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Mohamad A. Ashraf

College of Business, Universiti Utara Malaysia, 06010 Sintok, Kedah Darul Aman, Malaysia,
mashraf@monsys.ca

Mohd. H. R. Joarder

School of Business, United International University, 80-8A Dhanamandi, Dhaka 1209, Bangladesh.,
joarder@uiu.ac.bd

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Corporate Work Satisfaction: An Empirical Investigation on the Employees of Mobile Phone Companies in Bangladesh

Mohammad A. Ashraf* and Mohd. H. R. Joarder**

Determining optimal employee work 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 those key factors, which are responsible to influence on the overall work satisfaction in the fast-growing 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, 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 work satisfaction of the employees of these companies. The study also finds that the employees of these three companies possessed above of the moderate level and positive attitude towards work satisfaction, which could be nudged up to excellent status of the satisfaction of the employees if the management takes those identified factors with a little more rigorous weight into their considerations and modify their employee retention policy further accordingly.

Keywords: mobile phone corporate, work satisfaction, employee turnover, factors of satisfaction, company policy

Introduction

The idea of work satisfaction traditionally has been of great interest to researchers concerned with the problem of work in an industrial society. Many have been interested in job satisfaction which incorporates differences in work ethics

and job characteristics in corporate work environment. Involvement of workforce in corporate business 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

*Mohammad A. Ashraf, Ph.D student in the College of Business, Universiti Utara Malaysia, 06010 Sintok, Kedah Darul Aman, Malaysia, Phone: (604) 924 4640, Email: mashraf@monsys.ca

**Mohd. H. R. Joarder, Joarder@uiu.ac.bd, Assistant Professor (on study leave) in the School of Business, United International University, 80-8A Dhanamandi, Dhaka 1209, Bangladesh.

Bangladesh. Particularly the recent growth of the mobile phone sector is astounding. In fact, telephone was first developed in the mid-1870s (Farley, 2007) and since then, the pace of its improvement is unprecedented. Based on this historical origin, the idea of cell phone appears to be incepted in 1950s and from then on it continues making the revolution in telecommunication industry. Since the last half the 1990s Bangladesh, one of the most densely populated countries of the world, has become and still continuing as a fertile land of momentous growth of mobile telecommunication organizations. A country with a population of 150 million inhabitants, and continued economic growth, appears to be a highly lucrative market, both for the mobile phone operators and network system manufacturers.

A recent market survey conducted by a Swedish research institute reveals Bangladesh to be the biggest potential telecom market in Asia after China and India (see Hasan, 2008). 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 work scope for educated young people having degree in business administration together 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. Employment retention and employee work satisfaction appraisals are, thus, at the hub of the corporate policy concerns in Bangladesh today.

Work satisfaction refers to an individual's general attitudes towards her/his employment (Huang, 1999; Ostroff, 1992). Lock (1976) is also succinct in this regard as employees' work satisfaction consists of a pleasurable or positive psychological

state resulting from the appraisal of one's work and work experience. However, when people speak of employee attitudes, they often mean employee's work satisfaction (Robbins, 1993). This attitude is, in fact, formed over a period of time as employees acquire in-depth information about the workplace.

Employee work 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 works. Using data obtained from twenty-one Taiwan's large companies, the author highlights the significant effect of job rotation on employees' work satisfaction and training evaluation. There has been an ample empirical evidence of the proven links between aggregate work satisfaction and organizational productivity. Shipton et al. (2004) investigate the nexus between aggregate work satisfaction and organizational innovation. Based on a sample of manufacturing companies in the UK, the results reveal that aggregate work 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 work 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 employee work satisfaction on turnover intent in American organizations. The results indicate that the work environment is more important in shaping worker overall satisfaction than are demographic characteristics and the work 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, work satisfaction and intention to turnover and of self-esteem in the United States. Significant relationships between age inequity and employee satisfaction and between company inequity and to turnover are found. Sims and Galen (1994) inspect the influence of ethical fit on employee attitudes, work satisfaction and intentions to turnover. Ethical fit is found to be significantly related to turnover intentions and commitment, but not to employee work satisfaction. Another study has been done by Porter et al. (1974) that enquires about organizational commitment, work satisfaction of the employees and turnover

among psychiatric technicians. Results indicate that significant relationships exist between attitudes and turnover. Tett and Meyer (1993) analyze the relationship between the satisfaction of the employees, 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. Discriminated validity of measures of work satisfaction, work involvement and organizational commitment is assessed by Mathieu and Farr (1991). Their result is that variables under consideration are related consistently with estimated latent work satisfaction, work involvement and organizational commitment constructs.

