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Analyze the Affective Factors of Job Satisfaction A Case Study of Telecom Sector in India

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Abstract: ***In this study we examine the level of job satisfaction of employees of telecom sectors in India. Job satisfaction is the degree of employee's positivity towards job. This paper analyses the factors which affects job satisfaction. These factors are job security, working condition, freedom, and relationship with colleagues, relationship with superior, promotion and pay. This research is done to explore the importance of factors that affects job satisfaction. Telecom sector is selected for this research because business of this sector is running & growing successfully. This study is based on primary data. A sample of 100 employees of different company's is taken in this study. This paper explains various factors of job satisfaction from the perspective of employees in the selected telecom sectors.***

Keywords: *Telecom sectors, Employee satisfaction, factors, job satisfaction.*

1. Introduction

Job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Landy, 1978). A common idea within the research has been that, to some extent, the emotional state of an individual is affected by interactions with their work environment. People identify themselves by their profession, such as a doctor, lawyer, or teacher. A person's individual well being at work, therefore, is a very significant aspect of research (Judge & Klinger, 2007).

It is an indicator of how well a person is doing his or her job. Human resource management is a important aspects of an organization. Success and failure of an organization depends mostly on the performance of employees. Job satisfaction is obviously an important factors of all organizations. Companies must continuously improve employee satisfaction in order to stay profitable. JS can be defined as an individual's general attitude toward his or her job.[1] Price defined job satisfaction as the degree to which employees have a positive affective orientation towards employment by the organization.[2]

In this study we consider that JS is an important factor to bring employees more productive, innovative and committed. The telecom sector is chosen due to its most demanding sector. Sample size is 100 employees.

Objectives

- Finding level of job satisfaction
- Demographics will be identified

(Gender, age, length of services and salary to verify if they relate to job satisfaction).

2. Review of Literature

1. Telecom Sector

The liberalization of India's telecoms sector began with small steps in 1999 with the issue of a license to a private operator to compete with the previous monopoly provider of telecom services the India BSNL. The significant changes in the number of fixed and mobile services deployed in India occurred in the late 1999 and the number of services in operation has grown exponentially in the subsequent five years. The incentives both from government and public sectors have helped to grow this sector. It is now one of the biggest sectors of India. Due to the great potential many foreign investors invested in this sector. BSNL is incapable of providing sufficient services to meet out the demand. The revolutionary changes come in this sector when government opens private sector participation in telecom sector in 1999 .

2. Job Satisfaction

Job Satisfaction is simply how people feel about their jobs . It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, it can also be a reflection of good treatment and an indicator of emotional well-being. Sector refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs.[3] Schermerhorn defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. Ellickson and Logsdon support this view by defining job satisfaction as the extent to which employees like their work.[4]. Abraham Maslow suggested that human needs from a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization.[5] Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985) Cranny et al. defined job satisfaction as an affective (emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired.[6]

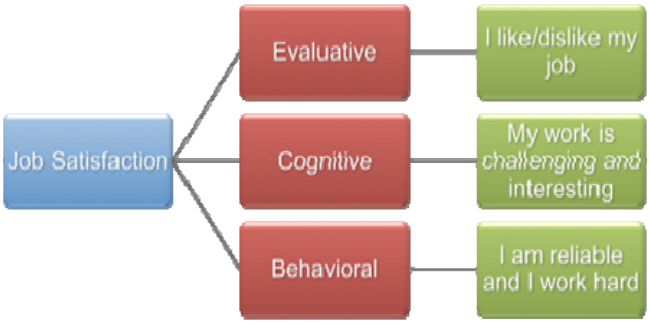
Locke gives a comprehensive definition of job satisfaction as "a pleasurable or positive emotional estate resulting from the appraisal of one's job experience." [7]. Three important dimensions suggested by Locke:-

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- Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred.
- It is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than other in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss and/or co- workers and they will be dissatisfied. On the other hand, if they feel that they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job, and then they will be job satisfied.
- It represents several related attitudes. [8]

There are two types of job satisfaction based on the level of employees' feelings regarding their jobs.

- The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs (e.g., "Overall, I love my job.") (Mueller & Kim, 2008).
- The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (e.g., "Overall, I love my job, but my schedule is difficult to manage.") (Mueller & Kim, 2008).
- According to Kerber and Campbell (1987), measurements of job facet satisfaction may be helpful in identifying which specific aspects of a job require improvements. The results may aid organizations in improving overall job satisfaction or in explaining organizational issues such as high turnover (Kerber & Campbell, 1987).



