THE THREE DIMENSIONAL IMPACT ON JOB SATISFACTION IN TELECOM SECTOR OF PAKISTAN

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CERTIFICATE

Certified that the contents and form of project report entitled "**The Three Dimensional Impact on Job Satisfaction in Telecom Sector of Pakistan**" submitted by Umer Farid have been found satisfactory for the requirement of the Masters in Business Administration Degree at the NUST Institute of Management Sciences.

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DEDICATION

In the name of ALLAH, the Most Gracious and the Most Merciful

To my dear Family especially Baba & Mama

ACKNOWLEDGEMENTS

Executive Summary

Though highly researched, but still job satisfaction has always remained the topic under consideration for many researchers in different scenarios. Number of models highlighting the affect of factors on job satisfaction and then relationship of job satisfaction with performance, have been developed. The relationship of these factors with job satisfaction varies in different ambiances and setups. In Pakistani scenario, there is hardly any research on this aspect. This initiative would facilitate the future research work and also would be helpful for classroom learning. The telecom sector of Pakistan has been focused to highlight the relationship of job satisfaction with supervisor behavior, relationship with coworkers and managerial policies and practices of the organization. The type of research is empirical, which is based on primary data collection through questionnaire distributed in organizations like Telenor, Warid, Wateen, Mobilink and Ufone. Hypothesis has been used as a basis to check the relationship and affect of the three dimensions considered for this research, on job satisfaction. With the help of statistical tools the data gathered has been interpreted and relationship has been highlighted. Corelations and T-tests has resulted Supervisor Behavior and Managerial Policies as most affecting dimensions for job satisfaction. This result has set the basis for future research and facilitation.

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INTRODUCTION

This chapter gives brief overview of the overall research work. It provides introduction to the problem domain i.e. job satisfaction in telecom sector of Pakistan. This chapter explains purpose, objectives and scope of the research along with research methodology.

1.1 MOTIVATION:

The motivation behind this work was to carry out a research in Pakistani scenario keeping in consideration the HR field. There have been only a few research work on HR in Pakistan. This area has consistently been neglected by the researchers. Keeping in mind the changing work environment and economic conditions of Pakistan, the Telecom sector is in lime light from last few years. To address the HR aspect of job satisfaction specifically in Pakistan telecom sector and to come up with the results of primary research, providing a complete picture of current scenario of telecom sector was nothing less than a great motivation itself.

1.2 JOB SATISFACTION AND TELECOM SECTOR:

According to many researchers, many definitions of job satisfaction exist. It has been defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job by different researchers. There are a variety of factors that can influence a person's level of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the

promotion system within a company, the quality of the working conditions, leadership and social relationships, and the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). [2]

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. [2]

From last many decades, researchers have been trying to develop a concrete relationship between job satisfaction, retention and performance. There have been studies that conclude that satisfied job incumbent provides high performance and also the retention rate in those organizations is higher. There are some critics that negate this hypothesis with solid arguments and say that there is no such relation. But with the increased competition of human resource, even a minor link has utmost importance and can not be neglected. When the organization goes on to hire an employee the basic purpose is to achieve the goals. The situation which suits the organization is created when the right person is hired, who has fit with job design. The employee has the skills that are the job specification and has the ability to perform TDR's. Now in such scenario there is high probability that the organization will achieve the goals through the individuals. But there can be a situation in which the employee, at the start of the job is satisfied with the JD,

compensation package and everything but with the passage of time the satisfaction level decreases and it starts putting negative impact on the organization productivity. There are many factors that can affect the satisfaction level of employees.

In recent times, telecom sector has grown ubiquitously all over the world. Pakistan also has shown remarkable growth in this sector. From last few years it is the second best sector with respect to the growth rate in Pakistan after banking. The introduction of the multinational companies has also put this sector in lime light. With the remarkable hiring the problems related to job satisfaction has grown with even higher pace. The intense competition has made the retention rate and performance very important to the companies in this sector. The research in this regard would highly facilitate in future in order to address the retention problems and also to improve the performance level of the employees in this one of the fastest growing sector of Pakistan.

1.3 PURPOSE OF RESEARCH:

The research aims to find out the impact of three dimensions on job satisfaction in Pakistan telecom sector. There are many factors that can affect job satisfaction and also lot of research work has been done on these factors and their relationship in international context, but the relationship has not been examined at local level. My research specifically focuses on three factors in order to highlight their relationship with job satisfaction in local context. These factors include relationship with coworkers, supervisor behavior and managerial policies of the organization. It is expected that this

research will serve as a basis for future study and practice related to job satisfaction relationship with different variables in Pakistani scenario.

1.4 OBJECTIVES OF RESEARCH:

- To highlight the relationship of different factors with job satisfaction

- To explore which of the factor affects job satisfaction the most in Pakistani scenario

- To provide a basis for future work and study in Pakistan

- To analyze results of this empirical research through statistical tools

- To compare the results with the research done at international level i.e. Australian and European context.

1.5 PROBLEM STATEMENT:

"How do managerial policies, supervisor behavior and relationship with coworkers affect the job satisfaction specifically in Pakistan telecom sector?"

1.6 SCOPE:

- The research inculcates the telecom sector of Pakistan

- The research explores the relationship of job satisfaction with corporate work ambiance with respect to three important dimensions

- The results are dependent upon the economic and socio political conditions of Pakistan of recent times.

- The research interprets the primary data collection through questionnaire with statistical tools

1.7 LIMITATIONS:

- Sample size for primary data collection in my research is 100

- Research is only limited to the telecom sector of Pakistan

- Research only focuses the telecom sector in Punjab region

- As the research is dependent on questionnaire, so individual concerns in filling out questionnaire honestly is a limitation.

1.8 RESEARCH METHODOLOGY:

1.8.1 Variables:

As the research focuses on the relationship of job satisfaction with different variables so there are different variables considered for this research.

Independent Variables:

There are three independent variables that are considered for this study.

1. **Relationship with Coworkers:**

   This variable focuses on the relationship of the employee with his/her coworkers. Some of the researchers have proved its relationship with job satisfaction and say that if the employee is having good terms with his/her coworkers than there is high probability that he/she is satisfied with his/her job. This variable has been included to find out its affect on job satisfaction in Pakistani local scenario.

2. **Supervisor Behavior:**

   It has been proved with the research work in international context that supervisor can affect the satisfaction level of the employee remarkably. If the behavior of the supervisor is positive towards employee there is high probability that the satisfaction level of the employee would be higher and vise versa. This important

variable has been included in order to find out its impact on the job satisfaction in Pakistani local scenario.

3. **Managerial Policies of the Organization:**

Policies of the organization affect the employee in many ways. If they match the psychological level and expectations of the employee the employee must be satisfied and if they don't the result is reverse. Though every employee has different expectations but generally policies go same for the satisfaction of employees. This independent variable is included to retrieve the impact on job satisfaction of Pakistan telecom sector employees.

Dependent Variable:

1. **Job Satisfaction:**

Satisfaction is not the same as motivation. Job satisfaction is more an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative. This particular variable has been considered as dependent. My research examines the impact of three independent factors on this dependent factor. There is a lot of research work to highlight the relationship of different independent variables on job satisfaction in Australian and European context. My research refines and specifies that work and provide continuity by considering the relationship of three variables with job satisfaction.

1.8.2 Theoretical Framework:
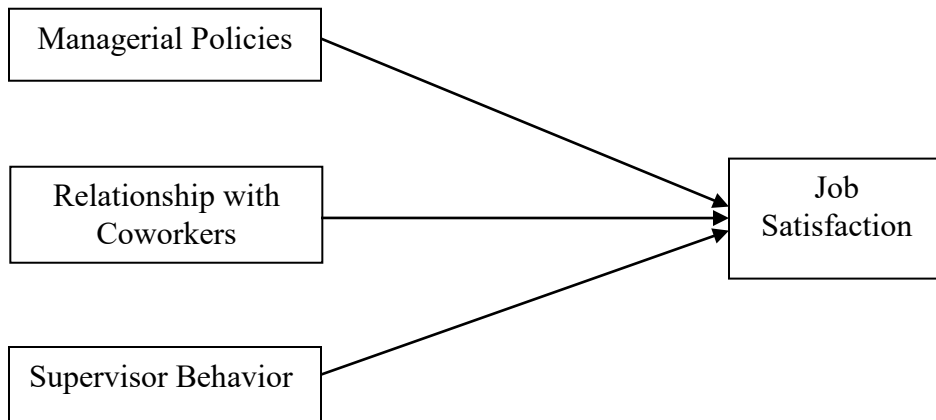
Figure 1.1: Theoretical Framework

1.8.3 Type of Research:

At the beginning I have options to choose my type of research out of descriptive research, causal research, empirical research and co relational research. As I intended to highlight the relationship between variables and job satisfaction so my research type is co relational. Also this research includes the use of statistical tools to interpret the primary data gathered by questionnaire so this research is also empirical.

1.8.4 Unit of Analysis:

My research has *individual* unit of analysis. As job satisfaction and its relationship with other variables can be different for each individual so group or organization unit of analysis was not feasible.

