Factors Influencing Job Satisfaction of Employees: A Study on Telecommunication Sector of Bangladesh.

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Abstract

Purpose This paper focuses on the employee satisfaction in telecommunication industry of Bangladesh. In addition, the significant of this study is to locate the reasons of employee satisfactions which have become strikingly consistent important issue to HRD scholars and practitioners in this country. **Methodology** A own prepared questionnaire, based on literature review, after a pilot survey, with the Likert-type scale was used for collecting data in this study. The questionnaire was given to 400 corporate executives who were selected based on purposive sampling and stratified random sampling techniques, finally 310 (77.5%) usable responses were received that were used for analysis. The hypothesized relationships were tested using SPSS 19 through regression analysis. **Findings** The study showed that inspiration of the communication between the company and employees, learning environment, need of the employees, and mental satisfaction about the job and supervisors' evaluation system play a significant role in developing employee satisfaction level in the telecom industry in Bangladesh. **Research limitations/ implications** The salient limitation of this paper is some important questions on survey instrument was ignored due to the selected companies' privacy policy. Nonetheless, the researchers assume that the result of the study will be very effective for policy making in HR. **Originality** This is an empirical study on employee satisfaction with a large sample size that has not been carried out earlier in the telecommunication industry in Bangladesh. The study can be used for further research in telecommunication industry in Bangladesh.

Keywords: Satisfaction, supervision, Learning environment, Organizational performance, Bangladesh.

1.0 Introduction

Employee satisfaction, a multifaceted part of Human Resource Management, is now a burning topic in the corporate world. It is placed in a completely distinguished position in a mind of HR manager's mind. It is the favorableness or un-favorableness with which the employees view their jobs. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. Today's, it is believed that more satisfaction generates more production along with the completely a competitive position in the market. It is strikingly considered a part of life satisfaction. The nature of one's environment of job is an important part of life as it influences ones general life satisfactions. After the completion of graduation of the university, recently, the talents, skilled and most distinguished graduates even experienced employees of other manufacturing organizations are trying to join in the telecommunication sector in Bangladesh due to a good environment of job, higher salary, smooth way of developing career, in a nut shell, for a complete package of growing life. So it is demanding a place where employees will stay for a prolong time and will provide an edge level services to the organization. The new entrants, obviously more energetic and goal oriented, want to get an environment where they will get available facilities, for instance, a good communication system between the company and employees, a learning environment, a good system of supervisors' evaluation system upon subordinates resulting create mental satisfaction of the employees. But sometimes, talents are switching this desired sector to the other organizations due to dissatisfactions, it is hardly expected. Employee Satisfaction, thus, is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages. Supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer. For this scenario, the researchers tried to find out the factors, related with the job satisfaction, are driving the talents to other organization rather than staying satisfied with the present company.

1.1 Unresolved questions of existing literature and justification of the study

Job Satisfaction

For the consistency of gained success in Telecommunication sector of Bangladesh it is severely demanding to manage human resources strategically and should trace out whether its employees are satisfied or not. Satisfied employees generate customer satisfaction by excellence in performance that leads to organizational success thus resulting in improved financial success. So there is a direct connection between employee satisfaction and customer satisfaction. Employee satisfaction not only enhances the productivity, but also increases the quality of work. Job satisfaction is a self-reported positive emotional state resulting from the appraisal of one's job or from

job experiences (Locke, 1976). This attitude towards work is thus necessarily within the context of the work environment, which includes not only the job and organizational characteristics, but also the interaction of the two with worker characteristics (Rousseau, 1978). While some of the conceptualizations of job satisfaction were based on some specific facets of the job (Rice, McFarlin,& Bennett, 1989) others have used conceptualizations based on total or overall satisfaction (Levin & Stokes, 1989), while still others have used conceptualizations based on the intrinsic-extrinsic distinctions (Naumann, 1993).

People intent to join the organizations with a view to making a good bond with the organizations and vice versa. Those workers that perform tasks that have high skill variety, autonomy, feedback, and job significance experience greater levels of job satisfaction than their counterparts who perform tasks that are low on those attributes (Hackman & Lawler, 1971). Voydanoff (1980) found self-expression in job setting to relate positively to job satisfaction. An organization is a constitution where two or more people come together to achieve a goal (or goals) whose behaviors are managed according to specified rules (Applewhite, 1965). Sometimes it is called that - organizations are goal directed, boundary maintaining, and socially constructed systems of human activity, which focuses attention on the social processes involved in the genesis and persistence of organizations (Aldrich, 1999).

