

Factors affecting overall job satisfaction of mobile telecom employees in Bangladesh

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ABSTRACT: The study was conducted to identify the job satisfaction factors and measure the level of job satisfaction of mobile telecom sector employees in Bangladesh. For this purpose 220 data were collected from six largest mobile companies. Job satisfaction survey (JSS) questionnaire contain three (pay/benefits, organizational factors and managerial factors) main factors and within three factors sixteen sub factors were used to collect respondents opinion regarding to the job satisfaction. Pearson chi-square and correlation were used to test the hypothesis. The result shows employees are moderately satisfied with pay/compensation, fringe benefits, workplace, organizational reputation, supportive management. Employees are slightly satisfied contingent rewards, recognition, co-workers behavior, logistics support, relationship with supervisor, proper communication. On the other hand employees are dissatisfied on promotion, job security, work-load, organization rules and regulation, sense of achievement. The result also shows demographic variables (age, sex educational level) are negatively related with overall job satisfaction of the employee. Finally this is found 34.1% employees are satisfied and 13.2% employees are dissatisfied towards the overall job satisfaction factors.

KEYWORDS: Compensation, rewards, recognition, promotion, benefits.

1 INTRODUCTION

Job satisfaction 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. Job satisfaction is the favorableness or un-favorableness with which employees view their work and it is affected by both the internal and external environment of the organization. Job satisfaction 'can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job [1]. The factors that can have an influence on job satisfaction into three groups namely: (i). Organizational policies and procedures that have to do with the nature of the remuneration package, supervision and decision-making practices, and the perception of the quality of supervision. (ii). Aspects of the total workload, the variety of skills applied, autonomy, feedback and the physical nature of the working environment. (iii). Personal aspects such as self image, ability to deal with stress and general satisfaction with life [2]. Job satisfaction is the difference between the amount of rewards employees receive and the amount they believe they should receive [3]. There are three important dimensions to job satisfaction are (i) Job satisfaction being an emotional response to a job cannot be seen. As such, it can only infer. (ii) Job satisfaction is often determined by how satisfactorily outcomes meet or exceed one's expectations and (iii) Job satisfaction represents an employee's attitudes towards five specific dimensions of the job; pay, work itself, promotion, opportunities and supervision with co-workers [4]. The mobile telecom industry being an integral component of the information, and communications technology (ICT) and the industry has been earmarked as the key driver of the economic growth of the country. Telephone first developed in the mid-1870s. The idea of cell phone is 60 years old and from then it continues making the revolution in telecommunication industry. The almost exponential growth in mobile telecom sector in Bangladesh in the last 5-10 years has had the same transformative impact on Bangladesh's economy as the growth of Ready Made Garments and Remittances. In 2004 and 2005 the cellular phone business grew in Bangladesh at the rate of 100 percent and 137 percent respectively. There are six largest mobile operators (City-cell, Grameenphone, Banglalink, Robi, Teletalk and Airtel) in

Bangladesh play a dominant role in telecoms sector by revenues, employment and coverage. These six mobile companies have contributed for bridging the digital divide in Bangladesh. It creates huge job scope for educated young generation in the county. But there has been a cut throat competition shown in this sector. The major players have changed the gaming rules and adapted new modern techniques for their customers. This led to a major shift in the human skills required for the job and employees switched and join another company for better prospects, higher salary and compensation and various other factors. Among the various factors the financial and non-financial rewards, recognitions are also very important. So the most important thing to make pace with this evolving competition is to work on the most important determinants is to ensure employee job satisfaction. Organizations productivity directly or indirectly related with employee satisfaction. The main target of all organizations is to improve their productivity and, consequently, their performance and, thus, to become more competitive and gain a larger market share. HRM department of any organization should be seriously concerned about their employees' needs and work towards establishing employee satisfaction. If the level of satisfaction is low, the impact on the organization may be negative and vice versa. On the other hand, when employees' level of satisfaction is high, they are willing to exert considerable effort on behalf of the organization. This study has aimed to examine the levels of employee job satisfaction in leading multinational mobile telecommunications company in Bangladesh. It is expected that the outcome of the research will have significant empirical contributions to improve the existing HRM policies and influence factors that affect employees' performance and satisfaction.