1.8.5 Time Frame:

My research follows *cross sectional* time frame as I gathered data at single point of time only. It was not based on a time frame in which I gathered data at different point of times. So it is not longitudinal.

1.8.6 Hypothesis:

As my research focuses on the relationship of three independent dimensions with job satisfaction so I have devised three hypotheses according to that scenario.

H0: Managerial Policies affect the job satisfaction in telecom sector of Pakistan

H0: Supervisor Behavior affects the job satisfaction in telecom sector of Pakistan

H0: Relationship with coworkers affects job satisfaction in telecom sector of Pakistan

1.8.7 Sample Design:

Sample design for my research is *random*. There was not any requirement to divide sample in different strata's so it is not stratified.

1.8.8 Population:

I have chosen the employees working in telecom sector of Pakistan as population for my research work.

1.8.9 Sample Size:

Sample size for my research is 100.

1.9 ORGANIZATION OF THE DOCUMENT:

This document provides research methodology, literature review, analysis using statistical tools, hypothesis testing and conclusion.

Chapter 1 provides a brief introduction along with the research methodology. **Chapter 2** gives a detailed literature review regarding job satisfaction and the progress and research that has been previously done. It also provides the models related to job satisfaction in order to provide a complete understanding of the problem statement. **Chapter 3** provides the analysis on the primary data gathered by the questionnaire and hypothesis testing. **Chapter 4** gives conclusion and future directions.

LITERATURE REVIEW

This chapter contains the discussion of important literature studied for the research work of my thesis. Job satisfaction is an important aspect in HR and there has been a lot of research work on this aspect in international context and local scenario of Europe and America. One reason for the following approach is that it is more difficult to find a single research work that will highlight all the important feature of the work done on job satisfaction by many researchers. It is more probable to find them individually in different research articles and then to provide and establish a continuity in my research work. These findings are discussed in more detail as follows.

2.1 HISTORY OF JOB SATISFACTION:

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction. [2]

Scientific management (aka Taylorism) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, Principles of Scientific

Management, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work. [2]

As a careful reading of both Kornhauser (1933) and Uhrbrock (1934), two early leading lights of research on employee attitudes demonstrates, by the early-1930s, job satisfaction had still not yet become the attitude of choice for the vast majority of researchers in applied psychology and management. Certainly, one reason for this failure involved the previously discussed definitional ambiguity surrounding what constitutes an attitude (Thurstone, 1928). In fact, Organ and Near (1985) noted that a number of prominent, early researchers appeared to not only confuse, but also confound the terms "employee morale" and "job satisfaction". As a result, in his seminal work, aptly titled, Job Satisfaction, Hoppock (1935, p. 47) was moved to note that, "As an independent variable job (italics original) satisfaction may not even exist." Similarly, and apparently much to their surprise, Organ and Near (1985) noted that the term "job satisfaction" was completely absent from the subject index of Roethlisberger and Dickson's (1939) ground breaking work, Management and the Worker! Indeed, instead of job satisfaction, Roethlisberger and Dickson preferred to use such terms as "sentiments" and "tone." These are important conceptual distinctions because, as appropriately noted by Organ and

Near (1985, p. 242), terms like sentiments (and tone) indicated much more than just satisfaction with one's job, but "referred to emotions, to feelings, to affect, to hedonic states." As one case in point, an early study by Thorndike (1917) focused, not on job satisfaction, but on a more global measure of general satisfaction, which Thorndike termed "satisfying ness." In sum, a cursory examination of the classic literature in the field clearly demonstrates how surprisingly infrequently, at least up to the late-1940s, the term "job satisfaction" actually appeared in the literature (Organ and Near, 1985). [1]

The systematic analysis of employee attitudes began at a rudimentary level, in the early-1920s (Kornhauser, 1944). Based more on practical, rather than theoretical grounds, over time, job satisfaction came to be the work attitude of choice for many researchers interested in studying organizational behaviors (Wright, 2005). Incorporating important early, but now mostly forgotten, applied research on employee boredom, fatigue and customer satisfaction, a "missing link" explanation was presented for why job satisfaction became the most widely used measure of happiness in the happy/productive worker thesis. Regarding the first link, much early interest in job satisfaction evolved from work on the purported relationship between employee monotony, boredom and fatigue with job performance (Smith, 1953). That is, and consistent with the practical basis for the Hawthorne experiments (Mayo, 1933; Roethlisberger and Dickson, 1939), if employee satisfaction is related to employee boredom, and employee boredom is related to performance, perhaps employee job satisfaction is related to job performance. The second link evolved from the si ilar fascination of a number of early, applied psychologists with maximizing the relationship between customer satisfaction and future sales performance. According to this argument, if customer satisfaction is predictive of product sales and

subsequent merchant success, then employee satisfaction with their job should also be predictive of their performance. The simultaneous consideration of these missing link explanations provides a practical based explanation for why job satisfaction became the primary operationalization of happiness. However, given the fact that after literally thousands of studies, a definitive linkage between job satisfaction and performance remains to be made, future research endeavors on the happy/productive worker thesis would greatly benefit from a careful reconsideration of the mostly forgotten stream of early research on worker well-being. [1]

2.2 DIFFERENT VIEWS ABOUT JOB SATISFACTION:

Some say job satisfaction is simple how people feel about their job and different aspects of their jobs (Spector, 1997:2). This assumes that if employees like their jobs or certain aspects of their jobs, they will be satisfied or happy. If they don't like their jobs or certain aspects of their jobs, they will be dissatisfied or unhappy. Others view job satisfaction and job dissatisfaction as feelings of happiness or unhappiness associated with doing a particular job as expressed by the job-holder (Gibson et al, 2000, 352 – 353). This assumes that if employees verbally say there are happy with their job, we must assume that they are satisfied with their work. If they verbally say they are unhappy with their jobs, we must assume that they are dissatisfied.

Cheung and Scherling (1999:563) assert that job satisfaction or dissatisfaction is a function of intrinsic and extrinsic rewards (outcomes) offered by the job. For example, if employees feel challenged, interested and enthused by the task at hand, they will be happy and satisfied because they innately believe that what they do is indeed value-

adding. On the other hand, if employees feel discouraged, disinterested and unenthused by the task at hand, they will be unhappy and dissatisfied, because they don't see any tangible value in them doing the job.

Bateman and Snell (1999:458) argue job satisfaction or dissatisfaction from the perspective of fairness and processes used to mete out rewards. If people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied. If on the other hand, people feel unfairly treated from the outcomes they receive, or the processes used to disseminate those outcomes, they will be dissatisfied. Job satisfaction consists of the feelings and attitudes one has about one's job. All aspects of a particular job, good and bad, positive and negative are likely to contribute to the development of feelings of satisfaction or dissatisfaction (Riggio, 2000:217).

2.3 THEORIES OF JOB SATISFACTION:

Theories of job satisfaction also facilitate to grasp a thorough understanding of the concept of job satisfaction. Many researchers came up with their models to provide a comprehensive overview of job satisfaction.

Maslow Hierarchy of Needs:

Maslow (1954) outlined the theory consisting two main parts;

(1) The classification of human needs, and

(2) Consideration of how the classes are related to each other

The classes of needs were summarized by Maslow as follows:

Figure 2.1: Maslow Need Hierarchy

A person starts at the bottom of the hierarchy (pyramid) and will initially seek to satisfy basic needs (e.g. food, shelter). Once these physiological needs have been satisfied, they are no longer a motivator, the individual moves up to the next level. Safety needs at work could include physical safety (e.g. protective clothing) as well as protection against unemployment, loss of income through sickness etc). Social needs recognize that most people want to belong to a group. These would include the need for love and belonging (e.g. working with colleague who supports you at work, teamwork, communication). Esteem needs are about being given recognition for a job well done. They reflect the fact that many people seek the esteem and respect of others. A promotion at work might achieve this. Self-actualization is about how people think about themselves - this is often measured by the extent of success and/or challenge at work. Maslow's model has great potential appeal in the business world. The message is clear if management can find out

which satisfaction level each employee has reached, then they can decide on suitable rewards and get the best out of an employee. [3]

Hertzberg Two Factor Theory:

Two Factor Theory (also known as Herzberg's Motivation-Hygiene Theory) was developed by Frederick Herzberg (1959), a psychologist who found that job satisfaction and job dissatisfaction acted independently of each other. Two Factor Theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. (Herzberg, Mausner & Snyderman 1959).

The theory was based around interviews with 203 American accountants & engineers in Pittsburgh, chosen because of their professions' growing importance in the business world. The subjects were asked to relate times when they felt exceptionally good or bad about their present job or any previous job, and to provide reasons, and a description of the sequence of events giving rise to that positive or negative feeling.