Satisfaction is multidimensional (Locke, 1976) and work satisfaction concerns the moderating effects of facet importance (Rice et al., 1991). Work 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 work satisfaction. Arvey et al. (1989) reveal that in the study area of Minneapolis, USA, about 30 percent of the observed variance in general work satisfaction is due to genetic factors. The study is done on 34 monozygotic twin pairs who had been reared apart.

The broad objective of this paper is to examine the overall work satisfaction

of the workers involved in mobile phone sector in Bangladesh. As the concept of work satisfaction is contingent on different work values and job traits, it could limit the personal potential as well as improve productivity and the quality of work of employees. Thus, the specific objective of the paper is to empirically identify the significant influences of the variables among seven work dimensions such as compensation package, supervision, career growth, training and development, work atmosphere, company loyalty and performance appraisal on the work satisfaction in the mobile phone sector in Bangladesh.

Literature Review

Theory of Job Satisfaction

The Kalleberg (1977) is an attempt to develop a theory of job satisfaction which incorporates differences in work ethics and perceived job attributes as key explanatory variables. It empirically examines the relationship between job satisfaction and intrinsic as well as extrinsic values. Apart from the intrinsic values, there have been associated with five dimensions of works such convenience, financial, relations with co-workers, career opportunities and resource adequacy. It is found that work ethics have independent impacts on job satisfaction. The extent to which workers are able to obtain perceived job rewards is conceptualized to be a function of their degree of control over their employment situations. The theory also seeks to develop a model which links the variation in the job satisfactions of workers to the factors that influence the degree of their control over the attainment of job rewards in an industrial society.

Job satisfaction, according to the theory, refers job satisfaction to an overall affective orientation on the part of individuals

toward work roles which they are presently occupying. This conceptualization implies that job satisfaction is a unitary concept, but does not imply that the causes of the overall attitude are not multidimensional. This understanding is in line with a composite satisfaction level as a whole (Hoppock, 1935).

Work may have a variety of meanings for individuals in a society. One way to grasp the variety of these meanings is to specify the range of gratifications that are available from work and to assess the degree to which particular individuals value each of these dimensions of work that are differently valued emerged from the analyses. These are *intrinsic* and *extrinsic* values.

An *intrinsic* dimension refers to those attributes which are associated with the task itself --- whether it is enjoyable, allows the workers to develop and use their abilities, allows the worker to be self-directive and whether the worker can see the results. Valuation of this dimension reflects the worker's desire to be stimulated and challenged by the job and to be able to exercise acquired skills at work.

First of the extrinsic dimension is *convenience* which refers to job attributes that provide the impression of comforts. These include: convenient travel to and from work, good hours, pleasant physical surroundings, no excessive amount of work, enough time to do the work etc. A second extrinsic dimension refers to the *financial* dimension that includes such items as the pay, fringe benefits and job security. Valuation of this category reflects a worker's desire to obtain present and future monetary rewards from a job. A third extrinsic dimension refers to *relationship with co-workers* and includes such items as whether the job permits to make friends, whether co-workers are friendly and helpful. Valuation of this dimension reflects a worker's desire for the satisfaction of

social needs from the work activity. A fourth dimension of extrinsic work value is the opportunities the job provides for a *career* that includes the chances of promotion are good, whether promotions are handled fairly, whether the employer is concerned about giving everyone a chance to go ahead. Valuation of this dimension represents a worker's desire for advancement and recognition. And the final dimension of work is *resource adequacy*. This dimension represents worker's wishes for sufficient resources with which to do their jobs well and includes such items as whether the help, equipment, authority and information required for job performance are adequate, whether the supervision is conducive to task completion.