Researchers have found that there is a negative relationship between education and job satisfaction. Employees with higher levels of education tend to be less satisfied with their jobs. This is especially true.

Employee satisfaction is one of the tolls that can severely influence on the organizations' effectiveness and performance. Effective organizations should maintain a corporate culture that lures the talents to stay the organization with enjoying satisfaction (Bhatti & Qureshi, 2007). In the 21 century, the skilled HR professionals are too much sincere about the job satisfaction, employees' level of contentment with their organizational culture, work environment, and overall compensation. Employees are more loyal and productive when they are satisfied (Hunter & Tietyen, 1997) and these satisfied employees affect the customer satisfaction and organizational productivity (Potterfield, 1999). Employee satisfaction is the terminology used to describe whether employees are happy, contended and fulfilling their desires and needs at work. Cranny, Smith & stone (1992) defined ES as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with he/she actually receives. Spector (1997) defined employee satisfaction as all the feelings that a given individual has about his/her job and its various aspects. It is necessary for a company to perceive as to what employees feel, think, desire along with discovering how the workforce devotion and commitment can be increased. Employee satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). Job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). With amplifying employee devotion, business outcomes can be improved, productivity can be enhanced, commitment can get intensified and attrition rate can take a dip. There is a cause-and-effect relationship between the customer satisfaction and employee satisfaction. Employee satisfaction is affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). Employee satisfaction is closely linked to that individual's behavior in the work place (Davis et al.,1985). Employee satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007). People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

Employee satisfaction is an individual's general attitude toward his or her job (Robbins et al. 2003). Price (1997) defined employee satisfaction as the degree to which employees have a positive affective orientation towards employment by the organization. Employee satisfaction as an affective (emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired (Cranny et al., 1992. Luddy, 2005) reported that there is a significant difference in the job satisfaction levels of employee based on their income. Employees earning the lowest income report significantly lower levels of the job satisfaction relative to the other income groups. Highly paid employee may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job. Rust et al. (1996) suggested that intention to remain employed in an organization is strongly influenced by the level of employee satisfaction and that overall employee satisfaction is driven by satisfaction by managerial processes related to employee welfare. Rousseau (1995) and Ryness (1993) found that potential employees make their decisions based on their perception of their values that the organization will place on them. Employees' desires are perceived as being satisfied when the organization meets or exceeds their expectations (Hackman & Oldham, 1976; Hannay & Northam, 2000; Locke, 1976; Rust et al., 1996). Increasing employee satisfaction may reduce employee turnover within an organization. Information Week survey reported that the challenges of the job and the responsibility associated with it tend to matter more than the salary (Hannay & Northam, 2000; Mateyaschuk, 1999).

Attracting new competent people and retention of existing personnel may come from sound administrative policy, consistent HR practices, employee job satisfaction and organizational commitment (Ahmad & Schroeder 2003; Khera, 2010; Sarker, 2011; Mahammod, 2004; Mizan et. al., 2013). Companies, employees and employers are affected, so there are increasing demands for high-skilled employees and decreasing demand