Two Factor Theory distinguishes between:

Motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth, (Hackman & Oldham, 1976) and

Hygiene factors; (e.g. status, job security, salary and fringe benefits) which do not give positive satisfaction, although dissatisfaction results from their absence. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary (Hackman & Oldham, 1976)

Essentially, hygiene factors are needed to ensure an employee is not dissatisfied. Motivation factors are needed in order to motivate an employee to higher performance,

Herzberg also further classified our actions and how and why we do them, for example, if you perform a work related action because you have to then that is classed as movement, but if you perform a work related action because you want to then that is classed as motivation. In 1968 Herzberg stated that his two-factor theory study had already been replicated 16 times in a wide variety of populations including some in Communist countries, and corroborated with studies using different procedures which agreed with his original findings regarding intrinsic employee motivation making it one of the most widely replicated studies on job attitudes. While the Motivator-Hygiene concept is still well regarded, satisfaction and dissatisfaction are generally no longer considered to exist on separate scales. The separation of satisfaction and dissatisfaction has been shown to be an artifact of the Critical Incident Technique (CIT) used by Herzberg to record events (King 1970; Hackman & Oldham 1976). Furthermore, it has been noted the theory does not allow for individual differences, such as a particular personality traits, which would affect individuals' unique responses to motivating or hygiene factors. (Hackman & Oldham 1976). [4]

ERG Theory:

Clayton Paul Alderfer is an American psychologist who further expanded Maslow's hierarchy of needs by categorizing the hierarchy into his ERG theory (Existence, Relatedness and Growth). Alderfer categorized the lower order needs (Physiological and Safety) into the Existence category. He fit Maslow's interpersonal love and esteem needs into the relatedness category. The growth category contained the Self Actualization and self esteem needs. Alderfer also proposed a regression theory to go along with the ERG theory. He said that when needs in a higher category are not met then individuals

redouble the efforts invested in a lower category need. For example if self actualization or self esteem is not met then individuals will invest more effort in the relatedness category in the hopes of achieving the higher need. [5]

Dispositional Theory:

Another well-known job satisfaction theory is the Dispositional Theory [citation needed]. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction. A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her\his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction. [4]

2.4 JOB DESCRIPTIVE INDEX:

Smith, Kendall, and Hulin's publication of the Measurement of Satisfaction in Work and Retirement (1969) described the painstakingly careful development of the JDI. Patricia Cain Smith's relocation from Cornell to Bowling Green State University in the mid-

1960's brought with her the JDI and its growing community of users. In an effort to manage the administrative aspects of the JDI for organizational and academic users, and to continue her research in the area of job attitudes, Smith founded the JDI Research Group, an evolving community of industrial-organizational faculty and graduate students. The JDI research group continues to the present day and is active in efforts to research, refine, develop, and norm the instrument as well as a family of other organizationally-relevant measures (e.g., work stress). Dr. Smith continues to lead the research group with the assistance of Drs. William Balzer and Jennifer Gillespie. Along with the 1997 revision of the JDI, a Users' Manual and a new set of national norms was developed.

Employees' satisfaction with their jobs offers important clues concerning the health and profitability of an organization. Measures of strengths and weaknesses tell practitioners where improvements can be made. Researchers gain broader understanding of how situations affect feelings and behavior. The Job Descriptive Index (JDI) measures five important aspects or facets of job satisfaction. The Job in General (JIG) scale evaluates overall job satisfaction.

The Job Descriptive Index (JDI) is designed to measure employees' satisfaction with their jobs. The JDI is easy to administer and score, easy to read, simple in format, and nationally normed. After 40 years of research and application it remains one of the most widely used measures of job satisfaction (DeMeuse, 1985; Zedeck, 1987).

The five facets of the JDI are ***Work on Present Job, Present Pay, Opportunities for Promotion, Supervision, and Coworkers***. These serve to diagnose important aspects of the job. The Job in General scale was developed to evaluate overall, global satisfaction with the job. (Ironson, Smith, Brannick, Gibson, & Paul, 1989).

2.5 SUPERVISOR SUPPORT AND JOB SATISFACTION:

Supervisors play an important role in structuring the work environment and providing information and feedback to employees. As a consequence, supervisor behaviors have an impact on the affective reactions of team members (Durham et al., 1997). However, introducing teams can result in a significant change to the role of supervisors within organizations (Tannenbaum et al., 1996). Parker and Wall (1998) identify a number of options for leadership roles in teams. These options range from the complete elimination of supervisory positions to the retention of supervisory positions but with redefined role requirements such as facilitation. All of these options change the role of supervisors in teams so that supervision is a less important source of support and direction (Ken et al., 1986). Our first goal was to investigate the impact of supervisor support on employee satisfaction under different levels of team implementation. Little research has tested whether the impact of leadership changes when teams are introduced. One possible consequence of the changing role of supervision when teams are introduced is that the traditional support provided by supervisors becomes less important for employee satisfaction. Therefore, there should be a weaker link between the perceived supportiveness of supervisors and the satisfaction levels of employees in companies where teams have been introduced. The companies in the present study differed in the degree to which they had introduced teamwork. Some companies had made no change toward the use of teams, some had implemented teamwork across the whole organization, and others had introduced minimal elements of team working. Although leadership may have less influence on satisfaction for employees working in teams, this does not mean

that a supervisor's support has no impact on satisfaction. Leadership is consistently recognized as important for the initiation and ongoing development of teams (Bass, 1997; Manz and Sims, 1987, Tjosvold, 1995) and is often included as an important determinant in models of team satisfaction (e.g., Campion et al., 1993; Cohen et al., 1996; Gladstein, 1984). In traditional work structures, supervisors have long been recognized to play an important part in developing roles and expectations of employees (Graen and Scandura, 1987). [7]

2.6 CURRENT WORK AND FUTURE HORIZONS:

A lot of research work has been done on the factors that affect job satisfaction and then also the relationship of job satisfaction on the performance and productivity of the employees. But a little has been done on the individual relationship of different factors with job satisfaction. There are some research work that elaborate the relationship of individual factors with job satisfaction and also have primary data on which those researchers argument that their research is valid. The focus of the researchers have been more towards the relationship of the job satisfaction with the job performance and in that research they have secondarily tried to establish the relationship of different factors with job satisfaction and then the impact on performance. JDI do identifies most important factors that can be considered to have impact on job satisfaction but the degree of the relationship differs according to different regions. All these researches do provide a solid argument for the Australian, American and European context but there is a little evidence that Asian, especially Pakistani scenario has also been considered by these researchers. I have continued and worked on the same research line but keeping in mind the Pakistani

scenario. My work basically highlights the relationship of individual factors with job satisfaction and then compares it with results obtained by the researcher in the Australian and American regions. My research work is continuity to the work of other international researchers and the results are a valuable addition considering the different work environment of Asia, especially Pakistan.

FINDINGS AND RESULTS

This chapter discusses the results that are obtained after applying different statistical tools on the data. Data was gathered through primary survey and different test has been applied on that data in order to check our hypothesis. Detailed findings of the survey along with results and their implications are discussed in this chapter.

3.1 RELIABILITY ANALYSIS:

As my research work is based on the primary survey, so the reliability of the data that is obtained from that survey is the most important concern. No result or conclusion is valid until the data on which the complete analysis has been done is reliable.

The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. In other words, the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the "goodness" of a measure. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. Cronbach's Alpha is computed in terms of the average inter correlations among the items measuring the concept. The closer Cronbach's Alpha is to 1, the higher internal consistency reliability.

I have applied reliability analysis through SPSS built in function and the result I have got is .718. This indicates the reliability of the data was 71%, which is good.

Cronbach's Alpha	N of Items
0.718	**4**

Table 3.1: Reliability Statistics

3.2 DESCRIPTIVE STATISTICS:

Following table shows the complete descriptive analysis of the data gathered through the survey. The survey was done through questionnaire which is attached along with its results in appendix.

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	
								Statistic	Std. Error
Job Satisfaction	100	3	1	4	2.25	.833	.694	.140	.241
Relationship with coworkers	100	3	2	5	3.66	.913	.833	.326	.241
Supervisor Behavior	100	4	1	5	2.35	.903	.816	.503	.241
Managerial Policies of the Organization	100	4	1	5	2.34	.945	.893	.438	.241

Table 3.2: Descriptive Statistics

My research questionnaire interpretation is;

Completely agree	1
Partially agree	2
Ambivalent	3
Partially Disagree	4
Completely Disagree	5

So according to the above mentioned interpretation, Job Satisfaction, Supervisor Behavior and Managerial Policies are having a mean which is more towards Partially Agree, while relationship with coworkers shows a mean which is more toward Partially disagree. Data gathered against supervisor behavior is more toward positively skewed.

3.2.1 Frequency Tables:

These table shows the frequency of people opinion i.e. how many said comp. agree, how many said partially agree and so on. It is just a count of people opinion. These tables are self explanatory.

Job Satisfaction:

Frequency	Percent	Valid Percent		Cumulative Percent
Completely Agree	19	19.0	19.0	19.0
Partially Agree	43	43.0	43.0	62.0
Ambivalent	32	32.0	32.0	94.0
Partially Disagree	6	6.0	6.0	100.0
Total	100	100.0	100.0	

Table 3.3: Frequency Table Job Satisfaction

Majority of the people responded partially agree, followed by ambivalent and completely agreed.

Relationship with Coworkers:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Partially Agree**	5	5.0	5.0	5.0
	Ambivalent	49	49.0	49.0	54.0
	Partially Disagree	21	21.0	21.0	75.0
	Completely Disagree	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Table 3.4: Frequency Table Relationship with Coworkers

Majority of the employees surved answered ambivalent followed by completely disagreed and partially disagreed. Interesting thing is on average no one has responded completely agreed.