Methodology

Research Model

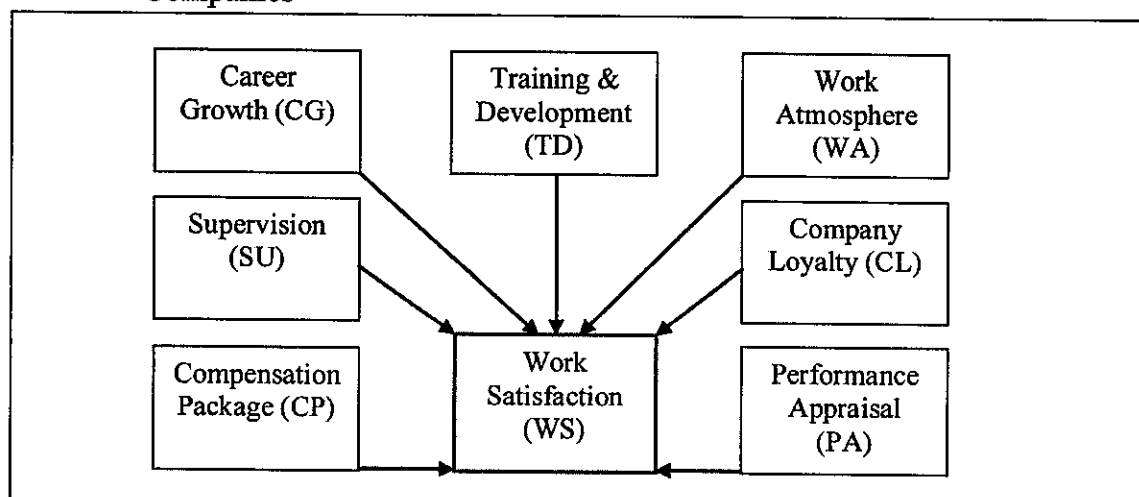
As mentioned earlier, this study investigated the factors affecting corporate employee work satisfaction of the measured variables. These measured variables are identified based on the original contribution of Kalleberg (1977) on the theory of job satisfaction which links the variation in the job satisfaction of individuals to the factors

that influence their degree of control over the attainment of the rewards. In line with these considerations, a measure of overall job satisfaction was developed based on the response of workers to five questions concerning how satisfied they are with their jobs as a whole.

With a degree of slight adaptation of the theory of Kalleberg (1977), all together seven independent determinants related to both human resource and organizational factors have been identified that are likely to affect the employee work satisfaction, which focuses employee's perception towards how their work gives something important as an expression of satisfactory feeling (Narimawati, 2007). Gibson et al. (1994) have identified five dimensions of work satisfaction that includes salary or compensation package, supervision, work atmosphere, promotion or career growth and partner. In addition to those (except partner), this study includes three more dimensions based on Kalleberg (1977) such as training and development, company loyalty and performance appraisal in order to determine the overall level of work satisfaction of the employees in the three mobile phone companies in Bangladesh.

Despite the fact that in the context of employee retention and turn-over many

Figure 1. Conceptual Model for Corporate Work Satisfaction in Mobile Phone Companies



studies (Mobley et al., 1979; Griffeth et al., 2000) find that *compensation package* has little impact on the satisfaction-turnover relationship, but compensation package that falls in the category of *financial* dimension in Kalleberg (1977) is the most important motivational factors for the employees in the context of the United Kingdom's and Bangladeshi organizations (see e.g. Martin, 2003; Islam and Saha, 2001; Abbasi and Hollman, 2000; Firth et al., 2004; Mano-Negrin and Shey, 2004). Companies often provide various pay packages for their employees to stay in the organization (Idson and Feaster, 1990). These include special pay premiums, stock options or bonuses, incentives, profit sharing etc. Thus, it can be said that the compensation or financial package has a strong influence on employee work satisfaction. Significant areas throughout the literature that are most often investigated regarding work satisfaction are rewards and salary or pay package (Boyer, 1990; Hagedorn, 1996; Matier, 1990).

Supervision that falls in the *resource adequacy* dimension in Kalleberg (1977) is another factor that could induce lower work satisfaction which in turn affect to intention to quit or finally turnover. Ongori (2007) points out that poor personnel policies as well as poor supervisory practices may cause dissatisfaction in the workplace that lead to high labor turnover. Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors may cause less satisfied with their career growth. Supervisors are the mentors who can direct the workers in the right direction. In this way, supervision enhances organizational commitment. Work satisfaction and organizational commitment are considered to be related but represent distinguishable attitudes (Elangovan, 2001; Lum et al., 1998). Thus, it appears that supervision has a positive influence on employee satisfaction and on turnover intention of the employees

in the organization. Organizations today encourage team building and group oriented project that enhance chances for more socialization both on and off the job. Teamwork increases commitment to the work unit's efforts and provides integrated building block to the organization (Parker, 1996). Hence, healthy supervision can create the work place as the most enjoyable sanctuary for the employees in an organization.