2 RELATED RESEARCH

This section is devoted to a brief review of the results of some of the previous studies which are related to the present research work. It is always beneficial for researcher to consult available literature to access the stock of knowledge and receives future guidelines for conducting further research in the particular area. A study on Job Satisfaction of the Employees in the Mobile Phone Corporate in Bangladesh and identify seven key factors (compensation package Mean = 4.96, supervision Mean = 5.84, career growth Mean = 4.94, training and development Mean = 4.94, work atmosphere Mean = 5.83, company loyalty Mean = 5.41 and performance appraisal Mean = 4.99) affects the overall job satisfaction of the employee's. A case study on Employee satisfaction of a leading multinational telecommunication company in Bangladesh and found employees are satisfied on reward & compensation mean = 4.31, performance appraisal mean = 4.01, training and development mean = 3.80. On the other hand they are dissatisfied on job autonomy mean = 2.87, working time mean = 2.45 [5]. Further subordinate satisfaction has a direct effect on subordinate's performance and performance is influenced by the type of task demand. The study result revealed that job stress negatively affects the employee job satisfaction. The result of a case study on Motivators of job satisfaction of telecommunication and banking sector in Pakistan was Reward (salary, fringe benefits, job security, status) is positively associated with job satisfaction ($r_{RJS} (421) = .146; p < 0.01$), Managerial characteristics (ability, sense of achievement, responsibility, opportunity to learn) is associated with job satisfaction ($r_{MCIJS} (421) = .558; p < 0.01$). A study found their career development opportunities ($r = .635^{**}$), supervisor support ($r = .737^{**}$), working environment ($r = .587^{**}$), rewards ($r = .642^{**}$), work life policies ($r = .580^{**}$) has a positive relationship with employee retention in telecommunication sector in Pakistan [6]. According to the results the job satisfaction of bank officers in Pakistan is significantly dependent upon pay, promotion opportunities, rewards, relation with boss and coworkers [7]. Job satisfaction involves several different spheres such as satisfaction with pay, promotion opportunities, fringe benefits, job security and the importance/challenge of the job [8]. Professor A study identifies two set of factors contributing to Job satisfaction and dissatisfaction in their study. Those are (i) Hygiene factors: salary, relation with superior and peer, quality of technical supervision, company policy and administration, working condition etc. and (ii) Motivation factors: Achievements, recognition, work itself, responsibility, advancement and possibility of growth [9]. A study on job satisfaction of bank employees in Dhaka city, Bangladesh whereas they identifies payment (53.2%), benefits (50.6%), job place (44.9%), sense of accomplishment (44.9%), sense of satisfaction from job (48.1%), availability of information (45.5%), creation of new ideas (45.5%) are found important factors for improving job satisfaction of bank employees in Dhaka city [10]. A study on Job satisfaction of Bangladeshi industrial workers and they found that some job factors including job content, coworkers, supervision, wage, promotion, work environment and communication can be sources of satisfaction as well as dissatisfaction of the employers [11].

3 OBJECTIVES OF THE STUDY

- To find out the factors responsible for overall job satisfaction of mobile telecommunication sector employees in Bangladesh.
- To identify the job satisfaction level of the employees in this sector.
- To find out the relationship between the dependent and the independent variables.

4 MATERIALS AND METHODS

4.1 SAMPLE

To fill the purpose of the study a total of six mobile companies were selected purposively and sample as 220 employees were selected randomly. Data from Grameenphone- 50 employees, Banglalink- 35 employees, Robi- 35 employees, Citycell- 45 employees, Teletalk- 30 employees and Airtel- 25 employees. The survey was conducted on January - May, 2015.