Supervisor Behavior:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Completely Agree**	17	17.0	17.0	17.0
	Partially Agree	40	40.0	40.0	57.0
	Ambivalent	37	37.0	37.0	94.0
	Partially Disagree	3	3.0	3.0	97.0
	Completely Disagree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Table 3.5: Frequency Table Supervisor Behavior

Majority of the people answered partially agree which is followed by ambivalent.

Managerial Policies of the Organization:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Completely Agree**	19	19.0	19.0	19.0
	Partially Agree	40	40.0	40.0	59.0
	Ambivalent	31	31.0	31.0	90.0
	Partially Disagree	8	8.0	8.0	98.0
	Completely Disagree	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Table 3.6: Frequency Table Managerial Policies of the Organization

Majority of the people answered partially agree which is followed by ambivalent.

3.2.2 Cross Tabulation:

This statistical tool compares that how many has answered the same option in two categories of survey questionnaire. For example how many has answered completely agree in comparison of job satisfaction and supervisor behavior. Tables and graphs demonstrate the relationship between job satisfaction with other three dimensions.

Job Satisfaction * Relationship with Coworkers:

		Relation with co worker				Total
		Partially Agree	Ambivalent	Partially Disagree	Completely Disagree	
Job Satisfaction	Completely Agree	3	7	5	4	19
	Partially Agree	2	24	8	9	43
	Ambivalent	0	17	4	11	32
	Partially Disagree	0	1	4	1	6
Total		5	49	21	25	100

Table 3.7: Cross Tabulation Job Satisfaction * Relationship with Coworkers

In order to completely understand the table graphical representation is also provided below;

Bar Chart
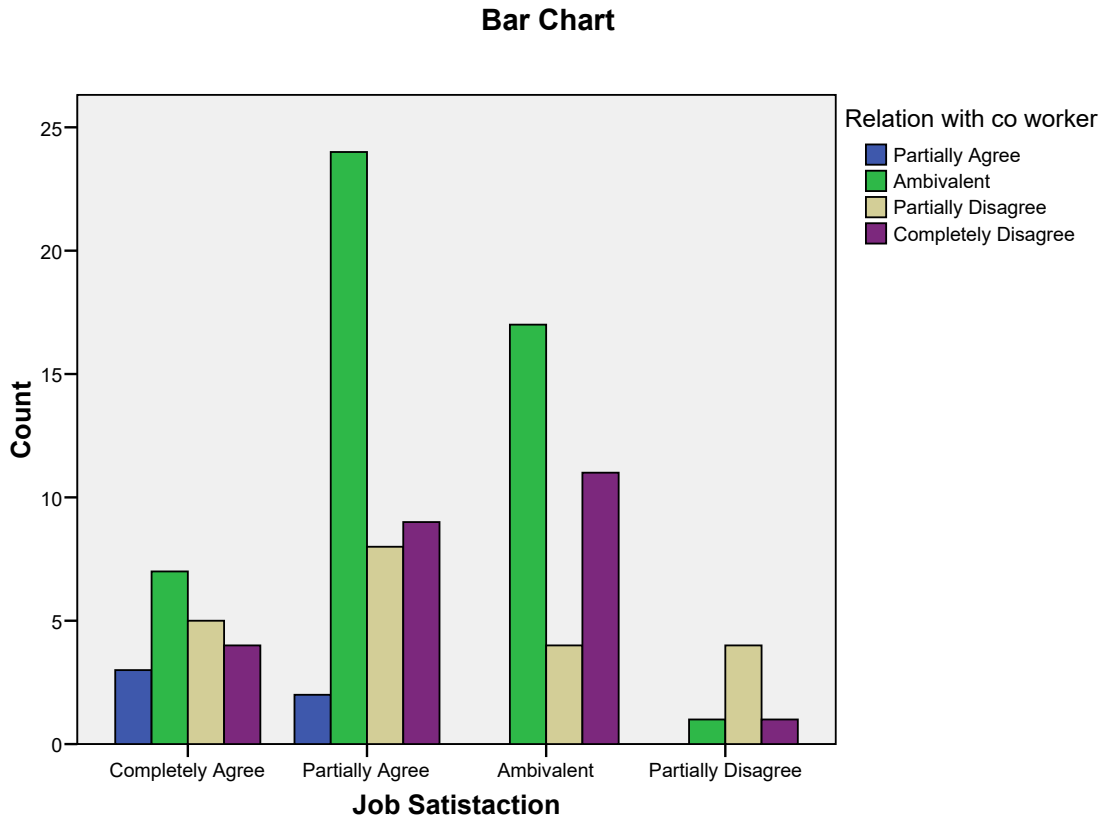
Job Satisfaction * Supervisor Behavior:

		Supervisor Behavior					Total
		Completely Agree	Partially Agree	Ambivalent	Partially Disagree	Completely Disagree	
Job Satisfaction	**Completely Agree**	14	1	4	0	0	19
	Partially Agree	3	29	10	1	0	43
	Ambivalent	0	9	22	1	0	32
	Partially Disagree	0	1	1	1	3	6
Total		17	40	37	3	3	100

Table 3.8: Cross Tabulation Job Satisfaction * Supervisor Behavior

In order to completely understand the table graphical representation is also provided below;
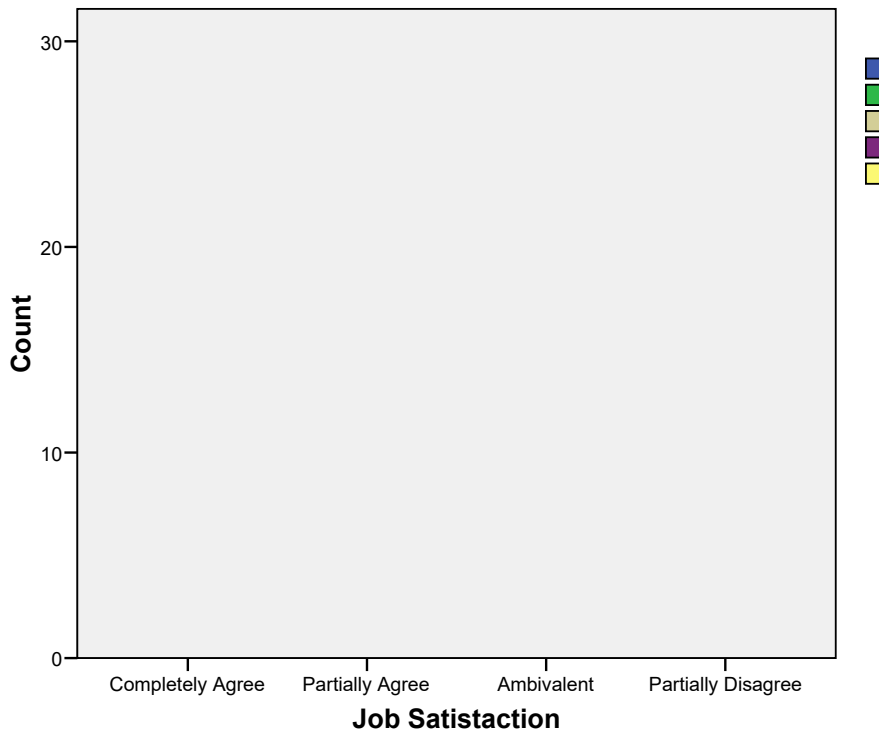
Job Satisfaction * Managerial Policies:

		Policies & procedure of Organization					Total
		Completely Agree	Partially Agree	Ambivalent	Partially Disagree	Completely Disagree	
Job Satisfaction	Completely Agree	18	0	0	1	0	19
	Partially Agree	0	32	8	3	0	43
	Ambivalent	1	7	22	2	0	32
	Partially Disagree	0	1	1	2	2	6
Total		19	40	31	8	2	100

Table 3.9: Cross Tabulation Job Satisfaction * Managerial Policies:

In order to completely understand the table graphical representation is also provided below;
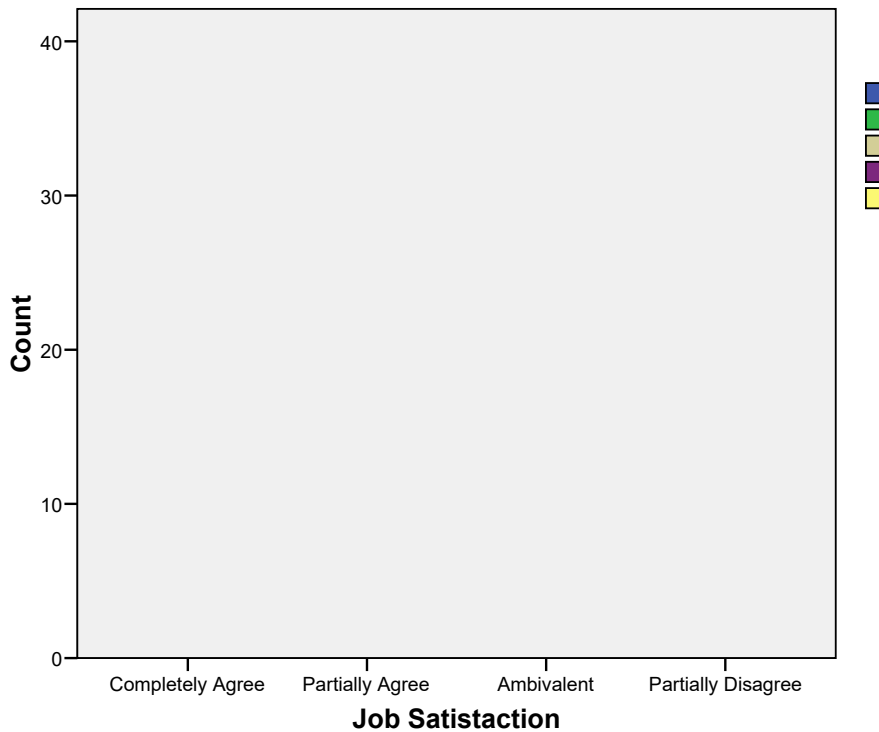
3.3 HYPOTHESIS TESTING:

On the basis of results that are gathered by the survey, correlation has been calculated between the dependent and independent variables of my research. This correlation thus provides the basis to check for the hypothesis devised for the research. Any value above .5 indicates the good positive correlation between those two variables and any value above -.5 indicates good negative correlation between the two variables. Any value

between .5 and -.5 does not indicate any significant relationship. The correlation between the variables has been given below;

	Job Satisfaction	Relationship with Coworkers	Supervisor Behavior	Managerial Policies
Job Satisfaction	1			
Relationship with Coworkers	**0.152754**	1		
Supervisor Behavior	**0.660996**	0.158106	1	
Managerial Policies	**0.698933**	0.065115	0.628346	1

Table 3.10: Correlation between Variables

The table clearly shows that supervisor behavior and managerial policies are having strong positive correlation with job satisfaction according to the survey conducted in telecom sector of Pakistan while relationship with coworkers is not having any significant relationship with job satisfaction. T-test has been applied further to test hypothesis.

3.3.1 T-Test 1:

This test was applied to check the hypothesis no. 1;

H0: Managerial Policies affect the job satisfaction in telecom sector of Pakistan

t-Test: Two-Sample Assuming Unequal Variances

	Job Satisfaction	Managerial Policies
Degree of Freedom	198	
t Stat	**0.511654**	

Table 3.11: t-Test, Job Satisfaction & Managerial Policies

With alpha value of .5 and degree of freedom 198 the value to accept the null hypothesis should be below 1.65. In this test, the value .511 shows that the null hypothesis is accepted while rejecting the alternate hypothesis.

3.3.2 T-Test 2:

Test was applied to check the hypothesis no.2;

H0: Supervisor Behavior affects the job satisfaction in telecom sector of Pakistan

t-Test: Two-Sample Assuming Unequal Variances

	Job Satisfaction	*Supervisor Behavior*
Degree of Freedom	198	
t Stat	**0.59612**	

Table 3.12: t-Test, Job Satisfaction & Supervisor Behavior

With alpha value of .5 and degree of freedom 198 the value to accept the null hypothesis should be below 1.65. In this test, the value .596 shows that the null hypothesis is accepted while rejecting the alternate hypothesis.

3.3.3 T-Test 3:

Test was applied to check the hypothesis no.3;

H0: Relationship with coworkers affects job satisfaction in telecom sector of Pakistan

t-Test: Two-Sample Assuming Unequal Variances

	Job Sat	*Relationship with Coworkers*
Degree of Freedom	149	
t Stat	**7.243007**	

Table 3.13: t-Test, Job Satisfaction & Relationship with Coworkers

With alpha value of .5 and degree of freedom 149 the value to accept the null hypothesis should be below 1.65. In this test, the value 7.24 shows that the null hypothesis is rejected while accepting the alternate hypothesis.

My analysis shows that managerial policies of the organization and postive supervior support ensure the job satisfaction while employees relationship with co-workers has no direct relationship with job staisfaction and to prove its relationship furhter research is needed.

CONCLUSION

Job satisfaction is a very important attribute which is frequently measured by organizations. It indicates how employees feel about their jobs and a predictor of work behaviors such as absenteeism and turnover. It is commonly believed that more satisfied employee shows more productivity. This research explores the few factors which affect the job satisfaction. This empirical research tried to explore relationship between the supervisor's behaviors, coworker behaviors and organizational polices with job satisfaction.

Results show that the job satisfaction is positively correlated with the supervisor's whims. When the supervisor is supportive and appreciates good work, employee is more satisfied and vice versa. Boss exhibits signals which affect the employee motivation level and job satisfaction which ultimately translates into poor work performance.

Similarly, my research shows that job satisfaction has strong relationship with the managerial polices of the organization. I.e. if environment and culture is non-supportive, polices are mechanistic and there is no care of employee as an individual then the employee is indifferent to organization's vision and mission and does not shows commitment to the organization's objective. Moreover he/ she is psychological dissatisfied from the organization. On the other side when employees are satisfied with managerial polices their productivity enhanced, retention improved and satisfaction increased manifold. This ultimately shows in reduce turnover, training costs, improved communication, minimum conflicts and infatuated loyalty.

Research is inconclusive regarding coworker attitude on the employee's satisfaction in the telecom sector. But there exists much theoretical and physical evidence that colleague's relationship affects the work performance and job satisfaction of the employee. But since the employees are reluctant to share their true feeling about their coworkers this research is inconclusive and requires more thorough research

In short we can conclude that three factors namely supervisor behavior (S), coworker relationship (C) and managerial polices (P) are very important in Pakistani telecom. Manager's in telecom sector needs to improve all three variables to improve the employee satisfaction because job Satisfaction (J) is a resultant of all three variable ($J=S*C*P$). If any one is low then overall job satisfaction will be low. Hence proper focus on the entire three factors is important and specific steps are needed in this regard to improve employee job satisfaction.

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SURVEY QUESTIONNAIRE

Questionnaire attached on next page.

SURVEY RESULTS

Attached on next page.

	JobSat	Coworkers	SupervisorBeh	Policies
1	Completely Agre	Ambivalent	Completely Agre	Completely Agree
2	Ambivalent	Ambivalent	Ambivalent	Ambivalent
3	Partially Agree	Completely Disagree	Partially Agree	Partially Agree
4	Ambivalent	Ambivalent	Ambivalent	Partially Agree
5	Partially Disagree	Ambivalent	Partially Disagree	Completely Disagree
6	Ambivalent	Ambivalent	Partially Agree	Ambivalent
7	Partially Agree	Completely Disagree	Partially Agree	Partially Agree
8	Ambivalent	Ambivalent	Partially Disagree	Partially Agree
9	Completely Agre	Partially Disagree	Completely Agree	Completely Agree
10	Completely Agre	Ambivalent	Completely Agree	Completely Agree
11	Partially Agree	Partially Disagree	Partially Agree	Partially Agree
12	Ambivalent	Ambivalent	Partially Agree	Ambivalent
13	Partially Agree	Partially Disagree	Partially Agree	Partially Agree
14	Ambivalent	Partially Disagree	Ambivalent	Partially Agree
15	Completely Agre	Partially Disagree	Completely Agree	Completely Agree
16	Partially Agree	Partially Disagree	Partially Disagree	Partially Agree
17	Completely Agre	Completely Disagree	Partially Agree	Completely Agree
18	Completely Agre	Partially Disagree	Completely Agree	Completely Agree
19	Partially Disagree	Partially Disagree	Partially Agree	Partially Agree
20	Partially Agree	Ambivalent	Partially Agree	Partially Agree
21	Partially Disagree	Partially Disagree	Completely Disagree	Partially Disagree
22	Ambivalent	Completely Disagree	Ambivalent	Ambivalent
23	Partially Agree	Ambivalent	Partially Agree	Partially Agree
24	Ambivalent	Ambivalent	Partially Agree	Partially Agree
25	Partially Agree	Ambivalent	Completely Agree	Partially Agree
26	Partially Agree	Partially Agree	Ambivalent	Partially Agree
27	Partially Agree	Ambivalent	Partially Agree	Partially Agree
28	Ambivalent	Ambivalent	Partially Agree	Ambivalent
29	Partially Agree	Completely Disagree	Partially Agree	Partially Agree
30	Ambivalent	Ambivalent	Ambivalent	Ambivalent
31	Partially Agree	Ambivalent	Partially Agree	Partially Agree
32	Completely Agre	Partially Disagree	Completely Agree	Completely Agree
33	Partially Agree	Ambivalent	Partially Agree	Partially Agree
34	Completely Agre	Partially Agree	Completely Agree	Completely Agree
35	Ambivalent	Completely Disagree	Ambivalent	Partially Agree
36	Ambivalent	Completely Disagree	Partially Agree	Partially Agree
37	Partially Agree	Partially Agree	Partially Agree	Partially Agree
38	Ambivalent	Ambivalent	Ambivalent	Ambivalent
39	Completely Agre	Ambivalent	Completely Agree	Completely Agree
40	Ambivalent	Partially Disagree	Partially Agree	Completely Agree
41	Partially Agree	Ambivalent	Partially Agree	Partially Agree
42	Partially Agree	Ambivalent	Partially Agree	Partially Disagree
43	Partially Agree	Partially Disagree	Partially Agree	Partially Agree
44	Partially Disagree	Partially Disagree	Completely Disagree	Ambivalent
45	Completely Agre	Ambivalent	Completely Agree	Completely Agree
46	Partially Agree	Partially Disagree	Completely Agree	Partially Agree
47	Partially Agree	Ambivalent	Partially Agree	Partially Agree