Creating a positive and upbeat work atmosphere that nurtures trust and imbues workers with a sense of common purpose is not easy (Carney, 1998). Among the organizational factors *work atmosphere* or working environment is the most important variable which falls in the *convenience dimension* in Kalleberg (1977). People like a friendly place to work. The friendly-factor does not require a large investment and expense, but it does require time and thoughtful consideration. Evidence suggest that employee will be satisfied with a corporation that clearly considers and cares for their priorities and problem and give importance about his or her personal and family life. But in the absence of openness in sharing information, employee satisfaction and the chances of continuity of employees are minimal.

Career growth or promotion is, thus, considered to be one of the important reasons for affecting emotional state (Locke, 1976; Kalleberg, 1977; Porter et al., 1974; Williams and Hazer, 1986) of the corporate employees who frequently display a propensity to leave or stay in the organization (Tor and Owen, 1997). Career satisfaction in the projects and its results are important for a high performance job market milieu in which employees can achieve their personal goals in career development.

Reasonably enough, training and development is another dimension that the employees care for considering to be

dynamic and to be competent in the job market for which work satisfaction for the corporate employees could be affected. Hence, more training and developmental tasks stimulate satisfaction of the employees and motivate the employees to stay for longer in the company (Chang, 1999). This category of work also belongs to *career* dimension in Kalleberg (1977).

Managerial background may affect the *company loyalty* of the corporate employees, because manager's myopic vision often experiences excessive churning, which may end up with an insufficient number of qualified people (Solomon, 1993). As a result, the concept of employee loyalty appears to be changed forever (Abbasi and Hollman, 1998). Abbasi and Hollman (2000) are succinct to say about these people who may not be able to get most out of those who stay they do not feel valued. For this reason subordinates may be disloyal and this disloyalty may show signs of diminished employee work satisfaction and poor performance (Koss-Feder, 1998). Consequently, it causes workers to their commitment to the organization and to disagree with company work rules, create tension and cause general frustration and dissatisfaction among the employees of the organization that hampers productivity and performance (Hollman and Abbasi, 1987).

Sharing of information should be made at all levels of management. This accessibility of information would lead to strong performance from the employees (Meaghan et al., 2002). The smartest and most talented employees are the most mobile and the ones who are disproportionately more likely to leave (Weis and Lincoln, 1998). Performance appraisal is a key to provide incentive to the talented employees to be satisfied with the company. Otherwise, the loss of key employees may negatively impact the quality and innovation of services delivered. Attractive performance appraisal policy of the corporation attracts

employees more to come and to join the company. This outcome stems from the result of satisfaction of the employees of the company (Hacker, 1996).

Method

The prime thrust of the study is to identify the key factors that are responsible to determine the overall employee work satisfaction in the mobile phone companies in Bangladesh. Notably, the history of corporate culture in Bangladesh goes back in early period of 1990s when a few new mobile phone joint-ventures emerged as private employers with a fresh zeal of business in the market. Thus, the corporate culture in Bangladesh is still passing an early phase which needs to be nurtured a bit long for having its maturity. Yet, corporate nature is more reflected in mobile phone companies of Bangladesh than other private businesses such as Banks (e.g. Standard Chartered, H.S.B.C, Dutch Bangla, City Bank and many others) Medicare (e.g. Square, Beximco, Incepta) Insurance (e.g. Alico, Delta), Garments (e.g. Arong, Westek, K-Craft), Ceramic (e.g. Bengal, Monno, Shine Pukur), Shoes (e.g. Bata) etc. Altogether there have been six mobile phone companies are doing businesses in Bangladesh. The phone companies included here in the study are Grameen Phone (GP), Bangla Link and Aktel which are most prominent mobile phone corporate in Bangladesh in terms of age, employee numbers, number of customers and network services.

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 96 employees responded. 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 (See the questionnaire in the Appendix 1). 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 has been used to measure the level of work satisfaction of the selected mobile phone companies in Bangladesh.

Result and Discussion

Principal Component Factor Analysis

As mentioned earlier in the study that the prime thrust of this paper is to explore the employee work satisfaction status of three mobile phone conglomerates working in Bangladesh, an exploratory research has been endeavored to accomplish. To this aim, this study has performed a few statistical tests and analyses. In this stylized assay, first a principal component factor analysis was conducted on the 32 variables related to corporate employee work satisfaction, which formed seven main factor components with eigenvalues greater than one. 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 work satisfaction of the employees working in the mobile phone corporate 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 employee work satisfaction in these phone companies.

