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Job Satisfaction of the Employees in the Mobile Phone Corporates in Bangladesh: A Case Study

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ABSTRACT

Optimizing employee satisfaction is a key to the success of any business that relies on a variety of organizational and psycho-economic factors. This study was conducted to identify that sort of key factors, which are responsible to influence on the overall job satisfaction in the growing mobile phone corporate in Bangladesh. The phone corporates, which are included here in the study, are Grameen Phone (GP), Bangla Link and Aktel. The factors included in the investigation as independent variables are Compensation Package, Supervision, Career Growth, Training and Development, Working atmosphere, Company Loyalty and Performance Appraisal. The result indicates that training and performance appraisal, work atmosphere, compensation package, supervision, and company loyalty are the key factors that impact on employees' job satisfaction in these corporations. The study also finds that the employees of these three corporations possessed above of the moderate level and positive attitude towards job satisfaction, which could be nudged up to excellent status of employee satisfaction if the management takes those identified factors with a little more rigorous weight into their considerations and acts further accordingly.

Keywords: Mobile phone companies, job satisfaction, factors of satisfaction, corporate policy

Category of the Paper: Human Resource Management

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JOB SATISFACTION OF THE EMPLOYEES IN THE MOBILE PHONE CORPORATES IN BANGLADESH: A CASE STUDY

INTRODUCTION

Participation of workforce in corporate sector of Bangladesh is growing since early 1990s (Islam et al 2000). Open market policies of the government and the huge market volume have eased to attract international giants in telecommunication industry to invest in Bangladesh. Particularly the recent growth of the mobile phone sector is astounding. Telephone first developed in the mid-1870s (Farley 2007). Since then, the pace of its improvement is unprecedented. Based on this historical origin, the idea of cell phone is 60 years old and from then on it continues making the revolution in telecommunication industry. In 2004 and 2005 the cellular phone business grew in Bangladesh at the rate of 100 percent and 137 percent respectively (Ahmed 2006). Be that as it may, corporate cultural environment as well as keen labor market competitiveness has been forging its seminal shape in Bangladesh that creates huge job scope for educated young people with Information Technology (IT) literacy. This competition has paved the smooth niche for the employees to switch the job in order for hunting better opportunities in other similar companies. Job retention and job satisfaction appraisals are, thus, at the hub of the corporate policy concerns.

Job satisfaction refers to an individual's general attitudes towards her/his job (Huang 1999; Ostroff 1992). Lock (1976) is also succinct in this regard as employees' satisfaction consists of a pleasurable or positive psychological state resulting from the appraisal of one's job and job experience. However, when people speak of employee

attitudes, they often mean job satisfaction (Robbins 1993). This attitude is, in fact, formed over a period of time as employees acquire in-depth information about the workplace.

Job satisfaction appraisal is not that much rigorously done in the case of corporate sector in Bangladesh. Yet few attempts are worth noting. Islam and Saha (2001) evaluate job satisfaction of bank officers in Bangladesh. They focus on the relative importance of the factors determining job satisfaction and their impact on the overall job satisfaction. The result shows that salary, efficiency in work, fringe supervision and co-worker relation are the most important factors contributing job satisfaction. Huang (1999) analyzes the job rotation practice that affects employees' attitude towards their jobs. Using data obtained from twenty-one Taiwan's large companies, the author highlights the significant effect of job rotation on employees' job satisfaction and training evaluation. There has been an ample empirical evidence of the proven links between aggregate job satisfaction and organizational productivity. Shipton et al (2004) investigate the nexus between aggregate job satisfaction and organizational innovation. Based on a sample of manufacturing companies in the UK, the results reveal that aggregate job satisfaction is a significant predictor of subsequent organizational innovation and profitability.

The increased use of casual labor represents a significant development in the Australian labor market (Dawkins and Simpson 1993; Pocock 1998). Nelson et al (2006) study the impact of casualization on employees. This study explores the impacts of casual employment on a group of university students using the psychological contract as an interpretative framework. Qualitative data indicate that

while these employees adopt a transactional work orientation, they express concern over the relational obligations of employers. In particular, they feel exploited and treated less fairly than full-time employees. Similar study (Koh and Ten 1998) has been done in the case of Singapore labor market that examines the impact of part-time work characteristics on employee job satisfaction. It reflects on the fact that for years part-timers are anguished as the missing persons in the organizational behavior. Despite, both the number and proportion of part-timers in the workplace of Singapore have swelled over the last twenty years.