	JobSat	Coworkers	SupervisorBeh	Policies
48	Partially Agree	Completely Disagree	Ambivalent	Partially Agree
49	Partially Agree	Completely Disagree	Ambivalent	Partially Agree
50	Partially Agree	Ambivalent	Partially Agree	Partially Agree
51	Ambivalent	Ambivalent	Partially Agree	Partially Agree
52	Partially Agree	Ambivalent	Partially Agree	Ambivalent
53	Completely Agre	Completely Disagree	Completely Agre	Completely Agre
54	Partially Agree	Ambivalent	Partially Agree	Partially Agree
55	Ambivalent	Ambivalent	Ambivalent	Ambivalent
56	Partially Disagree	Partially Disagree	Completely Disagree	Completely Disagree
57	Partially Agree	Ambivalent	Partially Agree	Partially Agree
58	Partially Disagree	Completely Disagree	Ambivalent	Partially Disagree
59	Ambivalent	Ambivalent	Partially Agree	Ambivalent
60	Partially Agree	Ambivalent	Partially Agree	Partially Agree
61	Completely Agre	Completely Disagree	Completely Agre	Completely Agre
62	Ambivalent	Ambivalent	Ambivalent	Ambivalent
63	Partially Agree	Ambivalent	Partially Agree	Partially Agree
64	Partially Agree	Partially Disagree	Partially Agree	Partially Agree
65	Ambivalent	Ambivalent	Ambivalent	Ambivalent
66	Completely Agre	Completely Disagree	Completely Agre	Completely Agre
67	Ambivalent	Ambivalent	Ambivalent	Ambivalent
68	Partially Agree	Completely Disagree	Partially Agree	Partially Agree
69	Ambivalent	Completely Disagree	Ambivalent	Ambivalent
70	Partially Agree	Ambivalent	Completely Agre	Partially Agree
71	Completely Agre	Partially Agree	Completely Agre	Completely Agre
72	Ambivalent	Completely Disagree	Ambivalent	Ambivalent
73	Completely Agre	Ambivalent	Ambivalent	Completely Agre
74	Ambivalent	Completely Disagree	Ambivalent	Ambivalent
75	Completely Agre	Ambivalent	Ambivalent	Completely Agre
76	Partially Agree	Ambivalent	Partially Agree	Partially Agree
77	Completely Agre	Partially Disagree	Ambivalent	Completely Agre
78	Partially Agree	Partially Disagree	Ambivalent	Partially Agree
79	Ambivalent	Completely Disagree	Ambivalent	Ambivalent
80	Partially Agree	Ambivalent	Partially Agree	Ambivalent
81	Ambivalent	Completely Disagree	Ambivalent	Partially Disagree
82	Partially Agree	Completely Disagree	Ambivalent	Ambivalent
83	Partially Agree	Completely Disagree	Ambivalent	Partially Agree
84	Ambivalent	Partially Disagree	Ambivalent	Ambivalent
85	Partially Agree	Completely Disagree	Partially Agree	Ambivalent
86	Completely Agre	Ambivalent	Ambivalent	Partially Disagree
87	Partially Agree	Ambivalent	Ambivalent	Ambivalent
88	Ambivalent	Completely Disagree	Ambivalent	Ambivalent
89	Ambivalent	Completely Disagree	Partially Agree	Ambivalent
90	Partially Agree	Ambivalent	Partially Agree	Partially Disagree
91	Partially Agree	Ambivalent	Partially Agree	Ambivalent
92	Ambivalent	Completely Disagree	Ambivalent	Partially Disagree
93	Partially Agree	Ambivalent	Partially Agree	Ambivalent
94	Partially Agree	Partially Disagree	Ambivalent	Ambivalent

	JobSat	Coworkers	SupervisorBeh	Policies
95	Partially Agree	Ambivalent	Ambivalent	Partially Disagree
96	Ambivalent	Partially Disagree	Ambivalent	Ambivalent
97	Ambivalent	Ambivalent	Ambivalent	Ambivalent
98	Completely Agre	Partially Agree	Completely Agree	Completely Agree
99	Partially Agree	Ambivalent	Ambivalent	Partially Agree
100	Ambivalent	Ambivalent	Ambivalent	Ambivalent

Job Sat	Coworkers	Supervisor Beh	Policies
1	3	1	1
3	3	3	3
2	5	2	2
3	3	3	2
4	3	4	5
3	3	2	3
2	5	2	2
3	3	4	2
1	4	1	1
1	3	1	1
2	4	2	2
3	3	2	3
2	4	2	2
3	4	3	2
1	4	1	1
2	4	4	2
1	5	2	1
1	4	1	1
4	4	2	2
2	3	2	2
4	4	5	4
3	5	3	3
2	3	2	2
3	3	2	2
2	3	1	2
2	2	3	2
2	3	2	2
3	3	2	3
2	5	2	2
3	3	3	3
2	3	2	2
1	4	1	1
2	3	2	2
1	2	1	1
3	5	3	2
3	5	2	2
2	2	2	2
3	3	3	3
1	3	1	1
3	4	2	1
2	3	2	2
2	3	2	4
2	4	2	2
4	4	5	3
1	3	1	1
2	4	1	2
2	3	2	2
2	5	3	2
2	5	3	2
2	3	2	2
3	3	2	2

2	3	2	3
1	5	1	1
2	3	2	2
3	3	3	3
4	4	5	5
2	3	2	2
4	5	3	4
3	3	2	3
2	3	2	2
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2	4	2	2
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2	3	1	2
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3	5	3	3
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3	5	3	3
1	3	3	1
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2	3	2	3
3	5	3	4
2	3	2	3
2	4	3	3
2	3	3	4
3	4	3	3
3	3	3	3
1	2	1	1
2	3	3	2
3	3	3	3

Job Sat
Coworkers
Supervisor
Policies

Job Sat	Coworkers	upervisor Be	Policies
1			
0.152754	1		
0.660996	0.158106	1	
0.698933	0.065115	0.628346	1

	Job Sat	Coworkers	Supervisor Beh
Job Sat	1		
Coworkers	0.152753967	1	
Supervisor Beh	0.660995675	0.158106401	1
Policies	0.698933383	0.065115058	0.628346049

t-Test: Two-Sample Assuming Unequal Variances

	Job Sat	Coworkers
Mean	2.75	2.07
Variance	0.694444444	0.186969697
Observations	100	100
Hypothesized Mean Difference	0	
df	149	
t Stat	7.243007013	
P(T<=t) one-tail	1.09161E-11	
t Critical one-tail	1.655144534	
P(T<=t) two-tail	2.18322E-11	
t Critical two-tail	1.976013145	

t-Test: Two-Sample Assuming Unequal Variances

	Job Sat	Supervisor Beh
Mean	2.75	2.68
Variance	0.694444444	0.684444444
Observations	100	100
Hypothesized Mean Difference	0	
df	198	
t Stat	0.596119604	
P(T<=t) one-tail	0.275888099	
t Critical one-tail	1.652585784	
P(T<=t) two-tail	0.551776198	
t Critical two-tail	1.972017432	

t-Test: Two-Sample Assuming Unequal Variances

	Job Sat	Policies
Mean	2.75	2.69
Variance	0.694444444	0.680707071

Observations	100	100
Hypothesized Mean Difference	0	
df	198	
t Stat	0.51165353	
P(T<=t) one-tail	0.304731831	
t Critical one-tail	1.652585784	
P(T<=t) two-tail	0.609463661	
t Critical two-tail	1.972017432	

Policies

1

Sr #	Q1	Q2	Q3	Q5	Q6	Q7	Q8
1	3	3	4	2	3	2	2
2	3	5	2	3	2	2	3
3	5	5	4	3	5	5	5
4	3	2	4	2	4	3	3
5	5	4	2	1	4	1	2
6	1	4	5	3	2	3	2
7	5	4	3	5	5	5	5
8	3	2	1	4	3	4	2
9	5	2	4	3	4	3	4
10	3	5	1	1	4	4	1
11	3	4	4	3	5	3	3
12	1	5	4	1	3	2	2
13	4	3	3	3	4	3	5
14	5	3	2	4	3	3	5
15	2	4	4	4	3	5	4
16	5	3	5	5	5	4	3
17	4	4	5	4	5	5	5
18	3	4	3	3	4	5	4
19	3	5	4	4	4	3	3
20	1	3	1	1	4	5	4
21	4	4	5	2	4	4	2
22	5	3	5	4	5	5	5
23	3	3	2	3	3	3	1
24	1	4	4	2	5	1	3
25	2	1	3	3	2	3	4
26	2	1	2	2	4	5	1
27	3	3	2	3	3	1	4
28	1	1	4	3	2	3	4
29	4	5	4	5	5	5	4
30	3	3	1	4	3	3	1
31	5	3	1	3	4	3	1
32	2	4	3	4	4	5	4
33	1	1	1	2	4	4	5
34	4	4	1	3	2	1	2
35	4	4	5	5	5	5	4
36	5	5	5	4	4	5	4
37	3	1	1	5	1	1	4
38	1	2	4	1	4	5	1
39	3	4	2	3	2	3	1
40	3	4	3	4	4	4	3
41	1	5	3	1	3	5	1
42	1	4	1	4	3	3	2
43	1	4	4	4	4	5	3
44	2	3	5	5	2	3	5
45	3	3	4	2	4	1	1
46	2	2	5	5	5	2	5
47	1	2	4	3	3	4	2
48	4	4	5	4	5	5	5
49	4	5	5	4	5	4	5
50	3	3	4	1	2	2	3
51	5	1	1	5	1	3	3