4.2 MEASURE

Both primary and secondary data were collected from the sources. The study depends mainly on the primary data collected through a well framed and structured questionnaire to elicit the well-considered opinions of the respondents. Job Satisfaction Survey (JSS) questionnaire was used to measure the level of overall job satisfaction and satisfaction with its main three factors and also this factor include some important sub-factors. (i) Pay and benefits: (sub-factors- pay/compensation, promotion, fringe benefits, job security, contingent rewards, recognition of job performance.) (ii) Organizational factors: (sub-factors- work place, co-workers behavior, work load, organization rules & regulation, organizational reputation, logistics support.) (iii) Managerial factors: (sub-factors- Supportive management, relation with supervisor, proper communication, sense of achievement). Likert Method of Summated Rating was employed in the instrumentation. Responses to close-ended questionnaire items having five choices were weighted with values of 5 to 1 ("Highly satisfied" 5 points, "satisfied" 4 points, "neutral" 3 points, "dissatisfied" 2 points, and "Highly dissatisfied" 1 point). Data entry was done in SPSS 12.0 data editor and analyzed under some specific hypothesis. Statistical tools like percentage, mean, correlation and chi-square, cross tabulation were used for this purpose. Several secondary sources were used for enhancing the insight of this paper; such as articles published in different journals, books, working papers and websites.

5 THEORETICAL FRAMEWORK OF THE STUDY

The main objective of the study is to identifying the job satisfaction factors and measuring the job satisfaction level of the mobile telecom sector employees in Bangladesh. Three major factors pay and benefits, Organizational factors, and Managerial factors are used as independent variables here. Overall job satisfaction has been identified as the dependent variable in the study. A study found job satisfaction is the major dependent variable which depends upon various factors for its increase or decrease [10]. A formal theoretical framework is designed on the basis of the dependent and independent variables. A framework is the key component of a social research and highlights the graphical representation of the hypothetical model developed and followed in a research.

5.1 PAY/COMPENSATION

Pay/compensation is payment to an employee in return for their contribution to the organization, that is, for doing their job. The most common forms of compensation are wages, salaries and tips. Organizations usually associate compensation/pay ranges with job descriptions in the organization. The ranges include the minimum and the maximum amount of money that can be earned per year in that role.

5.2 PROMOTION

Appointment to a position requiring higher qualifications such as greater skill or longer experience and involving a higher level of responsibility, a higher rate of pay, and a title change is considered a promotion and will be classified as such in all personnel documents. Promotions will be made without regard to the race, color, sex, religion, age, ethnic, origin or disability of the employee.

5.3 FRINGE BENEFITS

A collection of various benefits provided by an employer commonly include health insurance, group term life coverage, education reimbursement, childcare and assistance reimbursement, cafeteria plans, employee discounts, personal use of a company owned vehicle and other similar benefits.

5.4 JOB SECURITY

Assurance (or lack of it) that an employee has about the continuity of gainful employment for his or her work life. Job security usually arises from the terms of the contract of employment, collective bargaining agreement, or labor legislation that prevents arbitrary termination, layoffs, and lockouts.

5.5 CONTINGENT REWARDS & RECOGNITION

In management and leadership, the use of rewards and penalties to motivate followers and achieve compliance with organizational goals and norms. Rewards may be direct cost related such as cash bonuses and stock awards, and a wide variety of company-paid perks, like car allowances, paid parking, and gift certificates.

5.6 WORK PLACE

The location at or from which an employee ordinarily performs the duties of his or her position and, in the case of an employee whose duties are of an itinerant nature, the actual building to which the employee returns to prepare and/or submit reports, etc., and where other administrative matters pertaining to the employee's employment are conducted.

5.7 CO-WORKERS BEHAVIOR

Administrative professionals everywhere work with many different people and that means they cope with many different workplace personalities and habits by those people---some good and some not so good.

5.8 WORK LOAD

Workload can refer to the total energy output of a system, particularly of a person or animal performing a strenuous task over time.

5.9 ORGANIZATIONAL RULES & REGULATION

The Rules of Procedure relate to the operational aspects of the substantive work of the organization. It may include financial regulation, staff rules regulation and instruction, code and conduct etc.

5.10 ORGANIZATION REPUTATION

Reputation of a social entity (a person, a group of people and an organization) is an opinion about that entity, typically a result of social evaluation on a set of criteria. It is important in education, business, and online communities.