For the past century, worker turnover has been of keen interest for both managers and researchers (Lambert et al 2001). This study focuses on the effect of job satisfaction on turnover intent in American organizations. The results indicate that the work environment is more important in shaping worker job satisfaction than are demographic characteristics and the job satisfaction is a highly salient antecedent of turnover intent. Similar empirical investigation has been carried out by Abraham (1999). This study examines the relationship between differential inequity, job satisfaction and intention to turnover and of self-esteem in the United States. Significant relationships between age inequity and job satisfaction and between company inequity and to turnover are found. Sims and Galen (1994) inspect the influence of ethical fit on employee attitudes, job satisfaction and intentions to turnover. Ethical fit is found to be significantly related to turnover intentions and commitment, but not to job satisfaction. Another study has been done by Porter et al (1974) that enquires about organizational commitment, job satisfaction and turnover among psychiatric technicians. Results indicate that significant relationships exist between attitudes and turnover. Tett and Meyer (1993) analyze the relationship

between the job satisfaction, commitment and turnover intention. Findings reveal that satisfaction and commitment each contribute independently to the prediction intention and intentions are predicted more strongly by satisfaction than by commitment.

Research on pay satisfaction has been criticized for inattention to determining whether its multiple dimensions have different consequences and for over-reliance on cross-sectional designs. In this case, Miceli and Mulvey (2000) find that satisfaction with pay systems, but not pay levels, led to greater perceived organizational support, which in turn affect employer commitment and organizational citizenship. Discriminant validity of measures of job satisfaction, job involvement and organizational commitment is assessed by Mathieu and Farr (1991). Their result is that variables under consideration are related consistently with estimated latent job satisfaction, job involvement and organizational commitment constructs.

Satisfaction is multidimensional (Locke 1976) and job satisfaction concerns the moderating effects of facet importance (Rice et al 1991). Job is also correlated with meta-analysis of life satisfaction and that correlation is more in the case of female workers (Tait et al 1989). Nevertheless, environment and genetic components cause to variation of job satisfaction. Arvey et al (1989) reveal that in the study area of Minneapolis, USA, about 30 percent of the observed variance in general job satisfaction is due to genetic factors. The study is done on 34 monozygotic twin pairs who had been reared apart.

METHODS

Data Sources and Analytical Measures

The prime thrust of the study is to identify the key factors that are responsible to determine the overall job satisfaction in the mobile phone companies in Bangladesh. The phone companies, which are included here in the study, are Grameen Phone (GP), Bangla Link and Aktel. The factors included in the investigation as independent variables are compensation package, supervision, career growth, training and development, performance appraisal, working atmosphere, company loyalty. The total numbers of questions selected in the questionnaire were 37. The employees under this investigation are meant to range from the lowest level of junior executives to the top management position of the companies and they were not differentiated on gender basis. In order to achieve this objective, 150 employees were surveyed and out of this, 96 were randomly selected for data analysis. Sample includes 32 from each of the three companies. The data were collected during June to December 2007. A structured questionnaire in a 7-point scale was used in the survey. In the measurement, scale 1 indicates strongly disagree and scale 7 indicates strongly agree. The reliability test has been performed to verify the internal consistency of the variables obtained in the sample. The Cronbach's alpha value is found 0.8864, which is substantially higher than minimum acceptable level (.50) suggested by Nunnally (1978). Several analytical techniques such as Factor Analyses, Multiple Regression Analyses, ANOVA have been used to measure the level of job satisfaction of the selected mobile phone companies in Bangladesh.

Data Analyses and Interpretations

A principal component factor analysis was conducted on the 32 variables related to job satisfaction, which formed seven main factor components with eigenvalues greater than one (Table 1). Each of the numbers in the third column of the table is a factor loading and can have a value of between +1 and -1. A value close to +1 indicates that the variable has a strong positive loading (influence) on that factor and a value close to -1 indicates a strong negative loading. Whilst there is no definitive rule about the cut-off value for considering a variable, this study uses +/- 0.60 factor loading values in each case.

The six identified factors account for about 82% of the variance in the data on attitudes towards job satisfaction of the employees working in the mobile phone companies namely Grameen Phone (GP), Banglalink and Aktel in Bangladesh. This implies about 18% variations could be explained by other factors, which are not included in the model of analyses of this study. The study shows that Training and Performance Appraisal, Working Atmosphere Compensation Package, Supervision, Company Loyalty and Career Growth are the key factors that determine the overall job satisfaction in these phone companies.