52	2	1	3	3	3	4	2
53	4	5	4	4	5	5	5
54	3	3	2	1	4	2	3
55	1	2	2	2	4	3	4
56	3	5	2	5	4	4	3
57	3	3	1	3	4	2	3
58	4	5	5	4	4	5	5
59	1	3	3	3	4	4	1
60	3	3	3	1	3	4	2
61	4	5	5	4	4	5	5
62	1	2	3	3	3	3	3
63	2	3	3	4	3	3	1
64	3	4	4	4	3	3	4
65	2	4	4	1	2	4	2
66	4	4	5	4	5	5	5
67	3	2	2	1	3	4	4
68	4	5	5	4	4	5	5
69	5	5	4	5	5	4	4
70	3	3	2	3	2	2	3
71	3	3	3	1	1	3	2
72	5	5	5	5	5	5	3
73	2	1	3	3	3	4	3
74	5	5	5	3	5	5	5
75	2	3	2	3	1	4	4
76	3	2	3	3	4	2	2
77	2	3	4	4	4	5	3
78	4	4	4	4	4	4	1
79	5	5	2	5	5	5	5
80	2	3	3	1	4	2	3
81	4	5	5	5	3	5	5
82	5	5	4	5	5	5	3
83	5	5	5	4	5	4	4
84	3	5	1	4	3	4	5
85	4	4	4	5	5	5	5
86	3	3	3	3	1	2	4
87	2	5	2	1	3	2	4
88	5	4	4	5	5	5	5
89	5	4	4	4	5	5	5
90	2	3	3	1	5	4	1
91	3	1	1	4	5	2	4
92	4	4	4	5	5	5	5
93	3	1	2	4	1	3	4
94	5	4	4	1	5	4	3
95	1	2	3	3	5	3	1
96	4	4	4	2	4	3	4
97	2	4	5	3	4	1	1
98	2	4	2	1	2	4	2
99	2	3	2	2	4	2	4
100	3	2	5	2	3	2	1

AVG Relationship With Coworkers	Q9	Q10	Q11	Q12	Q13	Q14
3	2	1	1	2	1	1
3	1	4	4	4	3	2
5	3	4	3	1	2	1
3	2	4	2	2	1	3
3	3	4	4	3	3	3
3	2	3	2	3	1	3
5	3	3	2	1	3	1
3	4	3	3	3	4	3
4	2	2	1	1	2	1
3	1	2	1	3	1	1
4	2	4	2	1	3	1
3	3	3	3	2	1	1
4	2	2	3	2	3	1
4	1	4	2	3	3	4
4	1	1	1	2	1	1
4	3	4	4	3	3	4
5	1	2	1	1	2	1
4	1	2	2	2	1	1
4	1	2	2	1	1	1
3	1	1	1	1	1	2
4	4	5	4	3	5	5
5	2	3	2	3	2	3
3	2	4	3	1	2	3
3	1	4	3	1	3	2
3	3	1	1	1	1	1
2	3	4	2	3	1	1
3	2	4	1	1	2	3
3	3	4	2	2	3	1
5	1	3	2	1	2	1
3	3	3	3	2	3	4
3	2	2	3	1	3	2
4	1	1	1	1	1	2
3	3	3	1	5	1	1
2	1	2	2	1	1	1
5	2	2	3	1	2	4
5	3	4	1	2	2	2
2	3	2	1	1	3	2
3	2	2	2	2	4	3
3	2	2	1	1	2	1
4	3	4	3	3	1	1
3	3	3	2	3	1	1
3	1	2	2	2	1	1
4	2	1	2	2	1	2
4	5	4	5	5	5	3
3	1	2	1	2	1	1
4	1	1	1	1	1	1
3	1	3	2	3	3	3
5	1	2	3	3	3	3
5	3	4	1	2	2	4
3	2	2	2	2	4	3
3	3	2	1	2	3	1

3	2	4	1	1	1	2
5	1	1	1	1	1	1
3	1	2	1	1	1	3
3	1	2	2	1	2	3
4	3	4	5	5	5	5
3	5	4	1	1	1	1
5	3	4	3	2	1	3
3	2	2	2	3	2	3
3	2	3	2	2	1	2
5	3	1	1	1	1	1
3	1	3	2	1	1	4
3	1	3	3	3	1	3
4	3	4	3	1	1	1
3	1	2	4	2	2	2
5	1	2	1	1	2	1
3	2	1	1	2	3	3
5	3	3	1	3	1	3
5	3	3	3	2	3	3
3	1	2	1	1	2	1
2	2	1	2	1	1	1
5	1	2	1	3	3	4
3	3	3	3	1	2	3
5	3	4	3	3	1	2
3	2	2	2	3	3	2
3	2	2	2	4	3	2
4	1	4	3	1	2	2
4	1	2	3	4	2	2
5	2	3	2	3	2	4
3	3	3	3	3	2	3
5	1	3	3	3	3	1
5	2	3	1	4	3	2
5	3	2	3	2	4	3
4	3	4	1	4	2	3
5	1	2	4	3	4	1
3	3	3	2	1	3	3
3	3	2	3	4	3	3
5	1	4	2	1	2	3
5	2	2	3	3	3	2
3	3	2	3	3	3	1
3	1	4	3	1	3	1
5	1	4	3	3	2	1
3	3	4	2	3	3	1
4	2	3	1	3	2	3
3	3	2	4	2	4	2
4	3	4	3	1	2	3
3	1	4	3	3	1	3
2	3	2	1	1	1	1
3	1	2	3	1	1	4
3	3	4	2	3	2	4

Q15	Q16	AVG Supervisor Behavior	Q17	Q18	Q19	Q20	Q21
2	1	1	2	1	2	1	1
1	2	3	1	3	2	2	1
1	2	2	2	1	2	2	1
3	4	3	1	3	2	2	1
4	4	4	5	5	4	4	5
2	2	2	3	3	1	1	1
1	2	2	3	3	2	1	2
4	4	4	2	1	1	1	1
1	1	1	2	2	2	1	1
1	1	1	1	2	1	2	2
2	1	2	3	1	2	2	2
3	2	2	3	3	1	3	2
2	3	2	3	1	2	1	2
2	1	3	3	1	1	1	1
1	2	1	1	3	1	2	1
4	4	4	2	1	2	1	1
2	4	2	3	1	2	1	1
1	1	1	3	1	1	2	1
4	1	2	2	1	1	1	2
2	3	2	2	1	1	2	2
5	5	5	1	5	4	4	2
4	1	3	1	3	2	3	4
2	2	2	2	3	1	1	1
2	1	2	2	3	2	1	1
2	1	1	3	1	2	2	2
4	3	3	3	2	2	1	1
2	2	2	3	2	2	1	2
3	1	2	1	2	2	1	3
2	1	2	3	1	2	2	2
2	2	3	3	3	2	4	1
2	2	2	1	2	2	2	2
2	2	1	2	1	2	2	1
3	1	2	3	1	1	2	4
1	1	1	1	2	1	2	2
2	4	3	2	1	2	2	2
1	2	2	3	1	1	2	1
3	1	2	2	1	1	2	1
2	3	3	1	3	2	2	2
1	1	1	1	2	2	1	1
1	2	2	2	1	1	1	2
2	3	2	1	3	1	1	2
2	1	2	3	3	5	5	5
1	1	2	3	1	1	1	1
5	5	5	3	1	1	2	3
2	1	1	3	1	1	2	1
2	3	1	2	2	2	2	1
1	3	2	1	3	2	1	1
3	2	3	2	1	1	1	2
4	2	3	1	3	1	1	2
1	1	2	1	2	2	1	2
2	1	2	1	1	1	1	2