5.11 LOGISTICS SUPPORT

Logistics is the management of the flow of goods between the point of origin and the point of destination in order to meet the requirements of customers or corporations. Logistics involves the integration of information, transportation, inventory, warehousing, material handling, and packaging, and often security.

5.12 SUPPORTIVE MANAGEMENT

Supportive Management is when an employee has good relations with enjoys support from the management in terms of employee friendly policies.

5.13 RELATION WITH SUPERVISOR

Supervisor – employee relation is the best weapon to increase the organizational productivity and employee performance.

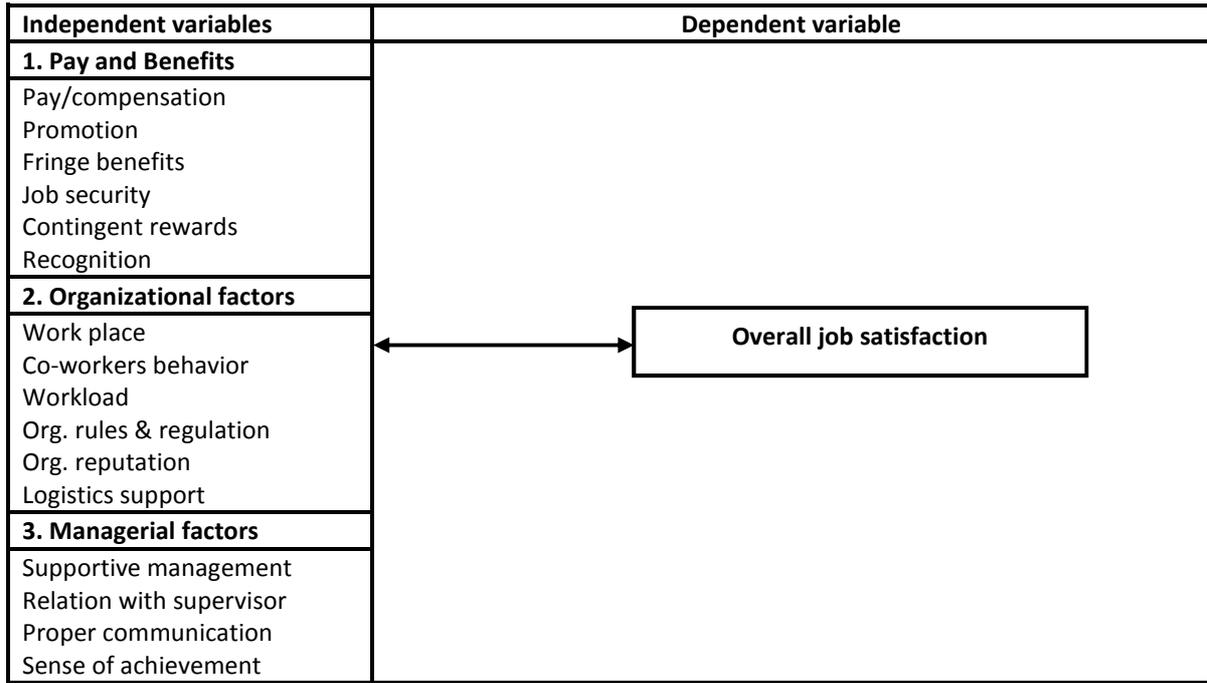


Fig -1 Theoretical framework, independent variables and dependent variable

6 RESEARCH HYPOTHESIS

- H1: There is no relation employee age, sex, education with overall job satisfaction.
- H2: Pay/benefits, Organizational factors and Managerial factors are not responsible for overall job satisfaction.
- H3: There is no relation between independent variables and dependent variable.