The first factor, Training and Performance Appraisal, which accounts for the most variance (23.68%), consists of seven control variables. Eigenvalue for this factor is 7.579, which indicates that this factor contains more information than the other factors. This factor provides the maximum insights of job satisfaction of the mobile phone companies' officers in Bangladesh. It broadly includes the skills development by training and performance rewards. The seven variables contained in the key factor

or control variable training and performance appraisal are: Appropriate training, In-house training, Work related skills evaluation, Performance evaluation, Periodic review of performance, Performance reward and Reward provided immediately. The mean values of these seven variables are 4.86, 4.92, 5.03, 4.98, 5.27, 4.97 and 4.77 respectively. The component mean value is 4.99. In the seven point scale, these mean values represent about simply positive level of job satisfaction. The factor loading points for these variables are considerably higher that range from .65 to .82. Hence, policy makers in the mobile phone companies of GP, Banglalink and Aktel should be more concerned on these variables to increase job satisfaction of their employees.

The second most important factor is work atmosphere, which explains the variation of job satisfaction about 17.265. It includes the Provision of casual dress, Office space, Office look, Cross functional team work and Neat work environment variables. The mean values of these variables are 5.57, 5.72, 5.74, 5.48 and 5.88 respectively and the component mean value is 5.83 that represent moderate job satisfaction level. The eigenvalue for this key factor is 5.51, which signifies moderate level of insights as well. Thus, work atmosphere factor is in fact carrying heavy weight in terms of importance of explaining about job satisfaction.

The third most important factor is compensation package, which exhibits eigenvalue and percentage of variance explained 4.594 and 14.451 respectively. Included variables in this component are Vacation and leave policy, Family members' incidental fees, Welfare facilities, Festival bonus and Overtime payment. The mean values of them are respectively 5.16, 5.05, 4.76, 4.99 and 4.82, and the component mean value is 4.95, which also shows the simply positive level of employee satisfaction.

Table 1 Factor Analysis: Job Satisfaction of the Employees in Mobile Phone Companies' in Bangladesh

Factor Name*	Variables	Factor Loading	% of Variance Explained (Cumulative)	Cronbach's Reliability Coefficient
Training & Performance Appraisal (7.579)	Appropriate training	.823	23.683 (23.683)	.9282
	In-house managerial training	.758		
	Evaluation of work related skills	.823		
	Transparent performance evaluation	.653		
	Periodical review of performance	.600		
	Performance reward	.748		
	Reward provided immediately	.787		
Work Atmosphere (5.510)	Casual dress is allowed in work place	.807	17.265 (40.948)	.8637
	Work place is spacious	.600		
	Office-look is excellent	.630		
	Cross functional team work	.975		
	Neat and clean work environment	.978		
Compensation Package (4.594)	Vacation and leave policy	.829	14.451 (55.399)	.8069
	Family members' incidental fees	.626		
	Welfare facilities	.654		
	Festival bonus is competitive	.664		
	Overtime payment is reasonable	.796		
Supervision (4.571)	Co-operative supervisor	.850	14.284 (69.683)	.8928
	Supervisor's attention to employee suggestions	.868		
	Supervisor provides suggestions for improvement	.838		
	Duties assigned by supervisor are fair	.791		
Company Loyalty (2.137)	Loves come to office	.808	6.679 (76.362)	.8475
	Feels homely in the company	.750		
	Promotes social responsibility	.751		
Career Growth (2.070)	Company evaluates job efforts	.694	5.749 (82.111)	.8992
	Company provides in-time promotion	.880		
	Have job freedom	.694		
	Have equal chance of promotion to top	.823		

* Numbers in the parentheses in the first column represent eigenvalues of the corresponding factors.

The fourth most important factor is supervision that accounts for 14.284 of the variance and it broadly covers supervision and supportive supervisor. The variables specifically are: Co-operative supervisor, Supervisor's attention to employee suggestions, Supervisor provides suggestions for improvement and Duties assigned by supervisor. It has an eigenvalue of 4.571. The mean values of these four variables are 5.90, 5.80, 5.95 and 5.70 respectively. The mean value of the component factor is 5.83 that characterizes close to moderately job satisfaction level

The factor of company loyalty is also an important factor which explains the variation of 6.679 per cent. Thus, the results show that the concerned phone companies should be more careful with those identified factors by which they can achieve higher job satisfaction for their employees and it, in effect, will help to push up the overall productivity of the companies.