The first factor, Training and Performance Appraisal, which accounts for the most variance (23.68%), consists of seven items in control. 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 work satisfaction of the mobile phone corporate officers in Bangladesh. It broadly includes the skills development by training and performance reward which exhibits the mean value of 4.99. The seven items or dimensions (along with their mean values in the parentheses) contained in this key factor or control variable of training and performance appraisal are: Appropriate training ($\mu = 4.86$), In-house training ($\mu = 4.92$), Work related skills evaluation ($\mu = 5.03$), Performance evaluation ($\mu = 4.98$), Periodic review of performance ($\mu = 5.27$), Performance reward ($\mu = 4.97$) and Reward provided immediately ($\mu = 4.77$). In the seven point scale, these mean values represent about simply positive level of employee work satisfaction. Among those items performance rewards ($\mu = 5.27$) and

Table 1. Factor Analysis: Corporate Work 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		
Work Atmosphere (5.510)	Reward provided immediately	.787	17.265 (40.948)	.8637
	Casual dress is allowed in work place	.807		
	Work place is spacious	.600		
	Office-look is excellent	.630		
	Cross functional team work	.975		
Compensation Package (4.594)	Neat and clean work environment	.978	14.451 (55.399)	.8069
	Vacation and leave policy	.829		
	Family members' incidental fees	.626		
	Welfare facilities	.654		
	Festival bonus is competitive	.664		
Supervision (4.571)	Overtime payment is reasonable	.796	14.284 (69.683)	.8928
	Co-operative supervisor	.850		
	Supervisor's attention to employee suggestions	.868		
	Supervisor provides suggestions for improvement	.838		
Company Loyalty (2.137)	Duties assigned by supervisor are fair	.791	6.679 (76.362)	.8475
	Loves come to office	.808		
	Feels homely in the company	.750		
Career Growth (2.070)	Promotes social responsibility	.751	5.749 (82.111)	.8992
	Company evaluates job efforts	.694		
	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.

evaluation of work-related skills ($\mu = 5.03$) carry the highest level of work satisfaction. The factor loading points for these items are considerably higher which range from .65 to .82. Hence, policy makers in the mobile phone companies of GP, Banglalink and Aktel should be more concerned on these items to increase corporate work satisfaction of their employees.

The second most important factor is work atmosphere, which explains the variation of employee work satisfaction about 17.265. It includes the Provision of casual dress ($\mu = 5.57$), Office space ($\mu = 5.72$), Office look ($\mu = 5.74$), Cross functional team work ($\mu = 5.48$) and Neat work environment ($\mu = 5.88$) items. Among these item-mean values neat and clean work environment, office look and office space carry the highest level

of work satisfaction. The factor component mean value is 5.83 that represent moderate employee work satisfaction level. The eigenvalue for this key factor is 5.51, which also signifies moderate level of insights as well. Thus, work atmosphere factor is in fact carrying heavy weight in terms of importance of explaining about corporate work satisfaction.

The third most important factor is compensation package, which exhibits eigenvalue and percentage of variance explained 4.594 and 14.451 respectively. Included dimensions in this factor component are Vacation and leave policy ($\mu = 5.16$), Family members' incidental fees ($\mu = 5.05$), Welfare facilities ($\mu = 4.76$), Festival bonus ($\mu = 4.99$) and Overtime payment ($\mu = 4.82$). These imply that vacation and leave

policy and family members' incidental fees carry more satisfaction than others. The factor component mean value is 4.95, which also shows the simply positive level of employee satisfaction.

The fourth most important factor is supervision that accounts for 14.284 of the variance and it broadly covers supervision and supportive supervisor. It has an eigenvalue of 4.571. The items specifically are: Co-operative supervisor ($\mu = 5.90$), Supervisor's attention to employee suggestions ($\mu = 5.80$), Supervisor provides suggestions for improvement ($\mu = 5.95$) and Duties assigned by supervisor ($\mu = 5.70$). Here supervisors' suggestion for improvement and cooperative supervisor exhibit the highest level of work satisfaction. The mean value of the component factor is 5.83 that characterizes close to moderate corporate employee work 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 work satisfaction for their employees and it, in effect, will help to push up the overall productivity of the companies as well.

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 corporate employee work 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.

From the Table 2, it is obvious that the components of supervision and work atmosphere carry the highest level of mean-scores which imply that these two factors rank first in terms of exhibiting employee work satisfaction. It also means the employees care most with the kinds of factors in their work environment which needs to be considered by the corporation with a special and rigorous attention.

