

# **Antecedents of Job Satisfaction in Pakistan Telecom Industry**

## **Business Project (B)**

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## **Abstract**

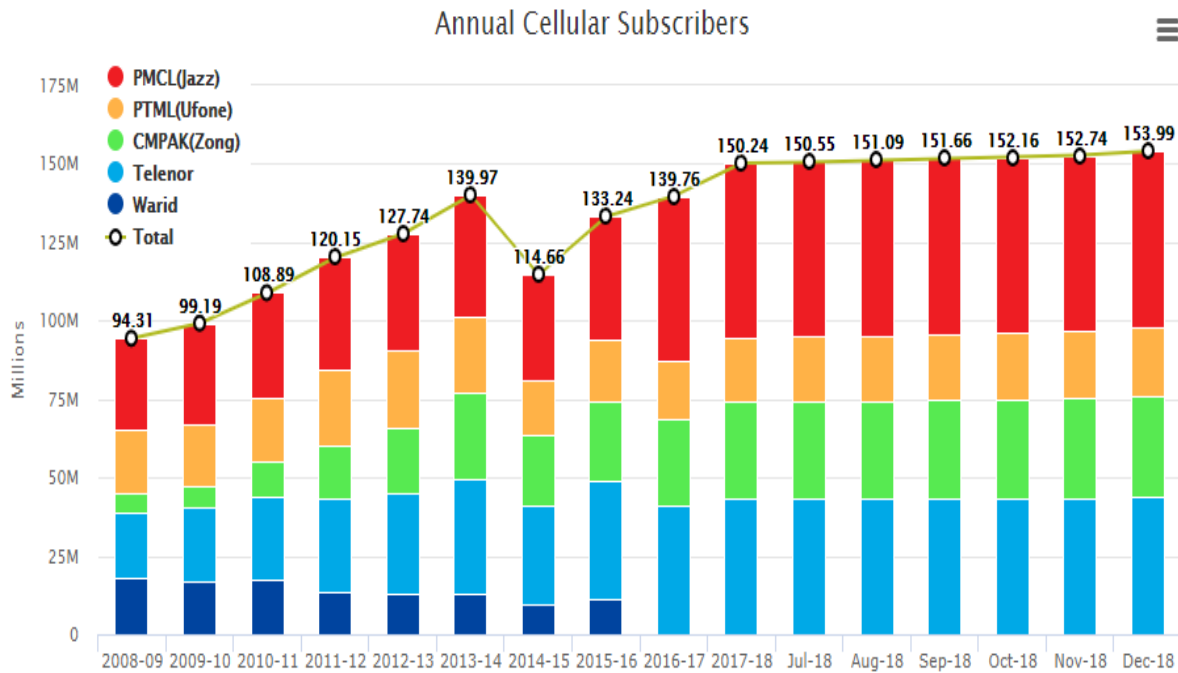
This research project determines and examines the combined effect of relationship of an employee with his organization, supervisor and his coworkers on employee Job Satisfaction in Pakistan's telecom industry. A questionnaire was used as an instrument to record responses of employees from all four Telecom companies operating in the country (Mobilink, Telenor, Ufone, and Zong). Descriptive analysis is then performed on consolidated data by calculating average of each response against each variable. The comparison with other research methodologies reveals three distant ways to elaborate job satisfaction i) teamwork, work-life balance, identification with strategy ii) work-life balance, autonomy and identification with strategy 3) supervisor support and identification with strategy. In the end industrial applications are discussed to link this research with the industry.

## **Telecommunication Industry: An Overview**

Telecommunication industry in Pakistan consists of environment for the promotion of telecom services usage including Voice, Data, SMS and various others. In 1994, Pakistan Telecommunication ordinance established the regulatory framework for the industry along with formation of an authority PTA. Afterwards, Telecommunication (Re-organization) Act number XVII was described in 1996 that was aimed to reorganize the telecom industry of Pakistan. Pakistan Telecommunication Authority (PTA) was established in the act of 1996 to regulate the framework, operation and monitoring of company's performance and provision of telecommunication services. The head-quarter of PTA is situated in Islamabad with regional offices in Lahore, Karachi, Quetta, Peshawar, Gilgit and Rawalpindi.

Pakistan was the third fastest Telecommunication industry in the world. After the acquisition of Warid by Mobilink only four telecom operators are offering services to the customers of Pakistan including Jazz, Telenor, Zong and Ufone. Heavy taxes from Pakistani government and price war between Telco operators have halted the growth and higher return on investment which have resulted in lower investments by these companies. Going forward, the industry will observe minor investments in infrastructure but differentiated products will be offered to the customers due to rapid changing market dynamics.

Telco industry is a vast one with approximately 154 million subscribers. This number is continuously increasing due to greater penetration of mobile services in the remote and far flung areas of the country:



**Figure 1:**

Year wise increasing trend of subscribers in Pakistan

The basic services being offered by these firms to the customers are Voice (call), Text (SMS), Data (internet), financial services (easypaisa, Upaisa etc.). Additionally, these customers also acquire various services including Voice & other digital services. The industry is very rapid and customer demands are continuously changing day by day. Due to price war between companies the profit margins have decreased forcing them to offer differentiated and unique services to their customers. Successful ventures such as easypaisa and easyload are examples which enabled Telenor Pakistan to enjoy first mover's advantage for significant period.