7 RESULT AND DISCUSSION

7.1 DEMOGRAPHIC VARIABLES AND OVERALL JOB SATISFACTION

Employee benefits pay satisfaction in the banking system in Palestine found there is negative relation between age ($r = -.70^{**}$), gender ($r = -.23$), education ($r = -.26$) and employee benefits satisfaction. Job satisfaction of bank employees in Dhaka city, Bangladesh identifies there is no significant association between Gender of the respondent's and Satisfaction with overall job security of the bank employees [10]. ($\chi^2 = 3.49$ with 4 degrees of freedom ($P = 0.479 > 05$)) (Pearson's $R = -0.075$, Spearman's correlation = -0.064). A study found their study age (Pearson Chi-Square 115.9 $P = (2\text{-sided}) .422 > .80$ Cramer's $V = .27$ and $r = .00$) and gender (Pearson Chi-Square 17.35a, $P (2\text{-sided}) = .00 < .05$ with 5 degree of freedom, Cramer's $V = .36$ and $r = .01$) has no impact on job satisfaction of the university teachers [10]. A study found that sex ($\chi^2 = 1.56$, $\chi^2 = 3.841$, insignificant), age ($\chi^2 = 9.8$, $\chi^2 = 3.841$, significant), education level ($\chi^2 = 3.43$, $\chi^2 = 5.991$, insignificant) do not influence the level of satisfaction of bank employees working with e-channel [12]. Similar result found of the study on job satisfaction factors of faculty members at university of Belochistan (Pakistan), the relationship between age ($r = -.13$) and overall job satisfaction is very weak and negative [13]. The present study from the following table- 1 we also found the demographic variables (age $r = -.62$, sex $r = -.26$, educational level $r = .01$) of the respondent has negative and weak relation with overall job satisfaction. So we can accept our hypothesis.

Table: 1 Correlation between age, sex and educational level with overall job satisfaction

		Age	Sex	Education	OJS
OJS	P C	-.62**	-.26*	.01	1
	Sig.(2-t)	.000	.000	.000	
	N	220	220	220	220

Source: Field survey, January-May, 2015

(PC= Pearson correlation, OJS= overall job satisfaction)

Table: 2 Responsible factors for employee overall job satisfaction

Independent Variables		SCALE NUMBER					Total Respondent	Computed Chi square Value	P -value (2 sided)
		1	2	3	4	5			
Pay and Benefits	Pay/compensation	21	34	23	77	65	220	94.823	.000
	Promotion	71	57	16	45	31	220	27.084	.041
	Fringe benefits	28	26	12	83	71	220	28.756	.026
	Job security	52	77	11	35	45	220	15.553	.485
	Contingent rewards	39	41	22	66	52	220	25.281	.065
	Recognition	32	45	18	73	52	220	51.254	.000
Organizational factors	Work place	22	38	18	82	60	220	86.949	.000
	Co-workers behavior	42	39	17	65	57	220	20.684	.191
	Workload	65	83	14	32	26	220	27.732	.034
	Org. rules & regulation	65	72	14	41	28	220	38.612	.001
	Org. reputation	23	29	12	81	75	220	31.944	.010
	Logistics support	39	32	22	71	56	220	19.642	.237
Managerial factors	Supportive management	36	26	11	82	65	220	19.977	.221
	Relation with supervisor	36	48	12	74	50	220	37.034	.002
	Proper communication	47	42	12	66	53	220	29.433	.021
	Sense of achievement	51	65	11	44	49	220	44.335	.000