for less qualified labor (Rabe & Giacomuzzi, 2012). Since Employee satisfaction involves employees' affect or emotions, it influences an organization's well-being with regard to job productivity, employee turnover, absenteeism and life satisfaction (Sempane, Rieger & Roodt, 2002; Spector, 2008). Employees would be satisfied with the organization if there is a positive feedback both vertically involving managers and employees and horizontally between workers (Emmert & Taher, 1992; Abugre, 2010), and a participative style of management used by superiors in organizations (Kim, 2002). The higher the job satisfaction, the more likely workers will hold a positive attitude toward their jobs (Wang & Feng, 2003), and are more likely to be committed to the organization. Similarly, workers with higher level of job satisfaction would display a decreased propensity to search for a job and decreased propensity to leave the organization (Wright & Bonett, 2007). When human resource is satisfied in terms of their jobs, then only productivity level goes up. It is because Lease (1998) said that employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment and more likely to be satisfied with their lives. Without satisfaction in the job, no employee will retain for a longer time in any organization. Job satisfaction describes how content an employee is with his or her job. Hulin et al., (1985) model proposed that job satisfaction is the function of the balance between work role inputs (e.g., education, time and effort) and the work role outputs (e.g., pay, status, working conditions, wages, fringe benefits, task importance, and intrinsic aspects of the job as cited in Timothy A. Judge & Shinichiro Watanabe (1993). Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. Low job satisfaction can be an important indicator of decrease in employee production and can result in behavior such as absenteeism (Martin & Miller, 1986) and turnover intentions (Dupre & Day, 2007). It is rather difficult to summarize the findings on job satisfaction. Because most of the studies use different conceptualizations, the findings are not directly comparable. However, job satisfaction is a worker's sense of achievement and is generally noted to be directly (Cranny, Smith & Stone, 1992) associated to improved efficiency as well as to personal welfare.

A comprehensive overview of the telecommunication industry in Bangladesh
Robiis a joint venture company between Axiata Group Berhad (91.59%) of Malaysia and NTT DoCoMo Inc. (8.41%) of Japan. It commenced operation in 1997 as Telekom Malaysia International (Bangladesh) with the brand name 'Aktel'. In 2010 the company was rebranded to 'Robi' and the company changed its name to Robi Axiata Limited. Robi draws from the international expertise of Axiata and NTT DoCoMo Inc. The company has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries. Grameenphone widely known as GP is the leading telecommunications service provider in Bangladesh. With more than 46.04 million subscribers (as of September 2013) Grameenphone is one of the largest mobile phone operator in the country. It is a joint venture enterprise between Telenor and Grameen Telecom Corporation, a non-profit sister concern of the internationally acclaimed microfinance organization and community development bank Grameen Bank. Telenor, the largest telecommunications company in Norway, owns 55.8% shares of Grameenphone. Grameen Telecom owns 34.2% and the remaining 10% is publicly held.Banglalink digital communications limited is fully owned by telecom ventures ltd. following business combination in april 2011 between vimpelcom ltd and wind telecom. Since banglalink's launch in February 2005, its impact was felt immediately: overnight mobile telephony became an affordable option for customers across a wide range of market segments. Banglalink attained 1 million subscribers by December 2005 and 3 million subscribers in October 2006. Banglalink currently has 27.07 million subscribers as of June 2013, representing a market share of 25.7%.

1.2 Research Gap
Although there are many theoretical and empirical researches on the employee satisfaction in different sectors but relatively little empirical work has been done on the degree of employees' satisfaction in the telecommunication industry in Bangladesh.

1.3 Research questions
Exclusively, this study was conducted with a view finding out the answer the following research questions:
RQ1. To what extent the level of employee satisfactions in the telecommunication industry of Bangladesh?
RQ2. What are the factors affecting the employees' satisfaction level in this industry in Bangladesh?

1.4 Hypotheses of the research
On the basis of literature review and research questions, the following hypotheses tested:
H_1^1: Communication has a positive influence on employee satisfaction.
H_0^1: Communication has not any positive influence on employee satisfaction.
H_1^2: Learning has a positive influence on employee satisfaction.
H_0^2: Learning has not any positive influence on employee satisfaction.
H_1^3: Need has a positive influence on employee satisfaction.
H_0^3: Need has not any positive influence on employee satisfaction.

$H_0{}^{4:}$ Mental Satisfaction has a positive influence on employee satisfaction.
$H_1{}^{4:}$ Mental Satisfaction has not any positive influence on employee satisfaction.
$H_0{}^{5:}$ Supervisor evaluation has a positive influence on employee satisfaction.
$H_1{}^{5:}$ Supervisor evaluation has not any positive influence on employee satisfaction.

2.0 Research method
With a view to conducting research on this sector, researchers intentionally selected the leading companies, Robi, Grameen Phone (GP), Banglalink.

2.1 Procedure and Sample size
The researchers conducted this study with the help of 310 working executives, employed in different levels of management in this sector. For this purpose different strata of managers viz., senior-level, middle-level, and junior-level managers were randomly assigned the survey instrument. Thus, purposive sampling in selecting the organizations of the respondents and stratified random sampling for selecting the respondents themselves were applied for data collection.