## **Job Satisfaction:**

The academic literature has investigated employee job satisfaction for a very long time. Despite having extensive research, consensus among researchers has not been achieved regarding a final definition. Several authors have presented theories for defining and elaborating job satisfaction. Some of the most cited and authenticated definition on job satisfaction are described in the paragraphs below.

According to Hoppock job satisfaction can be defined as the combination of psychological, physiological and environmental factors that can contribute in person truthfully to say that I am satisfied with my job (Hoppock, 1935). This approach elaborates the contribution of many internal factors that lead to the feeling that how an employee feels about his job besides few external factors.

Another researcher named Vroom emphasized on the role an employee plays at his workplace. He defined job satisfaction as affective orientation on behalf of individuals towards job positions which they acquire and hold (Vroom, 1964).

The most authenticated and cited definition on job satisfaction is presented by Spector. He said that job satisfaction has to deal with the feelings people have about their job and also its various aspects. It also deals with the degree to which people are happy or unhappy with their jobs. This is how job satisfaction and dissatisfaction are originated in any work environment.

According to Kaliski Job satisfaction act as a basic ingredient by which an employee can receive recognition against his efforts, pay, advancement and sense of fulfillment by accomplishing or performing their jobs (Kaliski, 2007).

The degree to which an employee is satisfied with the rewards he receives from doing a job which is intrinsic in nature (Statt, 2004).

### **Importance of Job Satisfaction:**

Employee job satisfaction is one of the most critical factors which help in increasing organizational performance. The importance of job satisfaction can easily be estimated by estimating the consequences of dissatisfaction including demotivation, less loyalty, increased number of absentees from the office etc. In 1997, Spector highlighted three main features of job satisfaction.

Firstly, organization must treat workers with respect and justice. For instance, an employee who is served with equality at his workplace also not treated well by the employer will be dissatisfied. The need of respect and equality given to an employee is evident from the above example.

Secondly, an organization's business functionality and operations are severely affected. An employee satisfied with his job will result in his positive behavior and increased loyalty. On the other hand, an employee who is dissatisfied will be demotivated and will express negative job behaviors at workplace.

Finally, job satisfaction can help an organization in determining the organizational units where employees are dissatisfied and need to divert attention in that area for increasing collective job satisfaction of the whole organization.

**Context:**

Significant research has been made in employee job satisfaction since long. Locke (1976), defined job satisfaction as a pleasant or a presence of a positive emotion within a person which he acquires or develops because of job appraisal or experience. According to Spector (1997), job satisfaction has acquired the common attention and concern in many companies. The presence of this emotion plays a critical role in the determination of an employee's professional life, so this puts job satisfaction in an interesting position as a variable to study and invest efforts in researching.

Majority of the academic literature and research has been done on determining and evaluating job satisfaction (Chang & Cheng, 2014; Fila, Paik, Griffeth, & Allen, 2014; Macintosh & Krush, 2014; Spagnoli, Caetano, & Santos, 2012). Researchers from several occupations such as human resource management (HRM), organizational behavior and industrial organizational psychology have devoted meaningful and sincere efforts in analyzing and examining the antecedents and their impact on the job satisfaction.

**Fuzzy Sets Qualitative Comparative Analysis:**

Prior research and studies consider and discuss a portion of job satisfaction due to because they focused on investigating the one-to-one relationship between job satisfaction and



antecedent variable, while ignoring or not taking into consideration a generic view that shows how several factors affect job satisfaction separately. This report considers and discusses multiple factors and variables such as an organization, peers or coworkers and a supervisor which control and have an impact on the employee job satisfaction. Going forward, this study uses the comparative analysis (qualitative in nature) by utilizing fuzzy sets questionnaire (fsQCA), to analyze and determine the relationship and link between employee job satisfaction and combination of relationships of an employee in an organization which are described earlier. Additionally, this report also incorporates within itself the descriptive analysis and also compares it with different methodologies and studies present in the literature. The collective effect which a group of diverse employees have on the job satisfaction is also analyzed in this report. Moreover, this article also provides the extension to the literature by the use of an uncommon form of methodology in the management field, that is the fuzzy set methodology. In the end, the study compares the results of descriptive analysis from fsQCA with those already present in the literature and try to determine the relationship between job satisfaction and its antecedents.

## **Theoretical background**

Three main relationships affect employee satisfaction:

- 1) Employee–organization relationship
- 2) Employee–supervisor relationship
- 3) Employee–coworker relationship (Tang, Siu, & Cheung, 2014).

Allen, Shore and Griffeth (2003); after Adams and King (1996), outlined that the relationship of an employee with his organization emphasizes the significance of a worker identity with obligation to organizational strategy and its goals. This association also incorporates other aspects including the organization's support towards work life balance. Researchers such as Edgar and Geare in 2005 and Fila et Al, in 2014 contemplate the relationship of an employee with his supervisor as a main contributor which affects employee job satisfaction. In this prospect, factors such as autonomy which is being assigned and delegated by the supervisor to the employees influences heavily on employees' evaluations of their jobs. Lastly, relationship between employees with their peers also affects and controls employee job satisfaction.

### **Work-Life Balance:**

Work-Life balance is prioritizing between work (career and ambition) and personal life (health, family and pleasure) on one another. Job satisfaction and work-life balance are very closely related and this variable can have a significant impact on it. According to a research, 60% of the employees are unable to find balance between work and personal life.

