

## **Effect of Motivational Factors on Job Satisfaction of Administrative Staff in Telecom Sector of Pakistan**

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### **Abstract**

The present study discussed the motivational factors of Herzberg two factor theories in the perspective of the administrative staff of the telecom sector of Pakistan. The study investigates whether these motivational (intrinsic) factors and hygiene (extrinsic) factors affect the job satisfaction of administrative staff and their influence on telecommunication sectors. The motivational (intrinsic) factors i.e. recognition, the job itself, responsibility, professional growth. Hygiene (extrinsic) factors i.e. senior management, the role of supervisor, good relation with coworkers. The study also revealed some other factors of human resource development career development, responsibility, compensation and benefits and working atmosphere which are associated with the job satisfaction of administrative staff in the telecom sector in Pakistan.

This paper is more inclined towards an exploratory study, were to explore the more important of the topic; the study used a convenience sampling technique to collect data from the administrative staff of telecom sector of Pakistan. The final sample consisted of 150 respondents who are currently working in the telecom sector. Descriptive statistics, correlational and linear regression analysis was used to test hypotheses.

The output of this study is revealed that of telecom motivation factor intrinsic positive significant impact on job satisfaction, compensation and benefits has an impact on job satisfaction, The career development is also associated with the job satisfaction of administrative staff, responsibility of work is positively associated with the job satisfaction of telecom.

**Keywords:** *Motivation, Career Development, Responsibility, Compensation, Work Atmosphere, Job Satisfaction*

### **Introduction**

Historical research work based on organizational behavior which analyzed job satisfaction performance and works motivation, these variables influence each other. Job satisfaction is always regarded as the part of Organizational Behavior. Therefore, many practices are performed in order to continue and possibly increase job satisfaction, which results reducing employee's turnover ratio. In Pakistan, Telecom sector is now becoming the most expanding service sector in the country, which creates a positive competition among the telecom sector. Telecom sector plays a vital role in the national and international markets as well as an administrative staff of this sector provides the capital base in the organization, which delivers excellent services to customers (Purna & Hasiholan, 2018). Job satisfaction's sub-factors (co-workers, promotion, regulation opportunities for advancement and pay) are significant factors for the study of employee's job satisfaction. Iqbal, J., Shabbir et al., (2017) research pay, better work atmosphere, and growth opportunities are influential in respect to the public sector's work satisfaction. Working atmosphere

& pay scale effects employee's job satisfaction, such effect may be positive or negative on the basis of the above-mentioned pre-requisition. Telecom sector in Pakistan has become very popular and most growing sector in the country. 2008's statistics showed the incentive growth of the sector by placing Pakistan's telecom industry at number 3 among the rapidly growing telecom industries. To accommodate this fastest growth, since 2008 structural reforms in the physical infrastructure have been brought in the areas such as fixed-line and mobile network, fiber optical system and reforms in the HR sector had been done. Provide well identify structure and framework that in touch with a valuable level of practice of my research.

- Be familiar along with rights with commitments of cellular companies;
- Promote competition among new mobile companies' services and their prices.
- Bring fair competition among mobile and landline operators;
- Encourage private investment in mobile sector.

The mobile telecom sector is able to attain very high year by year's development in the region of Asia and roundabout 90% of Pakistan have their own mobile connection and they cover at least all the area or across the country. Cellular mobile phone users in Pakistan who reached most of 139.20 million in end of May 2014 said by PTA. Pakistan has the highest mobile penetration rate in the South Asian region.

According to Khan (2015) defined motivation as internal and external factors that enhance desire and energy people to remain loyal to a job, role and remain committed to a job, role and to exert a persistent level of efforts in achieving a goal. According to Naseem, K. (2018) study the working condition, salary and organization atmosphere contributes in job satisfaction; it may be positive or negative and if these things are positively contributive then job satisfaction is reflected in a positive manner by the administrative staff and work. According to (Skaalvik, E. M., & Skaalvik, S. 2017) promotion is "the act of moving an employee up the organizational hierarchy, usually leading to an increase in responsibility and Status and a better remuneration package".(Kong & Khan, 2018)

