feel that my salary is appropriate compared to my colleagues in the profession" with an arithmetic mean of (3.58) and a standard deviation of (0.85), followed by the paragraph "I feel that my monthly salary is good compared to the salaries of my colleagues outside the institution" with an arithmetic mean of (3.44) and a standard deviation of (0.80), and came in last place The paragraph "I see that my monthly income is enough to meet my needs" with the mean of (2.59) has reached and a standard deviation (1.0). The satisfaction with wages for all paragraphs came with a medium degree of approval, with an arithmetic mean (3.23).

Third question: What are the most important strategies that can be used by managers to reduce the phenomenon of increasing absences of individuals working in the Jordan Telecommunications Company (Zain)?.

Table (6) Arithmetic Averages, Standard Deviations and Degree of Practice of Strategies Used by Managers to Reduce the Increasing Absence of Individuals Working in Jordan Telecommunications Company (Zain) / North Sector (Sample Size 92)

No.	Paragraphs	Arithmetic Averages	Standard Deviations	Degree of Practice
1	Clarify the difference between the current situation and the results after calling	2.85	.961	Medium

2	Holding meetings and meetings with working individuals affected by the absence and explaining its dimensions.	2.33	.994	Low
3	Issuing periodic reports during working hours showing the progress of the education process	2.59	1.041	Medium
4	Explain the real reasons behind the absence.	2.72	.868	Medium
	General arithmetic mean of the education and communication strategy	2.62		Medium
5	Allow individuals for employees to participate in the planning, design and implementation of various programs.	2.70	1.240	Medium
6	Allow individuals to submit their suggestions and ideas for improving working time programs and discuss it with them.	2.66	1.210	Medium
7	Forming committees and work teams to implement and follow up on working programs	2.42	1.020	Low
	General arithmetic mean of the participation strategy	2.60		Medium
8	Providing social and career support to working individuals to overcome work difficulties and risks.	2.77	1.031	Medium
9	Helping working individuals overcome performance issues resulting from working conditions and difficulties	2.73	1.192	Medium
10	Giving employees training courses in the field of work programs.	3.12	1.077	Medium
	General arithmetic mean of the facilitation and support strategy	2.87		Medium
11	Negotiate with re-absent working personnel to give them privileges they thought they had lost.	3.11	.807	Medium
12	Provide incentives to working individuals who are likely to comply with working hours.	3.07	1.160	Medium

13	Due to some bargaining to provide special benefits in exchange for a pledge not to repeat the absence	2.63	.776	Medium
	General arithmetic mean of negotiation and agreement strategy	2.94		Medium
14	Use camouflage and subterfuge to influence potentially growing and frequent working individuals.	3.25	.984	Medium
15	Provide employed personnel with information selectively.	2.91	1.142	Medium
16	Illusion of working individuals that non-absenteeism will serve their job gains and improve their job performance.	2.61	1.163	Medium
	General arithmetic mean of the camouflage and grooming strategy	2.92		Medium
17	Using threatening and threatening methods for anyone who is repeatedly absent	3.47	.805	Medium
18	Warning anyone who tries to be absent or encourages absence	3.45	.795	Medium
19	Punishing those who are frequently absent by transfer, for example, or any other measure against them	3.53	.786	High
	General arithmetic mean of the strategy of apparent and implicit coercion	3.48		Medium

The results in Table (6) indicate that the most important strategies that were used by managers to address the phenomenon of increasing absences for the study sample are those related to apparent and implicit coercion, and in the first place and with a degree of practice approaching the minimum high score, where the arithmetic mean reached (3.48), followed by the strategy related to negotiation and agreement, and in second place with an average degree of practice as well, where the arithmetic mean reached (2.94). While the strategy related to camouflage and grooming came in third place with an average practice score, with an arithmetic mean of (2.92).

The strategy related to facilitation and support, in fourth place with an average practice score, where the arithmetic mean was (2.87). While the strategy related to education and communication came in fifth place, with an average practice score, with a mean of (2.62). The participation strategy ranked sixth and last, with an average practice score, with a mean of 2.60.