All employees have both professional and personal lives and employees must maintain a balance between the two. Therefore, organizational attitudes and responses towards work-family relationship affects an employees' behaviors towards performing their tasks and job (Ornstein & Isabella, 1993). Investigating work-family (WF) relationship, policies of the organization and job satisfaction, they identified a negative correlation between work family conflict, life and JS (job satisfaction). Moreover, Dixon and Sagas (2007), factually demonstrated the theoretical link between work-family conflict, life and JS. Qu and Zhao (2012), investigated

and determined the impact of life satisfaction on job satisfaction in different scenarios and situations of work-family conflict.

Imbalance between professional and personal life can lead to the development of stress and lack of concentration in employees and sometimes can also result in absenteeism which can result in degraded performance.

### **Teamwork:**

Teamwork incorporates collaboration and collective work between codependent groups to attain a common goal and target. According to (Parker & Wall, 1998), teamwork explains the employee-colleague relationship. Effective team formulation can improve and increase the motivation of employees with respect to his work and increases job satisfaction. Job satisfaction of the employees working within a team is dependent on the several factors including team composition, operational processes used within a team and the nature of the work being done. These factors operate in tandem, therefore, there is no simple process by which job satisfaction is affected by teamwork. Instead of the evident advantages of teamwork, there may be cases which in which the formation of team may not bring the expected results for both the individual employees and organization.

Extensive research has been done regarding teamwork because of the interest that teams at workplace achieve better and tougher targets than as do individual employees separately (Ilgen, Hollenbeck, Johnson, & Jundt, 2005). Communication and collaboration between individuals who belong to a same team, sharing and distributing information, experience and knowledge while assigning top priority to the group than individual results brings about the

merits and fruits of teamwork. Griffin et al. (2001) outlined that job enrichment can be achieved by teamwork which can illustrate the relationship between teamwork and job satisfaction to some extent. Workplace policies and rules promoting innovative culture by empowering employees to take initiatives encourage higher level of autonomy.

### **Autonomy:**

Autonomy is defined as the degree to which individual employees can determine, formulate and control the ways and tasks by which they perform their jobs. In other words, autonomy in the employees is the freedom and liberty to work and pursue his goals. Autonomous employees are empowered to select their targets, goals and ways to achieve their goals.

Autonomy may mean differently in different organizations. In some, autonomy means that the employees can determine how to perform their duties and tasks. For some, autonomy defines the schedule of the employees which they choose to work in. Irrespective of the type of autonomy, this freedom can relaxation bring higher degree of job satisfaction in employees.

Autonomous employees are encouraged to be innovative and creative. They are encouraged to identify the new prospects for the organization according to their own interests and field of work or expertise. Organizations can motivate such initiatives by assigning mentors and also by investing financially. Mentors are usually the expert employees with skills and knowledge and they can guide the employees about how to work on a project in order to complete it and also to achieve the target.

Research has done on investigating and analyzing the relationship of autonomy and the job satisfaction. High degree of autonomy increases both job satisfaction and performance (Spector, 1986). Consequently, both autonomy and flexibility are general antecedents of job satisfaction (Chang & Cheng, 2014; Griffin, Patterson, & West, 2001).

### **Supervisors Support:**

It is defined as the degree to which supervisors and leaders value their follower's contributions and they think about their well-being. In other words, supervisor support incorporates both the sensitivity of the supervisor regarding subordinate's performance and sense of his career development.

Supervisor's support generally affects employee's commitment towards his job. A committed employee may also an extra mile to achieve his goals and targets which will be beneficial for the company. This may also lead toward higher degree of job satisfaction.

Rowold, Borgmann, and Bormann (2014) has proposed that the supervisor's leadership style affects and changes the organizational commitment and job satisfaction of the employees. To be precise, the degree to which an employee receives encouragement and support from his supervisor relating to the work and duties he performs, affects heavily on his attitude and ultimately on the feeling of job satisfaction (Griffin, Patterson, & West, 2001). Several researches and studies are dedicated to investigating and examine the relationship in different job scenarios (Yukl, 1989). To illustrate, Kirkman and Rosen (1999) have outlined the significance of the presence of a supportive and helpful environment and suitable supervisor support. These two factors have an impact on the employees work attitudes, behaviors and

perceptions. Tang et al. (2014) also has suggested that work-family promotion facilitates the job satisfaction relationship with both supervisor support and organizational support.

To conclude, job satisfaction is present in employees as an emotion that incorporates an individual's assessment with regards to their work environment.

### **Identification with Strategy:**

It is defined as the degree to which an employee can understand his organizations' strategy, alignment of his goals with it and management's role in understanding the strategy meaning. An employee who can rate himself higher in this variable will have a sense of belonging which affects or improves job satisfaction and commitment.

Significant research has done to determine the impact of Identification of Strategy on the job satisfaction. To promote employee commitment and their identification with organizational goals, organization must clearly define its objectives (Patterson et al., 2005). It not only specifies the direction and target of where it wants to be after a specific time. In other words, it is not only a tool for higher management but also acts as a direction setter to all the employees working within an organization.

Organizational Identity generally, refers to the perception, feeling and thinking of the employees towards their employer or organizations they work for (Hatch & Schultz, 1997). Organizational commitment exists when employees identify themselves with the organizational goals. Allen et Al. (2003) suggested that an employees' organizational commitment and identity

explain employee job satisfaction. Bart, Bontis, and Taggar (2001) have identified relationship and linked employee job satisfaction with the organizational mission and strategy.