There is an important distinction exists between job satisfaction of male and female administrative staff. Last few years' economic conditions, political instability, and energy crises affected the Pakistan Telecom sector (Hunjra et al., 2015). Motivational factors have been empirically analyzed in the telecom sector of Pakistan but the contribution of Herzberg motivational theory is yet to be tested in the Telecom sector of Pakistan. So that's why there is a need for a test of this theory again in Telecom sector to access the effect of intrinsic and extrinsic factors. In my study, I am focusing on intrinsic motivational and extrinsic hygiene factors and influence on the job satisfaction of administrative staff of Telecom sector of Pakistan. The objective of the study is to express the motivational factors i.e. Motivation (intrinsic) factors and hygiene (extrinsic) factors that contribute to job satisfaction of Telecom sector administrative staff. The objectives of the study are

1. To determine the effects of motivation (intrinsic and extrinsic) factors on employee job satisfaction of Telecom sector (Telenor vs. U-fone) of Pakistan.
2. To identify the impact of career development on job satisfaction of administrative staff
3. To investigate the influence of responsibility of work on job satisfaction of administrative staff
4. To explore the impact of compensation and benefits on job satisfaction of administrative staff

5. To identify the influence of the working atmosphere on job satisfaction of administrative staff

The present study conducted in the Telecom sector of Pakistan. In this study, I have used motivational Herzberg two factor theories that used different sectors but are not tested in Pakistan Telecom sector. This theory consists of two variables like intrinsic motivators factors and extrinsic motivators factors. This study will observe the motivational factors i.e. intrinsic motivational factors and extrinsic hygiene factors affects the employee job satisfaction. This observes the relationship between the motivational factors i.e. intrinsic and extrinsic and employee job satisfaction. This study will provide them with the irrefutable conclusion on how can the employee job satisfaction increase? The data will be collected from relevant field administrative staff and will represent the original response.

### Literature

Federal Government of Pakistan and telecommunication authority comet the act of telecommunication which is presented the official Gazette. It is largely developed the corporate sector along with all resources of telecommunication (Shafiq and Naseem 2011). It is a continuous sequence with a common seal and power. It is specific and well-modified technology for both immovable and movable sector. On the other hand, the Insta-phone and Paktel telecommunication companies were pioneers in the mobile industry of Pakistan since the 1990s. At the end of the 1990s, they were joined with Motorola and Orascom. After that in the modern era, it is introduced with the name of GSM 2000s, where the Ufone launched in 2001. According to research model variable has been elaborated individually (Fig-01). The services highly regulated and well improved regarding all expects of technologies (Khalid, S., & Irshad, M. 2015). At the end of 2004, Ministry of telecommunication issues from the Mobile Cellular policies along with all objectives, which are stated below.

1. The efficient use of spectrum by radio technology.
2. Introduce the most common and attractive price for customers, which are affordable for all scale of income.
3. To introduce the private sector investment in telecommunication.
4. Introduce the rights and obligation of the mobile industry for operation.
5. Determine the fair prices list along with fixed line operators.
6. To determine the regulation and effective regime in mobile technology along with the well-defined structure of telecommunication.

Motivation has been defined by researchers in many ways such as "motivation is goal-directed behavior, motivation is a psychological process and motivation determines an employee's key factor with respect to employee's loyalty. According to the researchers' point of view, the job satisfaction positively connected to opportunities for advancement. Ellickson, M. C., & Logsdon, K. (2001) study also encourages this opinion that the positive relationship found between opportunities for advancement (promotional) and job satisfaction of the individuals. He further recognizes that opportunities for advancement (promotion) are the sign of a motivator (intrinsic) factors. There are some intrinsic attributes are involved to satisfy the job satisfaction of administrative staff. According to Locke (1995) study, the job satisfaction of administrative staff depends upon different job elements, but the most important is the job itself. Vitell (1990) results show that job satisfaction and the job itself is positively correlated. Lacey (1994) argues a point