Source: field survey, January-May, 2015

7.2 EMPLOYEE SATISFACTION TOWARDS PAY AND BENEFITS, ORGANIZATIONAL FACTORS, MANAGERIAL FACTORS

The present study pay/benefits are the first factors for employee job satisfaction. Within this factor the sub factors are pay/compensation, promotion, fringe benefits, job security and contingent rewards. The following study from table-2 shows for pay/ compensation Pearson chi-square value $\chi^2 = 94.823$ P (2 sided) = .00 < .05 with 16 degrees of freedom. For promotion chi-square value $\chi^2 = 27.084$ P (2 sided) = .04. Fringe benefits computed chi-square value 28.756 P (2 sided) = .02 < .05 with 16 degrees of freedom. Job security $\chi^2 = 15.553$ P (2 sided) = .48. Contingent rewards the chi square value $\chi^2 = 25.281$ P (2 sided) = .06. So we can make the decision that pay/benefits are statistically significant for employee job satisfaction. From table-2 the organizational factor was the second factor and within this factor the sub factors 'recognition computed value of chi square $\chi^2 = 51.254$ P (2 sided) = .00 < .05 with 16 degrees of freedom. Work place chi square value $\chi^2 = 86.949$ P (2 sided) = .00 < .05. Coworkers behavior computed chi square value = 20.684, P (2 sided) .19 > .05. Work load chi square value = 27.732 P (2 sided) = .03 < .05. Organizational rules and regulation $\chi^2 = 38.612$ P (2 sided) = .00 < .05. Organizational reputation $\chi^2 = 31.944$, P < .05 with 16 degrees of freedom. Logistics support computed chi square value = 19.977 and P > .05. So we can conclude that co-workers behavior and logistics support are insignificant but rests of the organizational factors are statistically significant for employee job satisfaction. The third responsible factor for employee job satisfaction from table-1 was managerial factor. For Supportive management computed chi square value $\chi^2 = 19.977$ and P value = .22. Relation with supervisor $\chi^2 = 37.034$ P (2 sided) = .00 < .05 with 16 degrees of freedom. Proper communication computed value of chi square = 29.433 and P < .05. Sense of achievement $\chi^2 = 44.335$ P (2 sided) = .00 < .05 which is

strongly significant for employee job satisfaction. So the above discussion from table- 2 we found that all of the factors are responsible for overall job satisfaction of the employees. So the null hypothesis is rejected and we can accept our alternative hypothesis.

7.3 JOB SATISFACTION WITH VARIOUS FACTORS

A study measure the level of job satisfaction among primary care physicians. Overall physicians were slightly satisfied (Mean = 3.46, SD 0.67). They also found that physicians were moderately satisfied with supervision (Mean = 4.62, SD 1.20), coworkers (Mean = 4.58, SD .86) and nature of work (Mean = 4.69, SD 1.06) while slightly satisfied with communication (Mean = 3.80, SD 1.09). Physicians were slightly dissatisfied with pay (Mean = 2.76, SD 1.26), promotion (Mean = 2.56, SD 1.12), fringe benefits (Mean = 2.65, SD 1.09), contingent rewards (Mean = 2.61, SD 1.15), and operating condition (Mean = 2.85, SD .71) [14].

Table: 3 Job satisfactions mean for various factors

	N	Minimum	Maximum	Mean	Standard Deviation
Pay/compensation	220	1	5	3.60	1.312
Promotion	220	1	5	2.58	1.467
Fringe benefits	220	1	5	2.75	1.489
Job security	220	1	5	3.65	1.372
Contingent rewards	220	1	5	3.23	1.448
Recognition	220	1	5	3.31	1.408
Work place	220	1	5	3.55	1.322
Co-workers behavior	220	1	5	3.25	1.489
Workload	220	1	5	2.41	1.357
Org. rules & regulation	220	1	5	2.52	1.409
Org. reputation	220	1	5	3.71	1.337
Logistics support	220	1	5	3.33	1.447
Supportive management	220	1	5	3.52	1.438
Relation with supervisor	220	1	5	3.25	1.438
Proper communication	220	1	5	3.16	1.514
Sense of achievement	220	1	5	2.89	1.520
Valid N List wise	220	1	5		