### **Transformational Leadership Style:**

Transformational Leadership refers to a leadership style where employees interact together in such a way that the motivation and morality are increased in both leaders and followers to higher levels. This leadership theory concept was developed and introduced James V. Downton and is now used extensively in organizations worldwide to obtain the benefits implementing it. In this approach, a leader tries to encourage, motivate and inspire his followers to be innovative to create a change that will not only improve the performance of leader and his followers but also will ensure the success of the company in the future.

The traditional approach of leadership is transactional leadership which occurs only for the sake of transaction between a leader and a follower. A leader may try to intimidate his followers with rewards and punishment. Exploitation can thus, occur in transactional leadership and employee may feel extra burden on himself to perform in to be rewarded and survive in the industry. Such approach is also contradictory to the current human resources (HR) practices being used by the companies across the globe. Therefore, companies are using transformational leadership for the sake of their human resources.

In Transformational Leadership, the leader tries to lead from the front by doing things he is asking his followers to do. Followers are also inspired by a leader with his personality traits. As

opposed to the transactional leadership, this approach is concerned with ethics, emotions, values and long-term goals.

### **Analysis:**

The analysis was done based on data collected from employees working in Telecom industry.

### **Demographics:**

The survey was recorded in the Telecom industry of Pakistan. Four companies or operators lie in the industry including Mobilink, Telenor Pakistan, Zong and Ufone. 244 employees from these 4 industries recorded their responses.

The demographics data of the survey was collected by the employees working in the Telecom industry. The variables for the demographic data include Age, Gender, Monthly Salary, Level within current organization, Total experience in years & Experience in current organization. In table variables are on the left side and range, count and percentage are on the right side of the table.

Three ranges lie in the Age 25-30 years, 30-35 years and 35+ years. The reason of selecting these age groups is to capture the response of both young and matured employees who have experienced many things in this job. As can be seen in the above table most of the survey filler lie in the age group of 25-30 years. This accounts for 67% of the total audience. Age group 30-35% was observed to at 25% from the fillers while only 8% people belonging from age group of above 35 years filled the survey



Gender variable was also included to record the response of Male and Female employees. This can also be used to generalize response of Males and Females. For instance, generalize response is given by males and females. In the survey, 79% of the survey fillers are Male while 21% are Female. This shows male dominance in Telecom sector but the situation is better as compared to other industries.

Three salary brackets are provided in the survey to record response of response. Salaries or compensation affect employee feeling or job satisfaction and responses. The brackets used are Rs. 125,000+, Rs. 30,000-Rs.75, 000 and Rs.75, 000-Rs. 125,000. Salaries are better as compared to other sectors operating in Pakistan and it can be predicted that employees will give better scores to their employers regarding job satisfaction.

Three generic organizational levels are used in the survey. These are Entry level, Mid-level and Top-level employees. Employee level in the organization can affect the response against psychological capital and job satisfaction variables. 49% of the survey filling employees belongs to Entry level as do Mid-level employees. Only 2% belong to Top management which shows scarcity of top positions in the industry. Despite having multiple strategic units companies have limited resources at the top level.

Total experience in years is also included in the demographic part of the survey. These include 10+years, 1-5 years and 5-10-year experience brackets. This is the total experience which includes the overall experience in years. 54% of the employees have experience of 1-5 years, while 36% of the employees lie in the bracket of 5-10 years. Only 10% have the experience of

10+ years. Almost all the companies do not exist 20 years ago. As a result, few employees have more than 10+ years' experience.

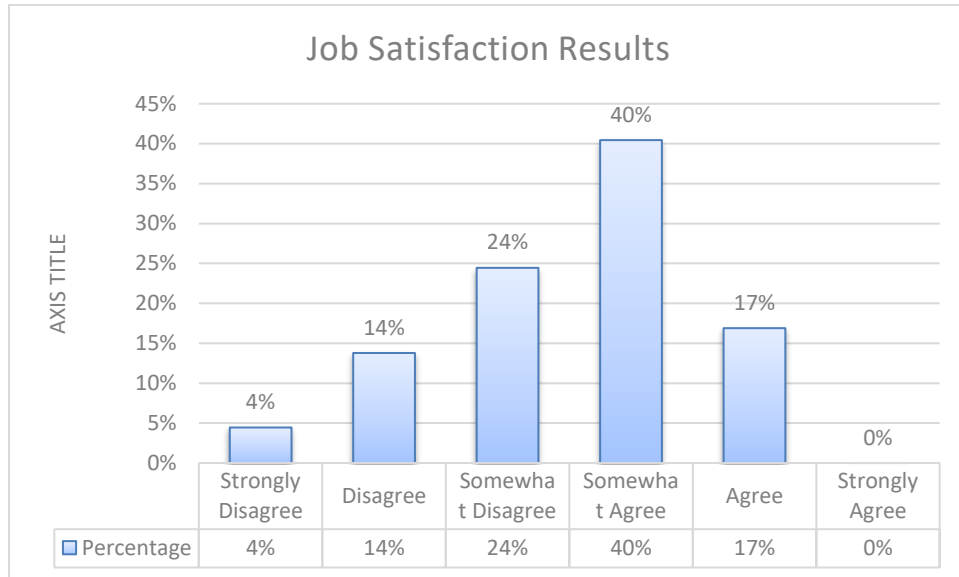
Experience in current organization gives information about the experience of an employee in the firm in which he is working right now. All experience groups of employees whether new or old are included in the survey. 55% of the employees have been in their current organization since last 1-3 years. 19% have experience of 3-5 years from the current employer while 26% employees have been with the current Telco since 5+ years. This raises questions that the turnover ratio is slightly higher as can be estimated from the less contribution from the mid-range of 3-5 years.