2.2 Survey instrument development
After the detailed literature review a questionnaire with 15-items, related with the employee satisfaction, was included and carried out for this research. Furthermore, a pilot survey was primarily conducted for ensuring the consistency and relevancy of the items and finally after necessary adjustment the ultimate survey was implemented.

2.3 Data collection procedure
Primary data had been collected through structured questionnaire from Robi, GP, Banglalink offices and secondary data had been collected from annual reports, journals, magazines, websites, and papers etc.

2.4 Data analysis techniques
A printed questionnaire with a brief preamble of the study was distributed to 400 executives, working in different telecom companies in Dhaka City and Chittagong City, only 310 (77.5%) usable responses were received and rest 90 executives' responses were not possible to collect due to some unavoidable constraints. SPSS software, version 19, was used for further necessary analysis.

3.0 Analysis of findings
3.1 Reliability of Scales and Validity of Data
Reliability is defined as the degree to which measures are free from error and therefore yield consistent results (Cronbach 1951; Peter 1979). It illustrates the individual differences concerning the amount of agreement or disagreement of the concepts or variables studies (Malhotra, 2002). Cronbach's alpa is most widely used method to measure the reliability of the scale (Cooper & Schinder, 2001; Malhotra, 2002). It may be mentioned that Cronbach's alpa value ranges from 0 to 1, but satisfactory value is required to be more than 0.60 for the scale to be reliable (Malhotra, 2002; Cronbach, 1951). Thus, the data were tested for using Cronbach's alpha to assess reliability. Internal consistency (reliability) values of the measurement items were assessed before entering into the analyses.

Variables	Number of items	Cronbach's alpha
Communication	4	0.701
Learning	2	0.801
Need	2	0.733
Mental Satisfaction	3	0.821
Supervisor Evaluation	3	0.861

In this research, to measure the dependent and independent variable, the researchers used 15 items. Among these, 1 item was developed for measuring the dependent variable and rest of the 14 items were developed for measuring independent variable. 5 independent variables were used in this research. From the reliability test the researchers found that the Cronbach's Alpha for all variables among 0.700 to 0.861, which means that all the variables have an internal consistency of 70% to 86.1% among each other.

3.2 Consideration of the independent variables for further regression analysis
For measuring influence of the independent variables (Communication, Learning, Need, Mental Satisfaction and Supervisor evaluation)on the dependent variable (Employee Satisfaction), the researchers considered 2 items for two Independent variables and 4 items for one independent variable and three items for two independent variable. From the reliability test, the researchers find the Cronbach's alpha value of the independent variables is 0.701, 0.801, 0.733, 0.821, and 0.861respectively. It is here mentioned that Cronbach's alpa value ranges from 0 to 1, but

satisfactory value is required to be more than 0.60 for the scale to be reliable (Malhotra, 2002; Cronbach, 1951). As the Cronbach's alpha values of independent variables are more than 0.60 then it can be easily mentioned that all the independent variables have an internal consistency of 70.1%; 80.1%; 73.3%; 82.1%; and 86.1%; correspondingly among each other. Therefore, item scales of the independent variables are mostly seemed to be perfect to further regression analysis.

3.2.1 Model Summary

The value of R Square (0.722) and R (0.850) predicting a moderate relationship between the set of independent variables and the dependent variable with the standard error of 60.08% percent (Table: 1).

That means the employee satisfaction is only 85%% influenced by communication, need, learning, mental satisfaction, supervisor evaluation. The rest 15% is influenced by some other factors that we had not considered in our research.

3.2.2 ANOVA Test

The F value of the test for the data is 7.284. The p-value associated with this F value is very small, 0.001 which is less than alpha value 0.05 (Table: 2).The study shows that there is positive significant impact of these independent variables on the dependent variable and the model applied is significantly good enough in predicting the dependent variable.

3.2.3 Tests of Hypothesis

At $\alpha = 0.05$ level of significance, the above hypothesis was tested.

Decision Rule

H_1 will be rejected, if P Value is higher than Significance Level i.e. 0.05; otherwise H_0^1 accepted at 5% level of significance.