2.1 Factors affecting job satisfaction

Job satisfaction is concerned with several attitudes including attitudes about the job characteristics, compensation and benefits, status, social security, advancement opportunities, technological challenges and respect.[9] The most widely used factors of job satisfaction are work, pay, promotion, supervision and coworkers[10]. The factors conducive to job satisfaction are: pay, work, environment, co-workers.[11] Similarly, "having adequate work equipment, resources, and training opportunities and an equitable workload distribution also significantly and positively affect employee job satisfaction."[12]. Employee's satisfaction of job is a mixture of several factors affected their productivity:-

- **Salary:** Its most important & basic factor which is very affective , experience, knowledge, risk , demand of work & availability of workers etc. are the basic elements of salary. Through that the stability of workers is possible and it reduces the training and development expenses. Organization can persuade employees to learn sophisticated skills or to demonstrate them what they need to in order to be on a path to progression inside the organization.
- **Working Environment:** It is essential for organization to introduce and maintain proper working conditions. Organization should provide its employee's all the necessary resources and update all the information essential to do a job more efficiently.
- **Freedom of work:** Autonomy refers to the degree of freedom that workers have in their work. It means the level of control employees have timing and scheduling their work activities.
- **Security of job:** Job security is another very important factor that may affect employee job satisfaction. Employees will often feel more secure if they believe they will not get fired.
- **Inter-Relationship**
- With colleagues: Relation with supportive colleagues or peer improves the performance in a better and comfortable way.
- With superior: Employees need to know their superior's door is always open for them to discuss any issues to do their jobs effectively.

3. Methodology

This is study is totally based on primary data, for the same we apply the interview technique. We prepare a questionnaire in two part. First part of it covers demographical factor & second part covers respondents to rate various factors that affects job satisfaction on which we apply the five point scale. These scales are as follows: 1= Strongly dissatisfied, 2 = Dissatisfied, 3 = Neutral, 4 = Satisfied, 5 = Strongly satisfied.

Factors which affects job satisfaction on 5 point scale

S. No	Particulars	1	2	3	4	5
1	Nature of work					
2	Promotional opportunity					
3	Relationship with colleagues					
4	Relationship with superiors					
5	Decision making authority					
6	Level of freedom or authority					
7	Salary					
8	Work environment					
9	Recreational activities					
10	Reward system					

4. Analysis and Findings

Table 1: Personal profile of the respondents (N=100)

Profile	f	%	Valid %	Cumulative %
Male	51	62.2	62.2	62.2
Female	31	37.8	37.8	100.0
Age 25-35	28	34.1	34.1	34.1
36-45	24	29.3	29.3	63.4
46-55	18	22	22	85.5
56-above	12	14.6	14.6	100.0
Salary Below 20000	26	31.7	31.7	31.7
20000-40000	28	34.1	34.1	65.9
40000-60000	12	14.6	14.6	80.5

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60000-80000	10	12.2	12.2	92.7
80000 or more	6	7.3	7.3	100.0
Length of service				
1-5	32	39	39	39
5-10	26	31.7	31.7	70.8
10-15	14	17	17	87.8
15-Above	10	12.2	12.2	100.0
Sex Male	51	62.2	62.2	62.2
Female	31	37.8	37.8	100.0
Age 25-35	28	34.1	34.1	34.1
36-45	24	29.3	29.3	63.4
46-55	18	22	22	85.5
56-above	12	14.6	14.6	100.0
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36-45	24	29.3	29.3	63.4
46-55	18	22	22	85.5
56-above	12	14.6	14.6	100.0
SalaryBelow 20000	26	31.7	31.7	31.7
20000-40000	28	34.1	34.1	65.9
40000-60000	12	14.6	14.6	80.5
60000-80000	10	12.2	12.2	92.7
80000 or more	6	7.3	7.3	100.0

This paper has taken a few important demographic information those indeed affective the customers regarding the selection or evaluation of the banking organization. Among those gender, income and age are of most important for this study. Most of the employees are male in gender category (62.2%) and age (25-35) in age category. 34.1% employees earned a monthly income between Rs. 20,000-40,000 and length of services of 39% employees are in between 1-5 years.

5. Analysis Based on Personal Factors

- **Gender**: In this study woman to man ratio is 4:20.
- **Age**: Age is an important factor to decide about job satisfaction. Age ranging between 36-45 is more concerned about job security. Younger employees are given more emphasis on relationship with colleagues.
- **Salary**: Employees whose salary below 40,000 are less satisfied with job as they desire for higher salary and also shows that employee's salary above 50,000 are more satisfied with their job.
- **Length of service:** It has been seen that job satisfaction level among officers level employee is somewhat below par as they wanted to show their competence to the higher level and demand promotion. It is observed that most of the employees put a lot of efforts in their work at the initial stage of their career.

5.1 Analysis factors affecting job satisfaction

Table 2: Factors affecting job satisfaction of employees

Factors	Mean
Working condition	60.6
Autonomy or freedom	56.4
Job security	61.4
Relationship with co-workers	62.4
Relationship with superior	56.8
Promotion	59.6
Pay	61.2

5.2 Salary

Satisfaction Level	X	F	d = X-A	fd
Strongly dissatisfied	1	3	-2	-6
Dissatisfied	2	24	-1	-24
Neutral	3	49	0	0
Satisfied	4	20	1	20
Strongly satisfied	5	4	2	8
		∑f= 100		∑ fd=-2

A+ (∑fd/∑f) =3+ (6/100) =3.06 , = 3.06×20 =61.2%

The mean score is 2.98.In terms of pay it is found that 24 are "satisfied", 20 "dissatisfied". , Only a few of 4 and 3 of the respondents are "strongly dissatisfied" and "strongly satisfied". The mean score is 3.06.