**Table 1:**  
Demographic Variable Stats

Demographic Stats			
	Range	Count	Percentage
Age	25-30 years	164	67%
	30-35 years	60	25%
	35+ years	19	8%
Gender	Male	192	79%
	Female	52	21%
Monthly Salary	Rs.30,000-Rs. 75,000	170	70%
	Rs.75,000-Rs.125,000	51	21%
	Rs.125,000 +	23	9%
Level within the organization	Entry Level	119	49%
	Mid-level	120	49%
	Top Level	5	2%
Total Experience in years	1-5 years	131	54%
	5-10 years	89	36%
	10+ years	24	10%
Experience in current organization	1-3 years	135	55%
	3-5 years	46	19%
	5+ years	63	26%

## Job Satisfaction Results:

Job Satisfaction section in the survey consisted of thirteen questions. Then, average for all responses was calculated and graph was drawn to analyze the responses received from employees working in Telecom industry:



**Figure 2:**

### Job Satisfaction Results

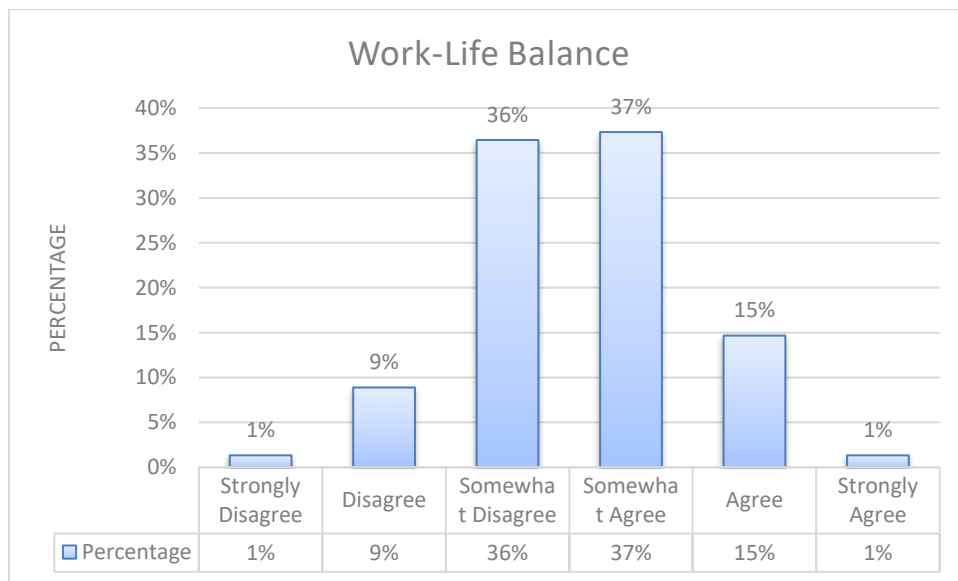
Percentage Contribution was plotted on y-axis against six-point Likert scale variables on x-axis. 1% employees in Telco sector were extremely dissatisfied, 7% showed their disagreement with the sense of satisfaction with their jobs, 22% were slightly dissatisfied, 30% were somewhat satisfied, 35% were satisfied while only 5% were extremely satisfied.

As can be seen in Figure 2, 70% employee responses can be observed to lie between scales Somewhat Agree to Strongly Agree. This number is satisfactory for the companies working in the industry but needs to be increased and calls for improvement considering the fast-paced

nature of the industry. 30% employees gave responses between scales strongly Disagree-Somewhat Disagree. Only 1% individuals strongly disagreed, 7% disagreed while 22% disagreed to some extent. Firms can work on 22% employees to shift them to Agreed quadrants by offering better prospects for individual development besides better remuneration and work environments.

**Work-Life Balance Results:**

In survey mixed response was observed by the employees. By calculating average of all questions against work-life variable was calculated and then plotted to observe the responses graphically:



**Figure 3:**

**Work-Life Balance Results**

On x-axis 6-point Likert scale was plotted while percentage was plotted against each scale on y-axis. A perfect bell curve can be observed in the graph.

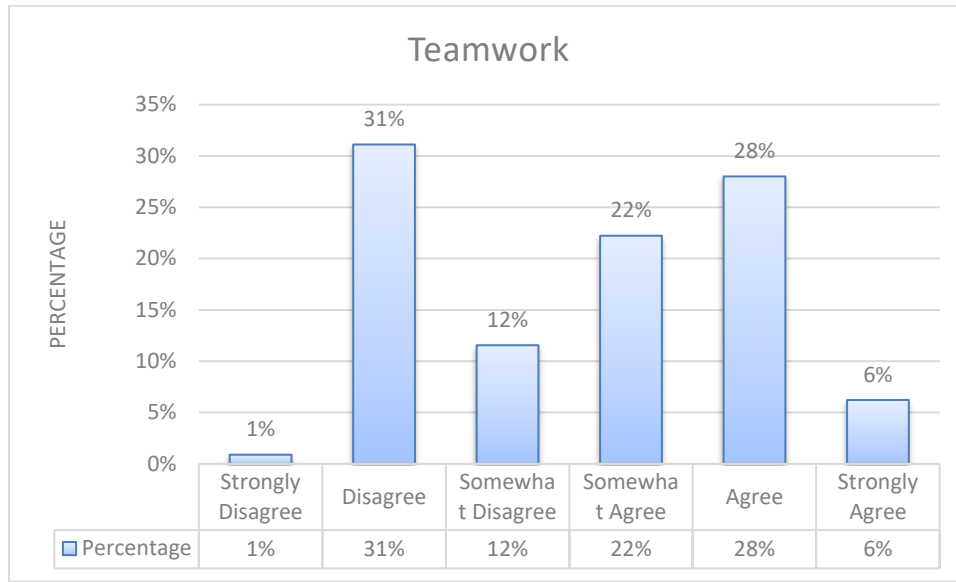
On average only 1% employees seem to Strongly Agree or Strongly Disagree. 9% disagree with the Work-life balance that is achieved by performing their jobs. 36% slightly disagree while 37% agree to some extent. 15% seems to be satisfied by the balance between their work and personal life. As, around 46% of the responses lie between Strongly Disagree to Somewhat Disagree as opposed to 54% in the agree scales it can be deduced that majority of the employees seem satisfied with the work-life balance in Pakistan's telecommunication industry.