Source: field survey, January-May, 2015

A study measured the level of job satisfaction and its impact on turnover intention. Job Satisfaction Survey (JSS) questionnaire containing nine facets of job satisfaction were used for data collection from private sector colleges' lecturers of NWFP. The result shows that lecturers of private sector colleges of NWFP are very much dissatisfied with promotion chances (Mean = 1.49, SD .55). They are moderately dissatisfied with three facets of job satisfaction: Pay (Mean = 2.04, SD .69), Fringe benefits (Mean = 1.87, SD .78) and contingent rewards (Mean = 1.68, SD .62) while moderately satisfied with operating condition (Mean = 4.66, SD .83), coworkers (Mean = 4.85, SD .74), nature of work (Mean = 4.678, SD .64) and communication (Mean = 4.97, SD .69). Overall job satisfaction of private sector colleges' lecturers is mean = 3.36 with standard deviation = .71 that can be interpreted as slightly dissatisfied [15]. In the present study we try to find out the job satisfaction of mobile telecom sector employees in Bangladesh using sixteen job satisfaction factors. The result shows from table-3 that employees are moderately satisfied with pay/compensation (Mean = 3.60, SD 1.31), fringe benefits (Mean = 3.65, SD 1.37), work place (Mean = 3.55, SD 1.32), organizational reputation (Mean = 3.71, SD 1.33), supportive management (Mean = 3.52, SD 1.43). Employees are slightly satisfied with contingent rewards (Mean = 3.23, SD 1.44), Recognition (Mean = 3.31, SD 1.40), co-workers behavior (Mean = 3.25, SD 1.48), logistics support (Mean = 3.33, SD 1.44), Relationship with supervisor (Mean = 3.25, SD 1.43), proper communication (Mean = 3.16, SD 1.51). On the other hand from table -3 we found that employees are dissatisfied with promotion (Mean = 2.58, SD 1.46), job security (Mean = 2.75, SD 1.48), Work load (Mean = 2.41, SD 1.35), organizational rules & regulation (Mean = 2.52, SD 1.40), sense of achievement (Mean = 2.89, SD 1.52).

7.4 RELATION BETWEEN FACTORS OF JOB SATISFACTION AND OVERALL JOB SATISFACTION

To find out the relation between independent and dependent variable first we consider relation between pay/ benefits and overall job satisfaction. Pearson correlation is the best techniques to identify it.

Table: 4 Correlation between pay/benefits with overall job satisfaction

		PAY	PR	JS	FB	CR	RE	OJS
OJS	P C	.81**	.53**	.67**	.38**	.24*	.31**	1
	Sig.(2-t)	.000	.000	.000	.000	.000	.000	
	N	220	220	220	220	220	220	220

Source: field survey, January-May, 2015

(PC= Pearson correlation, OJS= overall job satisfaction)

Table-4 shows overall job satisfaction has strong positive relation with the factors of job satisfaction. Pay/compensation ($r = .81, P < 0.01$), Promotion ($r = .53, P < 0.01$), Job security ($r = .67, P < 0.01$), Fringe benefits ($r = .38, P < 0.01$), Contingent rewards ($r = .24, P < 0.01$), Recognition ($r = .31, P < 0.01$). A study shows overall job satisfaction has a positive association with all facets of job satisfaction: Pay ($r = .72, P < 0.001$), Promotion ($r = .56, P < 0.001$), Supervision ($r = .45, P < 0.001$), Fringe Benefits ($r = .57, P < 0.001$), Contingent Rewards ($r = .55, P < 0.001$), Operating Condition ($r = .45, P < 0.001$), Coworkers ($r = .52, P < 0.001$), Nature of Work ($r = .47, P < 0.001$), Communication ($r = .50, P < 0.001$) [15]. A study examines the impact of rewards and manager’s characteristics on job satisfaction. Sample 421 employees from telecommunication and banking sector of Pakistan is taken and found Rewards (salary, fringe benefits, job security and status) are positively associated with Job Satisfaction. $r_{RJS} (421) = .146; p < .01$. A study about Pay and Job Satisfaction: A Comparative Analysis of Different Pakistani Commercial Banks. Result shows promotion with overall satisfaction $r = 0.272$, Pay $r = .466$, recognition $r = 0.362$ Organizational Commitment $r = .679$ which shows a weak to moderate but positive relationship with job satisfaction and this relationship is significant at $\alpha 0.01$ [7]. A study were tried to investigates the level of job satisfaction of bank employees in Dhaka City and found fair pay ($r = .25, P < .05$), co-workers ($r = .47$), recognition ($r = .19$), benefit received ($r = .45, P < .05$) are strongly associated with overall job satisfaction [10].