that in the job itself administrative staff is more satisfied if they give a free hand to do their work without any condition and the performance of administrative staff automatically increased. Supervisors play an important role to improve the organizational performance. As per researcher's opinion supervisor acts as a bridge between the upper level and lower level management, therefore he is better able to influence the org policies. If they do a good behavior, the administrative staff automatically increase the performance of the organization, otherwise decline. According to Bassett, G. (1994) study supervisors play an important role in motivating and enhancing the job satisfaction level of the administrative staff in the organization. The researcher also found a correlation between Gender and pay. Luddy, N. (2005) suggested that if an organization does not pay salaries to administrative staff according to their job level, then they are responsible for a deliberate outage of skilled staff members. Hence, suggested that pay is an important factor in employee retention in modern day organizations. Kamal, Y., & Hanif, F. (2009) conducted research on job satisfaction of administrative staff and found that pay and job satisfaction of administrative staff is positively correlated. Pay makes a positive effect on job satisfaction of administrative staff. Berta (2005) conducted a study on the administrative staff of the food industry and the results of this study show that the co-workers and job satisfaction are positively correlated. This situation helps co-workers to increase overall job comfort levels.

Promotion is meant by "In terms of a career, a promotion refers to the advancement of an employee's rank or position in a hierarchical structure. Promotion is a work of giving people more authority with respect to decision making at the higher levels. According to (Heery, 2001), promotion is "the act of moving an employee up the organizational hierarchy, usually leading to an increase in responsibility and Status and a better remuneration package". According to Chen (2004) explore the basic issues of career needs and they propose concepts in the development of program and company career need, which is based on the administrative staff.

A responsibility defines as the opportunity or ability to operate independently and take decisions without authorization. The responsibility is an important way for evaluation of job satisfaction (Griffin, M. A., Patterson, M. G., & West, M. A. 2001). A working arrangement regarding administrative staff work and their working condition indicate the basic hours which was directly effects on their remuneration. The issue of working criteria shows the dimension of the workplace, their job satisfaction and level of stress. At the end of 1999 researchers (Cooper 2001) have elaborate on the job satisfaction of administrative staff and their relationship with work, specifically official trainees and their general model. The result also indicated the stress level of the job and identifies dimensions of a company where the worker shows the workplace association (Naseem, K. 2018).

### **Methods**

Empirical research methodology, consisting of data collection procedures and data analysis methods, has been discussed. The data collection section was based on five procedures: first data collection, a second sample selection, third development of survey questionnaires, fourth measurement scales, and reliability tests. Furthermore, data analysis techniques and statistical methods are included to examine the data (Sekaran, U. 2006). The questionnaire has been designed with 16 different expects. Five from the basic demographic view of respondents and further 9 questions based on extrinsic and intrinsic variables. The purpose was to the job satisfaction and their level of the intrinsic factor. Meeting with these professionals (Telanor and U-Fone) helped a

lot to gain a better understanding of the telecom structure, culture, role of technology. Eventually, the research approach is more oriented towards the application of quantitative methods to verify the relation between the research variables which were hypothesized by the results of the exploratory phase. Data collection consists of two parts; one is instrumental development, population, and sampling, reliability; second is to conduct fieldwork and identify the unit of analysis. Questionnaire method is adopted in order to collect data from the selected sample. The questionnaire was distributed amongst the administrative staff of the telecom sector (Telenor and U-Fone). A sample size of the study is 150 administrative staff members, 75 for Telenor and 75 for U-Fone.

## Results

The reliability analysis has been conducted by SPSS in (Table 1) it mentioned the reliability and validity analysis of the study. Overall reliability and Cronbach's alpha of the study is greater than  $\alpha = .07$  which is acceptable in social science study. The descriptive statistics has shown the variables (Table 2); For Job Satisfaction (JS, Mean = 11.2, Standard deviation = 3.3), for Working Atmosphere (WA, Mean = 30.1, Standard deviation = 3.7), for Career Development (CD, Mean = 14.5, Standard deviation = 4.0), for Responsibility (RS, Mean = 18.3, Standard deviation = 4.7), for Compensation Benefits (CB, Mean = 21.8, Standard deviation = 5.8) and motivation Factors (MF, Mean = 23.1, Standard deviation = 6.6). Furthermore, correlation test shows ( $r < .20$ ) correlation does not exist, 2nd If ( $r = .20, < .40$ ) positive but low correlation exist, 3rd ( $r = .40, < .60$ ) positive and moderate correlation exist, 4th ( $r = .60, < .80$ ) positive and good correlation exists and 5th ( $r = .80, < .100$ ) positive and highly correlated. (Table 3). The correlation of the entire variable is significant and greater than 0.01, the overall correlation of the variable is positive and significant, it means that all the variables have a positive and significant relation to each other. The linear regression ( $r$ ) shows .49 with (t-test) 11.94 in  $p > 0.000$  with significant effect (Table 4).