Besides, most of the correlation values are appeared to show positive and strong

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**	
Work Satisfaction (WS)	5.31	1.11	.603**	.288**	.724**	.724**	.250**	.682**	.749**

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

Table 3. Results of Multiple Regression Analysis

Variables	R ²	Adj. R ²	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

associations among the control variables with each other. Overall, the study uncovers the fact that the employees 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, ordinary least square (OLS) regression technique was used. Overall corporate work 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 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 work satisfaction of the employees of the concerned corporate entities of this study. These results are consistent with the theory of work satisfaction provided by Kalleberg (1977) which also find financial package of salary and fringe benefits and career opportunities are the most important factors that affect work satisfaction significantly. 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 percent 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 zero per cent chance that the Adjusted R² value is zero.

Conclusion

This study finds that the overall corporate work satisfaction of the employees in the three mobile phone conglomerates such as Grameen Phone, Banglalink and Aktel are somewhat above the moderate level of 5.31. However, the work satisfaction of the employees is significantly dependent upon company loyalty, training and development and compensation package. These results are equivalently consistent with the results of the theory of Kalleberg (1977) on which this research is based. The remaining factors do not have significant statistical evidence to improve the work satisfaction of the employees in this study. The reason may, possibly, be a shortage of sufficient number of observations employed in the study. In order for getting a normal curve of the sampling distribution the data requirement is about closed to 400 (Yamane, 1967). 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 of scope to further the study with a lot larger sample base.

The results of the study reveal that the employees of these three mobile phone

companies are positively satisfied with supervision, work atmosphere, company loyalty and performance appraisal and the other factors such as compensation package and training and development are significantly impacting on overall work satisfaction. Hence, the management of the companies ought to be keen to improve the values of compensation package and training and development variables with the first priority by which the employee work satisfaction could be improved substantially more than the status quo in the existing corporate work environment in Bangladesh.

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Appendix

Questionnaire for Measuring the Level of Job Satisfaction of the Employees in Mobile Phone Companies

(Information to be provided will be kept confidential and be used only for the research purpose)

A. Job Satisfaction Related Questions:

You are requested to read each of the statements carefully and mark the best response considering the situation of your company.

		Strongly Agree	Moderately Agree	Simply Agree	Neutral	Simply Disagree	Moderately Disagree	Strongly Disagree
Compensation Package								
1	I am satisfied with my present salary							
2	I am satisfied with current vacation and leave policy.							
3	Company provides paid incidental leaves (i.e. to take care of family members)							
4	I am satisfied with company's welfare facilities (i.e. health insurance, provident fund, gratuity)							
5	Company's festival bonus is competitive.							
6	Company's overtime payment policy is reasonable.							
Supervision								
7	My immediate supervisor is co-operative.							
8	My supervisor pays attention to my suggestions.							
9	I receive suggestions from my supervisor for the improvement of work.							
10	Duties & responsibilities assigned by my supervisor are fair.							
Career Growth								
11	Company evaluates my job efforts.							
12	Company provides Just-In time promotion.							
13	I have job freedom here.							
14	I have equal chance to be promoted to the top position in this company.							
Training & Development								
15	Company provides appropriate training.							
16	Company provides in-house managerial training.							
17	Company evaluates employee's work related skills.							
Working Atmosphere								
18	Company is caring to my problems.							
19	Company encourages cross functional collaboration and team work.							
20	Company maintains neat and clean working environment.							
21	Company allows casual dress in the work place.							
22	Company's work place is spacious.							
23	Office-look of the company is excellent.							
Company Loyalty								
24	I love to come to office.							
25	I feel homely in this company.							
26	Company promotes socially responsible behavior.							
27	Company encourages ethical behavior.							
28	I wish I retire from this company.							
Performance Appraisal								
29	The company has transparent performance evaluation policy.							
30	My company reviews employee performance periodically.							
31	I am satisfied with the performance based reward system of the company.							
32	Company provides rewards for outstanding performance immediately.							

		Strongly Agree	Moderately Agree	Simply Agree	Neutral	Simply Disagree	Moderately Disagree	Strongly Disagree
Job Satisfaction								
33	I would not leave the job if similar job is offered by others companies.							
34	I am satisfied with my current job specification.							
35	I am proud to work for this company.							
36	My job is socially recognized.							
37	I would uphold the interest of the company.							

Please send the filled up questionnaire to: mashraf@monisys.ca or mmashraf@uiu.ac.bd

B. General information (Optional):

1. Position:

2. Job duration: Years

3. Department:

4. Education: Bachelor: Master's/MBA: PhD:

5. Gender: Male: Female:

6. Age: 20-25; 26-30; 31-35; 36-40; 41+

Thanks for your valuable time