5.3 Working condition

Satisfaction Level	X	Frequency	dx	Fdx
Dissatisfied	2	24	-1	-24
Neutral	3	49	0	0
Satisfied	4	16	1	16
Strongly satisfied	5	3	2	6
Strongly dissatisfied 1	1	8	-2	-16
		∑f= 100		∑ fd=-18

A+ (∑fd/∑f) =3+ (-18/100) =2.82, 2.82×20 =56.4%

In terms of level on work conditions, the study found that 43 respondent's given replay in "Neither satisfied nor dissatisfied". 28 respondents are "satisfied", while 17 are "dissatisfied". 8 respondents are "strongly dissatisfied" and "strongly satisfied" 4.

5.4 Freedom of Work

Satisfaction Level	X	f	d = X-A	fd
Strongly dissatisfied	1	8	-2	-16
Dissatisfied	2	17	-1	-17
Neutral	3	43	0	0
Satisfied	4	28	1	28
Strongly satisfied	5	4	2	8
			∑f= 100	∑fd= 3

X= A+ (∑fd/∑f) =3+ (3/100) =3.03 ,3.03×20 =60.6%

The mean score is 3.03.In terms of freedom of work, the study found that 49 respondent's perceived freedom to be "Neither satisfied nor dissatisfied". About 16 respondents perceived freedom to be "satisfied", While 24 respondents perceived work conditions as "dissatisfied". A few, 8 respondents rated the work conditions as "strongly dissatisfied" and "strongly satisfied" 3.

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5.5 Security of Job

Satisfaction Level	X	f	d = X-A	Fd
Strongly dissatisfied	1	8	-2	-16
Dissatisfied	2	24	-1	-24
Neutral	3	48	0	0
Satisfied	4	16	1	16
Strongly satisfied	5	4	2	8
		∑f= 100		∑ fd=-16

X= A+ (∑fd/∑f) =3+ (-16/100) =-2.84 = 2.84×20= -56.8

The mean score is 2.100.In terms of job security; the study found that 23 respondents are "satisfied" while 16 are dissatisfied. A few, 4 respondents are "strongly dissatisfied" and "strongly satisfied" 4.

The mean score is 3.07. In case of relationship with co-workers, 18 are "dissatisfied" where 26 respondents are "satisfied". About 3 are "strongly dissatisfied" and 5 "strongly satisfied".

5.6 Relationship with co-workers

Satisfaction Level	Value of X X	F f	d = X-A	fd
Strongly dissatisfied	1	4	-2	-8
Dissatisfied	2	16	-1	-16
Neutral	3	53	0	0
Satisfied	4	23	1	23
Strongly satisfied	5	4	2	8
		∑f= 100		∑ fd= 7

X= A+ (∑fd/∑f) =3+ (7/100) =3.07 = 3.07×20 =61.4%

5.7 Relationship with superior

Satisfaction Level	X	f	d = X-A	fd
Strongly dissatisfied	1	3	-2	-6
Dissatisfied	2	20	-1	-20
Neutral	3	49	0	0
Satisfied	4	24	1	24
Strongly satisfied	5	4	2	8
		∑f= 100		∑ fd=6

X=A+ (∑fd/∑f) = 3+ (12/100) = 3.12×20=62.4%

The mean score is 3.12. In terms of relationship with superior, it is found that 16 respondents are "satisfied',24 respondents are "dissatisfied", About 4 are strongly satisfied and 8 respondents are "strongly dissatisfied".

6. Results

This research focuses on the factors affecting employee job satisfaction in selected telecom company. The primary descriptive results for each factor are as follows :

- In general the results are positive. Most of the employees tend to be satisfied with their job.
- The factors that lead to highest satisfaction are working condition, job security & relationship with coworkers & pay.
- The factors that lead to lowest satisfaction are freedom, relationship with immediate supervisor and promotion.

7. Recommendations & Conclusion

From the extensive study on telecom sectors in India, it is revealed that employees are satisfied with some factors but there are also some factors that should be taking into consideration:

- Top level management should provide some sorts of autonomy & decision making power to their employees.
- Company should provide all the necessary resources (information, tools, equipments etc.) to the employees to perform their duties efficiently and effectively.
- Promotion structure should be rearranged. Manager should give more priorities on performance and efforts rather than on their personal characteristics.
- Manger should recognize the efforts of employees & appreciate their valuable performance towards organization.

The analysis of all the factors of the job satisfaction among the telecom sector of India concludes that most of the employees working in are satisfied with their working condition, pay, and relationship with colleagues. The study reveals some factors that are point of high concern to employees regarding their satisfaction. These factors are job security, promotion, relationship with superiors. This study recommended that job satisfaction can affect employee's performance, confidence level, behavior which is vital for the success of an organization. This recommendation is not only applicable in telecom sectors but also in other institutions. . As success of an organization depends mostly on the performance of employees so they need to be satisfied.

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