Variable(s)

Dependent: Employee Satisfaction

Independent: Communication, Learning, Need, Mental Satisfaction and Supervisor evaluation

The five independent variables (Communication, Learning Need, Mental Satisfaction, and Supervisor Evaluation) follow the hypotheses (Table: 3).

Results of the hypothesis

The result of hypotheses show that the P value of some hypotheses are higher and a few are lower than the esteemed significance level ($\alpha = 0.05$). It helped the researchers to reach decisions which hypotheses are accepted and which are rejected. The independent variables for instance, communication, learning of the employees, need of employees and mental satisfaction of employees have negative influence (β=0.416, 0.334,-.058 and -.626 respectively) but P values (0.099, .133, 0.807 and 0.052 consecutively) are higher than alpha value (0.05). The study shows that the hypothesisH1, H_2, H_3, and H_4 are rejected i.e. the independent variables of communication, learning of the employees, need of employees and mental satisfaction of employees are insignificant. On the other hand, the last independent variable, supervisor evaluation, has positive influence (β= .709) but P value (0.049) is lower than alpha value (0.05) .The study shows that H_5 is accepted **i.e.** the supervisor evaluation on employee satisfaction is significant.

4.0 Discussion:

Companies that want to boost the employee satisfaction need to ensure the expectation of employees through conforming the a two way communication whereas the company should organization should organize different programs so that employees can express their views , concepts, ideas, and experiences that can be used in further policy making. Secondly, managerial policy should be flexible so that both man and women may realize a secured environment. This policy can enhance the mental satisfaction of the employees. Thirdly, working environment should be open learning oriented where as employees can visualizethe new ideas through different training, workshops, etc. that will develop the confidence of the employees along with more satisfaction. Last not least, supervisors' supervision should be advanced. What types of supervision policy will be used for measuring performance of the employees should be cleared to the employees during the joining stage of the employees. Besides the issues that will be included should be mentioned in the supervision evaluation policy.It is end up concluding that the telecommunication companies could implement the management policy that will enhance the good working environment in the organization.

4.1 Implications

As all the telecom companies are deep-rooted in Bangladesh, therefore, it can hardly recommend on any aspect of the company. However, the researchers have come up with few recommendations, after conducting the research. To achieve employee satisfaction the telecommunication companies should firstly, **defining the companies' goal in real- world terms. Secondly, empower team members to lead team.** Thirdly, unify the experiences to identify factors responsible for employee satisfaction and unify the common experiences and problems to design the management strategies accordingly. Finally, ensuring open communication in the form of discussions can really

help in bringing the various issues and identifying the main problems in the organization.

Limitations
The researchers faced a few problems during the of study such as some employees were reluctant to response the questions, it was impossible to add some important questions on survey instrument due to the selected companies' privacy policy, and the websites of the telecom companies were not so informative.

Conclusion
The telecom companies of Bangladesh are operating their activities since the inception of it, to sustain and satisfy its employees. However, the organizations need to be clarified about the demands of the employees especially of the permanent employees to satisfy them. On the other side employees also should engaged with the company's activities. According to the research the employees seem quite satisfied and fulfilled in the organizations. Still it is very much difficult to work towards perfection. Therefore the organizations are all the time moving towards making the work environment the "employee choice". Employees are also cooperating with their employer according to the survey. They are always engaged with their responsible work. The most important thing is the major percentages of the employees give the best effort on their work.. So in Bangladesh the telecom company's employee engagement percentage is satisfactory. They properly maintain the HR practices especially at employee engagement tools.

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Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850(a)	.722	.623	.60082

Table: 2

ANOVAª					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13.146	5	2.629	7.284	.001ª
Residual	5.054	14	.361		
Total	18.200	19			

Table: 0 3:
Coefficients (a)

	Unstanderized Coefficient		Standardized Coefficient		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	.187	1.287		.145	.887
Communication	.578	.327	.416	1.765	.099
Learning	.407	.255	.334	1.596	.133
Need	-.057	.228	-.058	-.249	.807
Mental Satisfaction	-.607	.286	-.626	-2.126	.052
Supervisor Evaluation	.750	.349	.709	2.150	.049

Figure: *Summarized Results of the Hypothesis 1-5*