The relatively low standard deviation values indicate the convergence and consensus of the views of the study sample on the practice of these strategies.

We also note from Table (6), that the managers punished those who are frequently absent by transfer, for example, or any other action against them, where the arithmetic mean for this was (3.53). While the managers' use of threatening methods for everyone who is frequently absent came with a degree of practice approaching the minimum limits of the high degree, where the arithmetic mean reached (3.47). Also, issuing a warning to anyone who tries to be absent or encourages absence, came as a prominent practice by managers, as the mean for this was (3.45).

Table (6) also indicates that the use of camouflage and subterfuge to influence working individuals came with an average degree of practice, with an arithmetic mean of (3.25).

Table (6) also indicates that the managers' holding meetings and meetings with the working individuals affected by the absence and explaining its dimensions, and the formation of committees and work teams to implement and follow up on the attendance programs, came with a low degree of practice, as the arithmetic mean reached (2.33), (2.42) respectively.

From the previous results, we can demonstrate the reason for the high degree of non-commitment by the workers of the study sample, as the nature of the strategies used to address this phenomenon is based on sound non-scientific foundations, as the most prominent of these strategies dealt with is the strategy of coercion and coercion, while the least practice was the participation strategy, which most studies proved useless in reducing the increase in absences.

Findings Recommendations:

- **Findings:**

Based on the analysis of the study questions, the results can be summarized as follows:

- 1- The results showed that the vast majority of the surveyed employees are male, and that they are highly scientifically qualified. About (67%) hold a bachelor's degree or higher. Their ages are relatively average, with 50% under the age of 40. Most of them have more than (6) years of experience.
- 2- The results showed that the most important reasons that led to the increase in the absence of working individuals in the study sample, are those reasons related to participation in the first place and with a high degree of approval, followed by reasons related to information and communication, in second place and with a high degree of approval as well. While the reasons related to the pressure and difficulty of work came in third place with an average approval score. It was followed by reasons related to losses resulting from absenteeism, in fourth place with an average degree of approval. While the reasons related to the data of previous experiments came in fifth place with a medium degree of approval. Reasons related to skills and work values ranked sixth and last, with an average approval score.

- 3- The results of the study showed that job satisfaction has a major role in reducing the cases of absenteeism of working individuals in the study sample from the manager's point of view, as all paragraphs of job satisfaction, all paragraphs of job stability satisfaction and wage satisfaction, came with a high degree of approval.
- 4- The results of the study showed that the most important strategies that were used by managers to address the phenomenon of absenteeism of workers in the study sample are those related to apparent and implicit coercion, in the first place with the degree of practice approaching to the minimum high degree, followed by the strategy related to negotiation and agreement in second place with the degree of medium practice as well. The camouflage and grooming strategy came in third place with an average practice score. It was followed by the strategy related to facilitation and support and in fourth place with an average practice score. In fifth place was the strategy related to education and communication, with an average degree of practice. The engagement strategy ranked sixth and last, with an average practice score.

- **Recommendations:**

In light of the results of this study, a number of recommendations were proposed, most notably:

- 1- It is better for managers at Jordan Telecommunications Company (Zain) to study the real reasons that lead to the increase in absenteeism.
- 2- It is advisable for managers at Jordan Telecommunications Company (Zain) to choose the appropriate strategy to deal with the phenomenon of increasing absenteeism, including the participation strategy, which contributes to reducing this phenomenon.
- 3- The need for managers in the Jordan Telecommunications Company (Zain) to balance the reasons for the increase in absenteeism of employees and the nature of the strategies used.
- 4- It is preferable to conduct more future studies on individuals working in the Jordan Telecommunications Company (Zain) to show whether the reasons for absences vary according to the demographic variables of the study.
- 5- Redesign jobs to help generate competition between individuals to show their abilities and potentials, in order to achieve the aspirations of individuals with extraordinary abilities and strong energy to withstand the hardships of work.
- 6- Create an environment that fosters dialogue, communication, collaboration and feedback.

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