However, the variables hypothesis interpreted with facts are stated below

H1. Motivation (intrinsic and extrinsic) has a positive and significant impact on job satisfaction of administrative staff.

H2. Career development has a positive and significant impact on job satisfaction of administrative staff.

H3. The responsibility of work has a positive and significant impact on job satisfaction of administrative staff.

H4. Compensation and benefits have a positive and significant impact on job satisfaction of administrative staff.

H5. Working atmosphere has a positive and significant impact on job satisfaction of administrative staff

The H1 is significant and positive because the F value is 142.78 ( $p < 0.01$ ) and R square = .491, means that motivation factors explain 49.1% variation in the job satisfaction. Results also explicate that motivation factors are positively impacting job satisfaction as standardizing beta value is ( $p < 0.01, \beta = .701$ ). The individual association of motivation factors with job satisfaction is ( $p < 0.01, t = 11.94$ ) that is also very significant. The H2 is significant and positive because the F value is 168.83 ( $p < 0.01$ ) and R square = .533, means that career development explains 53.3% variation in the job satisfaction. Results also explicate that career development is positively impacting job

satisfaction as standardizing beta value is ( $p < 0.01$ ,  $\beta = .730$ ). The individual association of career development with job satisfaction is ( $p < 0.01$ ,  $t = 12.99$ ) that is also very significant. The H3 is significant and positive because the F value is 191.04 ( $p < 0.01$ ) and R square = .563, means that responsibility explains 56.3% variation in the job satisfaction. Results also explicate that responsibility is positively impacting job satisfaction as standardizing beta value is ( $p < 0.01$ ,  $\beta = .751$ ). The individual association of responsibility with job satisfaction is ( $p < 0.01$ ,  $t = 13.82$ ) that is also very significant. The H4 is significant and positive because the F value is 214.03 ( $p < 0.01$ ) and R square = .591, means that compensation and benefits explain 59.1% variation in the job satisfaction. Results also explicate that compensation and benefits are positively impacting job satisfaction as standardizing beta value is ( $p < 0.01$ ,  $\beta = .769$ ). The individual association of compensation and benefits to job satisfaction is ( $p < 0.01$ ,  $t = 14.63$ ) that is also very significant. The H5 is significant and positive because the F value is 240.08 ( $p < 0.01$ ) and R square = .619, means that working atmosphere explains 61.9% variation in the job satisfaction. Results also explicate that the working atmosphere is positively impacting job satisfaction as standardizing beta value is ( $p < 0.01$ ,  $\beta = .787$ ). The individual association of the working atmosphere with job satisfaction is ( $p < 0.01$ ,  $t = 15.49$ ) that is also very significant.

### Discussion

According to Shafiq and Naseem (2011), defined motivation as internal and external factors that enhance desire and energy in people to remain loyal to a job, role and remain committed to a job, role and to exert a persistent level of efforts in achieving a goal. Herzberg theory mainly considers, motivators (intrinsic) factors and hygiene (extrinsic) factors (F. Herzberg, Mausner, B., & Snyderman, B. B., 1959). Motivators (intrinsic) factors mentions (job itself, recognition, career development, opportunities for advancement, good feelings about organization and delegation).

Koustelios (2001) study shows the relationship between work itself and the job satisfaction of teachers. Teachers are more satisfied with their job due to effective supervision. According to some studies, Career development is an important factor that plays a vital role to boost the job satisfaction of government administrative staff. Ting, Y. (1997) in the Government sector in the absence of career development connected to job dissatisfaction among administrative staff and much administrative staff seek to quit the government post in order to focus on career path development. Koh and Boo (2001) conducted a survey on a manager's career development and ethical behavior and 400 questionnaires were sent to managers in Singapore.