Table: 5 Correlation between organizational factors with overall job satisfaction

		WP	CB	WL	ORR	OR	LS	OJS
OJS	P C	.14	.33**	.58**	.23*	.16	.21*	1
	Sig.(2-t)	.031	.000	.000	.000	.019	.002	
	N	220	220	220	220	220	220	220

Source: field survey, January-May, 2015

(PC= Pearson correlation, Ojs= overall job satisfaction)

Table-5 shows the correlation between organizational factors with overall job satisfaction. Job satisfaction with Work place ($r = .14, P < 0.01$), Co-worker behavior ($r = .33, P < 0.01$), Work load ($r = .58, P < 0.01$), Organizational rules & regulation ($r = .23, P < 0.01$), Organizational reputation ($r = .16, P < 0.01$), Logistics support ($r = .21, P < 0.01$). So the entire factor has positive relation with overall job satisfaction. A case study of job satisfaction of the employees in the mobile phone corporate in Bangladesh found work atmosphere ($r = .38, P < .01$), Training & development ($r = .20, P < .05$) has a positive relationship with overall job satisfaction.

Table: 6 Correlation between Managerial factors with overall job satisfaction

		SM	RS	PC	SA	OJS
OJS	P C	.47**	.28*	.34**	.17	1
	Sig.(2-t)	.000	.000	.000	.000	
	N	220	220	220	220	220

Source: Field survey, January-May, 2015

(PC= Pearson correlation, OJS= overall job satisfaction)

Table-6 shows the relation between managerial factors with overall job satisfaction is significant because for all cases p-value is less than 0.01. Supportive management ($r = .47$), Relation with supervisor ($r = .28$), Proper communication ($r = .34$), Sense of achievement ($r = .17$). So it is conclude that there has weak moderate but positive correlation between managerial factors with overall job satisfaction. A case found in her study that Managers characteristics (ability, sense of achievement, responsibility, opportunity to learn) are positively associated with Job Satisfaction, $r_{MCIJS} (421) = .558$; $p < .0.01$.

Table: 7 Level of employee satisfactions towards overall factors

Level of satisfaction	Frequency	Percent (%)	Mean	SD	Variance
Highly satisfied	58	26.4			
Satisfied	75	34.1			
Neutral	25	11.4	3.45	1.369	1.875

Source: field survey, January-May, 2015

From table- 7 we found 26.4% of the employees are highly satisfied towards the overall factors of job satisfaction. 34.1% employees are satisfied. We also found 15.0% employees shows their dissatisfaction and 13.2% employees shows their highly dissatisfaction towards the overall factors. The mean value is 3.45 which show the employees are moderately satisfied towards the overall factors of job satisfaction. The following figure shows employee overall job satisfaction at different level.



Fig -2 Employees overall job satisfaction at different level

8 CONCLUSION

For surviving in the industry there is no alternative in front of any company to emphasis on customer satisfaction. The whole prestige of an organization is attached with the working of the employees in a manner that how they make their customer delighted and employees can do that easily when they satisfied their job. Employee job satisfactions lead to organization productivity. A study stated that productivity had a stronger positive influence on job satisfaction and job satisfaction had on productivity. Satisfied employees are more likely to be friendly and responsive which attracts customers and the result is increasing organizations productivity [16]. The present study this is found that three important independent variables pay/benefits, organizational factors, managerial factors are responsible factors for dependent variable. The demographic variable (age, sex, education) has a negative relation with employee overall job satisfaction. The result of the study also shows employees are moderately satisfied with pay, fringe benefits, workplace, organizational reputation and supportive management. And their dissatisfaction mainly emanated from promotion, job security, workload, organization rules and regulation, sense of achievement of mgt. Table -7 shows still 15.0% employees shows their dissatisfaction and

13.2% employees shows their highly dissatisfaction towards the overall factors of job satisfaction in mobile telecom sector in Bangladesh. In the long run under a better economic and political situation, continuous dissatisfaction of the employees will affect the efficiency and performance of the organization, which may affect the whole economic growth. So finally it can be suggested that management should focus its efforts on enhancing employee satisfaction levels of mobile telecom sector in Bangladesh, and then it is easy to achieve high levels of productivity of the organization.

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