This may be due to availability of leaves to the employees in the form of Casual, Sick or Annual leaves which can either be availed or compensated as per personal preferences. Also, work timings are fixed in Telecom industry. However, few employees are asked to work extra or even on weekends but the compensation offered against this may eradicate any hard feelings in employees against their employers.

This shows a mutually beneficial relationship between employees with his employer. As compared to other private sectors in the country Telecom industry seems to be offer incentives and facilities favoring employees. This also proves to be beneficial for the companies in return since employees return fresh minded and motivated after availing leaves which may result in achievement of their targets and hence the firms' as well.

## Teamwork Results:

Teamwork in Pakistan's Telecommunication industry can be represented graphically as per survey as:



**Figure 4:**

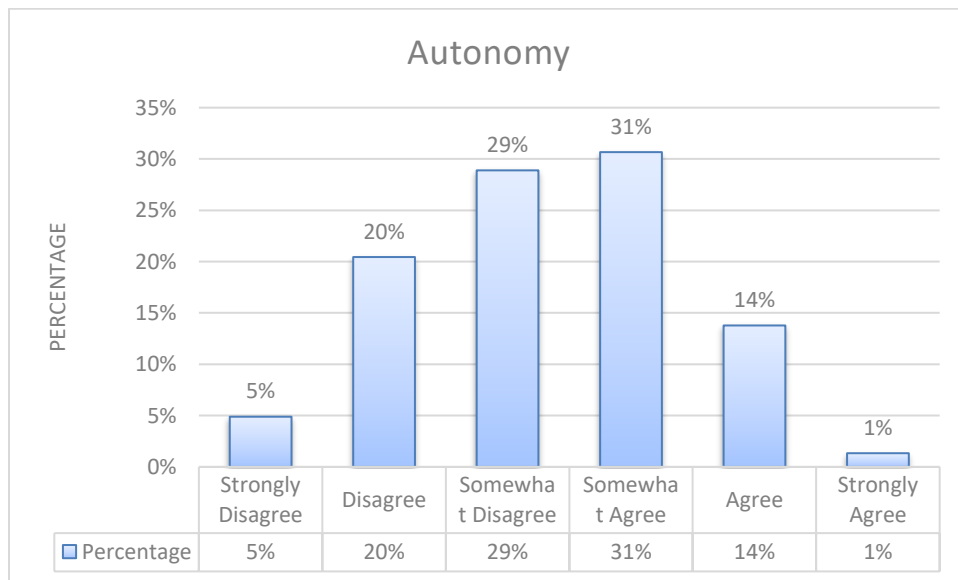
### Teamwork Results

Figure 4 shows 6-point Likert scale on x-axis and the percentage response against each scale on y-axis. As can be observed only 1% employees filling survey strongly disagreed, 31% disagreed while 12% slightly disagreed with teamwork being promoted and utilized in their organizations, teams and departments. 22% slightly agreed, 28% agreed and 6% strongly agreed. 44% responses received were present in disagreed scale whereas 56% were observed to be in agreed scales. This shows mixed feelings present in employees. Organizations especially Telco's promote teamwork which increases individual performances by motivation, nurturing and mentoring of underperforming and new employees. Resultantly, this aids in the achievement of

firm's goals and targets. On the other hand, due to lack of teamwork in few teams may also be there due to individual differences, different interests and demotivation amongst employees who need to be handled and catered by organizations to enhance teamwork and to reap its true benefits.

**Autonomy Results:**

Autonomy in Pakistan's Telecommunication industry can be illustrated by the following graph:



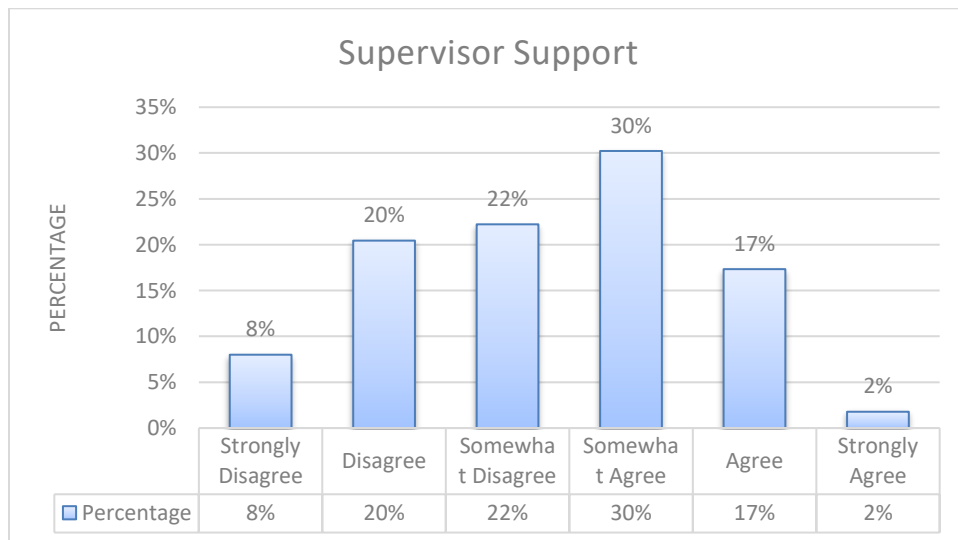
**Figure 5:**  
Autonomy Results

Autonomy in employees in Telecom industry was measured using seven questions with respect to six-point Likert scale. Average of seven responses was then calculated against each employee. Percentage of each scale was then evaluated which was then plotted on y-axis against six Likert scale values.

As can be clearly seen in the Figure 5, only 5% employees strongly disagree with the autonomy, 20% disagreed, 29% slightly disagreed, 31% somewhat agreed, 14% agreed and 1% strongly agreed. Around 54% employees recorded their responses in disagree range i.e. majority of the employees don't feel autonomous in selecting their goals, satisfied with the tasks they perform, variation in tasks and management trust in their abilities and effective utilization of their skill set in their daily job routines. This may result in demotivation and higher turnover which may prove to be harmful to the organization. On the other hand, 46% of the surveyed employees were observed to be in the agree zone. This shows that not all employees are unsatisfied with their jobs and may feel empowered by performing their jobs and tasks. Such employees not only help in developing positive work environment which in turn inspires other employees.

**Supervisor Support Results:**

The graphical representation of Supervisor Support as per survey filled by employees of Telco sector is:



**Figure 6:**  
Supervisor Support Results

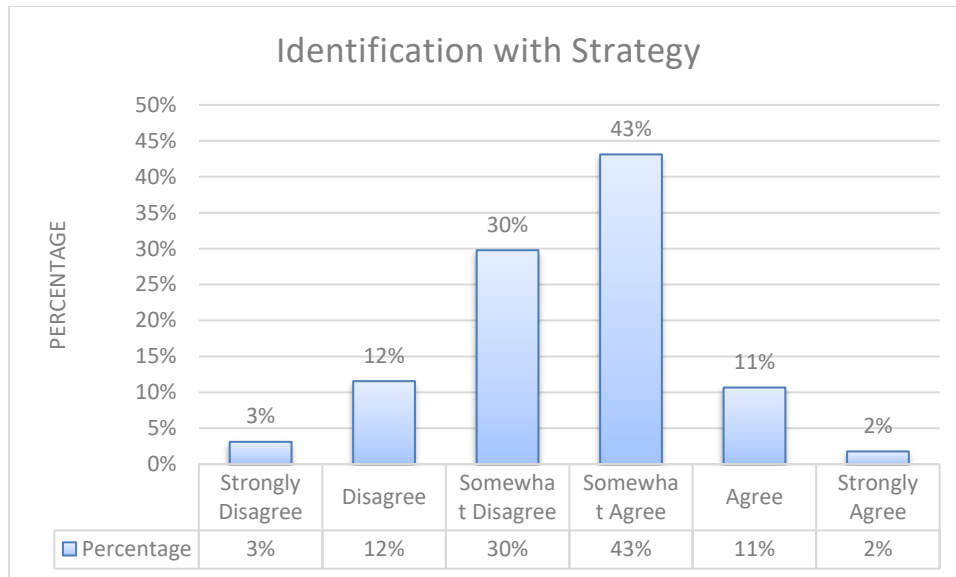


Employees were asked to record their response against six questions of supervisor support variable. Average was then calculated of these seven questions and percentage of each Likert scale was evaluated. Six-point Likert scale was plotted on x-axis and percentage against each Likert scale value was plotted on y-axis. A graph for descriptive analysis was then drawn as depicted in above figure. As can be observed in the graph 8% of the employees working in Telco's strongly disagreed about supervisor support, 20% disagreed, 22% disagreed to some extent while 30% somewhat agreed, 17% Agreed and 2% strongly agreed.

As can be seen in Figure 6, a perfect equilibrium exists between proponents of receiving supervisor support when needs i.e. 50% lie in Disagree quadrant and 50% in Agree quadrant. This may vary on department and individual basis. An effective leader may provide required support in the form of mentoring and motivation when needed and may aid an employee in performing to his full potential. On the contrary, an incompetent leader may not be able to support his followers which may lead towards underperformance and un-fulfillment of goals and targets of an individual. This may lead towards demotivation, lack of confidence and may prove to be detrimental to the organization. Thus, an organization must ensure efficient supervisor support to all its employees and may implement mechanisms to demotivate and discourage incompetent individuals holding managerial positions.