According to Graham, M. W., & Messner, P. E. (1998) study shows that the supervisor's good dealing positively affects the job satisfaction. The study shows the positive relationship between supervisor and job satisfaction of administrative staff. A study conducted by Koustelios. A. D. (2001) results of the study show that supervision and job satisfaction of teachers are positively correlated. As per Ssesanga, K., & Garrett, R. M. (2005) survey results show that the supervision and job satisfaction of Uganda academic staff is positively correlated. There are some of the following variables show the intrinsic attribute of research. Through recognition, administrative staff feel as part of the org plans and hence make efforts in order to attain sufficient level of expertise required to help in org moving forward. (Heery, 2001) elaborate pay as "payment for work, which can assume a number of different forms, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay, and benefits in kind. According

to Diaz (2005), the job satisfaction in between low and higher administrative staff turns the situation of work as well to in the different dimension. Also, the European Community in 1994-2001 indicates the low paid worker concern and their job performance except for the United Kingdom. The idea is to indicate the low wages employment and their quality of work. Furthermore, job satisfaction and the employee turnover in the management have to elaborate with career techniques. The research data questionnaires have based on 367 research and development regarding the Hsinchu science in Taiwan. They analyzed the result was very diversified in different career stage and it depends on the career development along with job satisfaction.

### **Conclusion and Recommendation**

This study was undertaken to test the motivational Herzberg two factor theory in the Perspective of the administrative staff of Telecom sector (Telenor and U-Fone) of Pakistan. The main point of view for this study was whether these motivational (intrinsic) factors and hygiene (extrinsic) factors affect the job satisfaction of administrative staff or not? The motivational (intrinsic) factors i.e. recognition, the job itself, responsibility, professional growth. Hygiene (extrinsic) factors i.e. senior management, the role of supervisor, good relation with coworkers. The results of the study conclude that job satisfaction level among (Telenor and Ufone) is the same. The results of the study also conclude that the motivational and hygiene factors do not affect the job satisfaction of administrative staff. The reason is that mostly administrative staff (lower and middle level) of the private sector are not satisfied with their salaries. Their salaries cannot meet their requirements of life properly. So, they are working under the head of the famous proverb that is "Something is better than nothing". So they are working until they have got a better job. Workload, no job security, no gratuity plan and no medical facilities are the most common reasons behind this. Empirical methods such as descriptive statistic and T-Test were used to test the variables.

1. Balanced compensation system must be addressed by a hierarchy of Telecom sector of Pakistan. This is critical because of financial efforts for employee's results in higher satisfaction level of administrative staff. And ultimately results in better market-based consequences for Org. (Khan et al., 2015).
2. To indicate the relation of training and their feedback in administrative staff with the attractiveness of job performance.
3. Indicate the passion for employee work along with the attractiveness of self-stem with job motivation in the working atmosphere.
4. This study also suggests that job satisfaction results should be compared with other studies on the service sector of Pakistan to get a better picture of job satisfaction.

Job satisfaction has considerable importance for the Telecom sector in Pakistan because of the extensive growth of an industry. Satisfied administrative staff proves to be a decisive competitive edge during market competition. This research will help the higher management and policymakers of the Telecom sector how to handle motivation levels of administrative staff and provide with some guidelines and facilities in order to increase the job satisfaction of administrative staff. Finally, the current study contributes to literature too and provides relevant theories for further research work.