Descriptive Statistics and Correlation Analyses

Table 2 presents the means, standard deviations and correlations between all the control variables in the study. On average, study participants estimated their attitudes towards the job satisfaction in positive sentiment that ranges from moderate to simple agreement. All the mean values of the factors are in favor of that conclusion. Specifically, compensation package shows negative correlations with overall supervision of the companies. It makes sense that compensation package and supportive supervision has a negative relation to each other. These negative relationships indicate that the respondents answered the questions consistently. The factor of career growth and training and development are in perfect correlation exposing the value of it as 1.00. For this reason, career growth has been excluded from the regression analyses. Most of the correlation coefficients are significant at 1

percent level except the correlation between work atmosphere and training & development, which is significant at 5 percent level. Besides, most of the correlation values are appeared to show positive and strong associations among the control variables with each other. Overall, the study uncovers the fact that the employees

Table 2: Mean, Standard Deviation and Correlation Coefficient

Factors	Mean	Std. Dev.	CP	SU	CG	TD	WA	CL	PA
Compensation Package (CP)	4.96	1.18							
Supervision (SU)	5.84	1.00	-.065						
Career Growth (CG)	4.94	1.41	.630**	.155					
Training & Dev. (TD)	4.94	1.41	.630**	.155	1.00**				
Work Atmosphere(WA)	5.83	2.27	.141	.319**	.319**	.202*			
Company Loyalty (CL)	5.41	1.04	.403**	.445**	.500**	.500**	.389**		
Performance Appraisal (PA)	4.99	1.25	.629**	.308**	.308**	.789**	.303**	.661**	
Job Satisfaction (JS)	5.31	1.11	.603**	.288**	.724**	.724**	.250**	.682**	.749**

*P<.05 **p<.01***p<.001 N=96

of GP, Banglalink and Aktel are satisfied with the practicing corporate culture of the companies under this study. Nevertheless, there must have some other factors unfolded here have not been included in this study.

Multiple Regression Analyses

In the analysis, step-wise regression technique was used. Overall job satisfaction and 7 orthogonal component factors were taken as dependent and independent variables respectively. Results are shown in Table 3. In the table all variables are shown with their

Table 3: Results of Multiple Regression Analyses

Variables	R²	Adj. R²	F	Beta	t
Control Variables:	.693	.672	33.407***		
Compensation Package				.182	2.174*
Supervision				.067	.944
Training & Development					.320
3.199**					
Work Atmosphere				-.037	-.576
Company Loyalty					.333
3.893***					
Performance Appraisal				.153	1.307

* p < .05 **p < .01 *** p < .001

respective regression coefficients (β s) and computed student's t statistics along with their respective significance level. Results of the regression analyses revealed that out of seven control variables, three such as compensation package, training & development and company loyalty had a statistically significant effect on the rating of attitude towards job satisfaction of the employees of the concerned three mobile phone companies of this study. These results are also consistent to the results found in the factor analyses. The findings also showed that the factor such as work atmosphere is exhibiting negative relationship with the overall satisfaction level, which are quite reasonable.

The result in ANOVA indicates that 67.2 per cent of the variation in the dependent variable can be explained by variations in the independent variables i.e. 32.8 per cent is due to 'something-else' not included in the model. The significance of F value indicates that there has been a 0 per cent chance that the Adjusted R² value is zero.

CONCLUSION

This study finds that the overall job satisfaction of the employees in the three mobile phone companies such as Grameen Phone, Banglalink and Aktel are somewhat above the moderate level of 5.31. However, the job satisfaction of the employees is significantly dependent upon company loyalty, training and development and compensation package. The remaining factors do not have significant statistical evidence to improve the job satisfaction of the employees. Admittedly, there had been a horrendous non-cooperation from the management levels of all three companies in providing data from their respective companies that compelled the investigators to complete the study with a limited sample of 96 respondents of the three companies. There had been an ample opportunity to get a better result if the sample size could be increased. Due to the shortage of adequate sample size the study was unable to perform the comparative study among these three companies to each other, which would undoubtedly increase the novelty of the study. Thus, there is a plenty scope to further the study with a lot larger sample base.

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