3	3	2	3	1	1	4	2
2	1	1	1	1	2	2	1
1	3	2	1	3	2	2	1
5	5	3	1	2	3	2	4
4	5	5	5	5	3	4	4
1	2	2	2	3	1	1	1
4	2	3	1	2	2	4	5
3	1	2	1	1	2	1	3
2	3	2	3	3	1	1	2
1	1	1	2	1	2	1	2
4	4	3	2	2	1	4	2
4	1	2	3	2	1	2	2
3	3	2	1	3	2	2	1
3	4	3	1	1	3	2	3
1	1	1	2	1	1	1	1
4	4	3	1	2	2	1	2
3	1	2	1	2	1	1	2
1	4	3	3	3	3	3	2
1	1	1	1	1	1	1	1
2	1	1	3	2	1	1	1
4	2	3	2	3	2	3	2
3	3	3	2	1	1	1	2
4	2	3	3	3	2	2	3
3	4	3	1	1	1	1	2
3	1	2	1	1	1	2	2
3	4	3	2	3	1	1	1
2	4	3	3	2	2	1	1
1	3	3	2	2	1	2	4
1	1	2	1	1	2	2	3
4	4	3	1	5	3	5	3
4	3	3	2	1	1	2	1
2	3	3	2	2	2	1	1
3	1	3	3	1	2	2	4
2	1	2	2	1	1	4	1
3	3	3	3	3	5	5	4
2	2	3	2	1	2	1	5
5	2	3	1	3	1	2	4
3	1	2	2	1	1	1	5
1	3	2	1	3	3	4	5
3	2	2	2	2	2	3	3
3	3	3	3	3	5	4	4
1	1	2	3	1	1	2	4
4	3	3	1	3	5	2	2
3	1	3	3	3	5	5	5
4	2	3	3	2	1	2	1
4	3	3	1	1	2	4	4
1	1	1	3	1	1	2	1
4	4	3	1	3	2	2	1
2	1	3	2	1	3	3	2

Q22	Q23	Q24	AVG Managerial	Q25	Q26	Q27	Q28	Q29
1	1	2	1	1	1	2	2	1
4	4	4	3	2	3	1	3	3
1	3	1	2	2	1	2	1	1
4	1	5	2	1	1	3	3	4
4	5	5	5	4	3	4	4	2
4	4	4	3	2	3	2	4	2
1	3	1	2	1	3	1	2	1
3	4	2	2	2	3	2	3	2
1	1	1	1	2	1	2	1	1
1	1	1	1	1	2	2	1	1
1	1	4	2	2	1	2	2	2
4	4	1	3	1	2	3	4	4
4	3	1	2	1	1	1	1	2
3	1	3	2	2	3	2	3	2
1	1	1	1	1	2	1	2	1
3	1	2	2	1	1	1	2	3
1	1	1	1	1	1	1	1	1
1	1	1	1	2	1	1	1	1
1	3	1	2	1	4	2	5	5
2	1	1	2	1	1	1	3	3
4	4	4	4	3	3	2	4	4
3	3	2	3	2	1	1	3	4
3	1	5	2	2	1	2	3	1
1	1	4	2	1	2	3	2	4
1	3	5	2	2	1	1	3	3
1	3	1	2	1	3	2	2	1
2	3	3	2	2	2	1	2	3
3	4	4	3	2	3	2	3	4
3	3	2	2	2	2	2	4	1
3	1	4	3	1	1	1	4	4
1	3	4	2	2	1	2	2	2
1	1	1	1	1	2	2	1	1
4	1	3	2	2	3	2	2	3
1	1	1	1	1	1	1	1	3
3	2	1	2	2	3	4	3	3
4	1	4	2	3	3	2	2	3
3	1	4	2	1	2	1	3	1
3	4	4	3	1	2	4	4	2
1	1	2	1	2	2	1	1	1
2	1	1	1	1	2	4	4	3
1	4	2	2	2	3	1	2	2
4	2	1	4	2	1	1	2	2
1	2	2	2	1	1	2	2	2
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3	3	3	2	2	3	1	2	3
3	1	1	2	2	1	1	2	3
3	3	3	2	1	2	2	4	2
1	4	4	2	2	2	4	2	3

4	3	4	3	1	3	2	4	2
2	1	1	1	1	2	1	2	1
4	2	2	2	1	1	2	4	1
3	3	3	3	2	3	2	4	2
5	5	5	5	1	1	5	5	5
1	1	2	2	1	1	2	3	2
5	5	4	4	3	3	4	4	2
4	4	5	3	1	3	4	2	3
4	1	1	2	1	1	1	4	3
1	1	1	1	2	1	1	2	1
3	3	3	3	2	1	2	2	4
1	1	5	2	1	3	2	2	2
2	3	1	2	2	2	2	3	3
3	2	5	3	2	2	2	2	4
2	2	1	1	1	1	2	1	1
4	4	4	3	2	3	3	2	2
1	3	2	2	1	2	2	4	3
2	4	1	3	1	1	3	3	3
2	3	3	2	1	2	2	4	2
1	1	1	1	2	1	2	1	1
3	3	2	3	2	3	1	2	3
1	1	2	1	2	1	1	2	1
3	3	2	3	1	3	4	3	2
2	1	1	1	1	2	1	1	1
2	4	4	2	2	2	1	2	2
1	1	1	1	1	1	2	1	1
4	3	3	2	2	3	2	3	2
4	4	3	3	1	1	3	4	2
4	4	4	3	1	2	2	4	3
3	3	5	4	1	3	2	4	1
4	5	4	3	2	3	2	1	1
3	4	4	2	2	2	2	3	3
4	2	3	3	1	2	3	3	2
4	3	4	3	1	1	2	4	2
2	2	4	4	1	1	1	2	2
3	2	4	3	1	1	2	3	2
3	4	3	3	1	3	2	4	2
3	2	5	3	2	2	1	3	4
3	4	5	4	1	3	2	4	1
2	3	3	3	2	1	2	3	3
4	4	1	4	5	3	2	4	1
2	4	4	3	2	3	1	4	2
4	2	1	3	1	1	2	3	2
2	2	4	4	1	3	1	4	2
4	4	4	3	2	2	1	3	5
3	2	4	3	2	2	2	3	2
1	1	1	1	2	1	1	2	1
2	2	1	2	2	1	2	3	3
4	4	1	3	2	3	2	3	2

Q30	AVG Job Satisfaction
1	1
3	3
2	2
3	3
4	4
3	3
1	2
4	3
1	1
1	1
3	2
1	3
3	2
4	3
1	1
2	2
2	1
2	1
4	4
1	2
5	4
4	3
1	2
3	3
2	2
1	2
3	2
3	3
2	2
4	3
2	2
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3	2
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3	2
2	3

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4	3
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2	2
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4	3
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3	3
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2	2
4	3
2	2
4	3
2	2
2	2
4	3
3	2
1	1
3	2
4	3
3	3
3	2
2	2
3	3
1	2
2	2
3	2
2	3
5	3
1	1
3	2
4	3

5	10	1
4	9	2
3	8	3
2	7	4
1	6	10

Survey Questionnaire

I am a student of NUST Institute of Management Sciences and I am doing a thesis for the partial fulfillment of my Masters in Business Administration. The questionnaire attached will facilitate my research work. Your cooperation in filling out the questionnaire will be highly appreciated.

Name: _____ **Gender:** Male [ ] Female [ ] **Age:** _____

Relationship With Coworkers

Sr.No	Research Question	Completely Agree	Partially Agree	Ambivalent	Partially Disagree	Completely Disagree
1	Your coworkers are empathetic	1	2	3	4	5
2	Your coworkers communicate well with each other and with you	1	2	3	4	5
3	They are helpful and supportive in your job	1	2	3	4	5
4	They respect your opinions	1	2	3	4	5
5	They appreciate collaborative efforts	1	2	3	4	5
6	They are professionaly trained and well qualified	1	2	3	4	5
7	It is a pleasant experience to work with them	1	2	3	4	5
8	They help to enhance your job satisfaction	1	2	3	4	5

Supervisor Behavior

	Research Question	Completely Agree	Partially Agree	Ambivalent	Partially Disagree	Completely Disagree
9	He understands your point of view	1	2	3	4	5
10	He is easily approachable	1	2	3	4	5
11	He recognizes your efforts and appreciates	1	2	3	4	5
12	He posesses the convincing power as a problem solver	1	2	3	4	5
13	He properly informs higher management of employee needs	1	2	3	4	5
14	He accurately evaluates your strengths and weaknesses	1	2	3	4	5
15	He is fair and treats employees equally	1	2	3	4	5
16	He promotes productivity and satisfaction	1	2	3	4	5

Managerial Policies of the oganization

17	Administrative policies support basic employee rights	1	2	3	4	5
18	Overall compensation package is competitive in the market	1	2	3	4	5
19	Performance appraisal is used for promotion and pay increase	1	2	3	4	5
20	Performance is evaluated regularly on agreed upon standards	1	2	3	4	5
21	Career development is facilitated					
22	Your organization believes in human resouce development and training	1	2	3	4	5
23	Work ambiance is satisfactory	1	2	3	4	5
24	Organization structures work schedules satisfactorily	1	2	3	4	5

Job Satisfaction

25	Are you satisfied while working with your coworkers	1	2	3	4	5
26	Are you satisfed with your boss behaivour	1	2	3	4	5
27	Lenthgy Managerial policies creates stress	1	2	3	4	5
28	Is your boss harsh with you	1	2	3	4	5
29	How long you like to stay in current organization	1	2	3	4	5
30	Is your output affected by your relationships with co-workers	1	2	3	4	5