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**Table and Figures.**

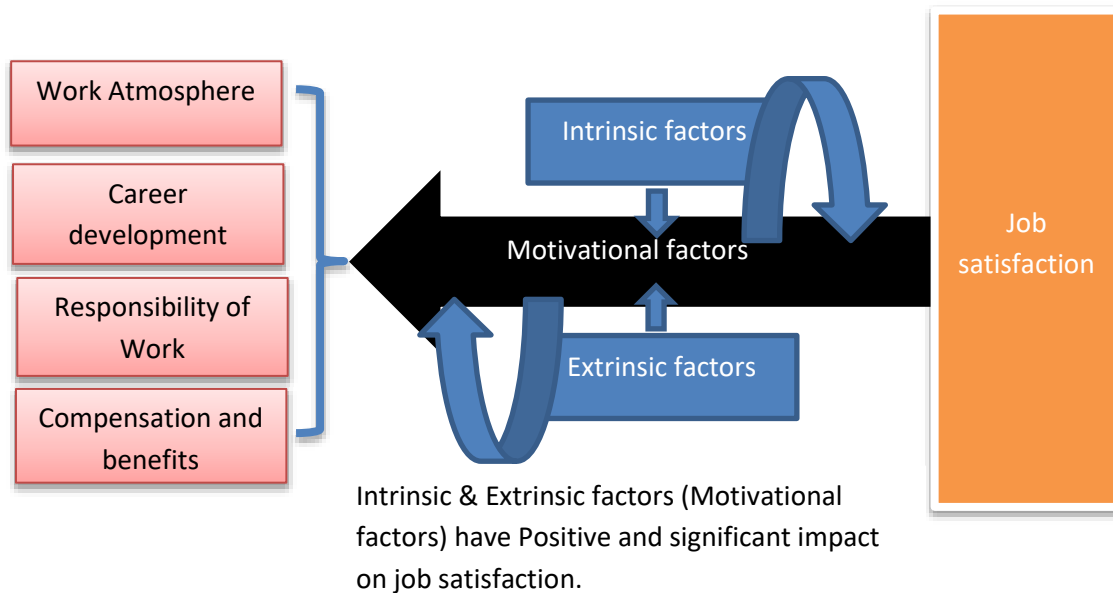


Figure 1: Research Model

Table 1: Cronbach's Alpha

Variable	No of Items	Cronbach's Alpha
Job Satisfaction	3	.884
Work Atmosphere	8	.962
Career Development	4	.849
Responsibility	5	.900
Compensation and Benefits	6	.888
Motivation Factor	18	.877

Table 2: Descriptive statistics

	Mean	Std. Deviation
Job Satisfaction	11.25	3.368
Working Atmosphere	30.19	8.787
Career Development	14.59	4.064
Responsibility	18.37	4.711
Compensation Benefits	21.81	5.834
Motivation Factors	23.19	6.665

Table 3: Correlation

Correlation Matrix of Variables						
	<i>JS</i>	<i>WA</i>	<i>CD</i>	<i>RS</i>	<i>CB</i>	<i>MF</i>
<i>JS</i>	1					
<i>WA</i>	.787**	1				
<i>CD</i>	.730**	.895**	1			
<i>RS</i>	.751**	.825**	.770**	1		
<i>CB</i>	.769**	.879**	.837**	.870**	1	
<i>MF</i>	.701**	.793**	.731**	.750**	.770**	1
* $p < .05$ , ** $p < .01$ , ( $p = .000$ ) $n = \text{Total Respondents} = 150$ , <i>JS</i> = Job Satisfaction, <i>WA</i> = Working Atmosphere, <i>CD</i> = Career Development, <i>RS</i> = Responsibility, <i>CB</i> = Compensation and Benefits, <i>MF</i> = Motivational Factors						

Table 4: Regression analysis

<b>Predictors</b>	<b>Linear Regression Analysis</b>					
	<b><i>R Square</i></b>	<b><i>F</i></b>	<b><i>Beta</i></b>	<b><i>T</i></b>	<b><i>Sig.</i></b>	<b><i>Empirical Evidence</i></b>
<b>H1:MOT → JS</b>	.491	142.78	.701	11.94	.000	Accepted
<b>H2:CD → JS</b>	.533	168.83	.730	12.99	.000	Accepted
<b>H3:RES → JS</b>	.563	191.04	.751	13.82	.000	Accepted
<b>H4:CB → JS</b>	.591	214.03	.769	14.63	.000	Accepted
<b>H5:WA → JS</b>	.619	240.08	.787	15.49	.000	Accepted