## Identification with Strategy Results:

The graphical representation of Identification with Strategy as per survey filled by employees of Telco sector is:



**Figure 7:**

### Identification with Strategy Results

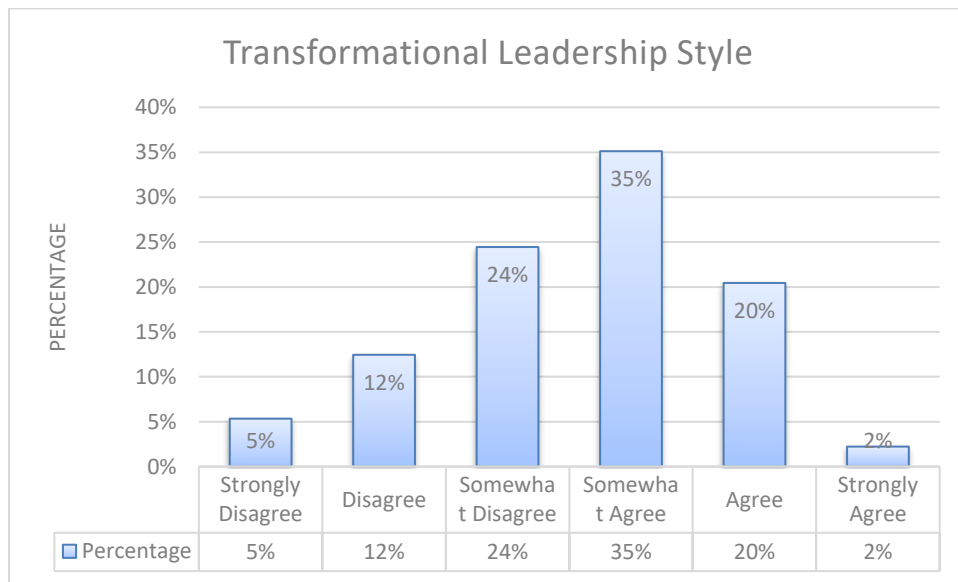
Six-point Likert scale was plotted on x-axis of the graph. Percentage of each scale value was plotted on y-axis. Five questions were asked from employees of Telecom industry in the survey. The average of response given by each employee as then calculated which was then used to determine the percentage value of each scale.

As can be seen in the Figure 7, 3% of telco employees strongly disagree, 12% disagree while 30% slightly disagree with identification with strategy. On the other hand, 43% of the employees somewhat agree, 11% agree and 2% strongly agree with the feeling of identification with strategy. 45% employees lie in the disagree quadrant whereas 55% belong to agree

quadrant. This shows that majority of the employees think that they are linked with the organizational strategy and thus can participate in the fulfillment of goals by achieving individual goals which are linked towards organizational strategy.

**Transformational Leadership Style:**

The graphical representation of Transformational Leadership style as per survey filled by employees of Telco sector is:



**Figure 8:**

**Transformational Leadership Style Results**

Six Likert scale points are used in the questionnaire to record response of employees from the Telecom Industry. These points are plotted on x-axis while percentage responses falling in the corresponding point are plotted on y-axis. The percentage is calculated by average response from each survey filler divided by the total number of surveys collected. Eight questions were asked from in Transformational Leadership Style variable.

As depicted in the Figure 8, 5% survey fillers Strongly Disagree, 12% Disagree and 24% somewhat disagree with the Transformational Leadership Style of their management. Contrarily, 35% slightly agreed, 20% agree and 2% of the employees strongly agreed. 41% employees lie on disagree side whereas 57% employees were on the agree side.

TLS variable in the questionnaire evaluates management with respect to their vision, their commitment to identify prospects of their organization, inspiring teamwork in the employees, motivating followers to work as a team towards same goal, insisting on best performance and leading by example by performing well and trying to inspire others.

Analyzing the results tell us that majority of the employees trust their management in their leadership qualities that is has a clear vision, insisting on best performance and inspiring others by performing well and nurturing their followers. However, few leaders may not be good enough in above mentioned dimensions and thus, results in dissatisfaction shown the employees in their leadership style.

## **Conclusion:**

Descriptive analysis of the Job satisfaction, its antecedents (Work-life balance, Autonomy, Supervisor Support, Identification with Strategy & Teamwork) and Transformational Leadership style can help in establishing the relationship between them in context of Pakistan's Telecommunication Industry.

Survey data suggested that Job Satisfaction in Telecom's Industry contains mixed response from the fillers. There may be cases of few individuals extremely dissatisfied with their jobs while others are somewhat or completely satisfied with their jobs. This shows that despite being robust and fast paced variation also exists in compensation and challenges between jobs.

Mix response was also observed when survey data was analyzed for Work-life balance variable. This shows that instead there is existence of both employees with balanced work-life balance and disturbed routine affecting job satisfaction. Low work-life balance results in low job satisfaction score whereas better balance yields higher degree of job satisfaction.

Majority of the employees showed dissatisfaction with the teamwork being present in their departments. This may lead towards in less job satisfaction which affects firm's goals and targets negatively.

More employees disagree with the presence of autonomy. It means employees are bound and cannot exercise freedom in establishing their goals and targets and take initiatives themselves. They are required to acquire management approvals before pursuing these goals.

Mixed response was observed to be evident from the questionnaire data in terms of Supervisor Support. This shows equal existence of supportive supervisors and leaders as opposed to presence of traditional management in the industry. Companies may not be able to reap fruits of mentoring and nurturing junior employees as this advantage may be nullified by the presence of unsupportive supervisor. Consequently, Job satisfaction may or may not be affected in the Telecom industry.

More employees believe that they know their firm's strategy, understand it and their individual goals are linked with the organizational strategy. This helps in positive and favorable presence of job satisfaction in the employees and ultimately helps the organizations.

Many survey fillers believe that management tried to inspire and transform them by pushing, inspiring and motivating them for better performance which brings out the best from many individuals and helps organizations in achieving their financial and non-financial goals. This also positively affects job satisfaction and higher degree of Transformational Leadership Style yields better job satisfaction in employees.

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