

A Study on Workers' Satisfaction towards Job with Respect to Mobile Telephone Network Cameroon (MTNC)

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Abstract

Job satisfaction has something to do with how committed an employee is towards its company which is a very important factor. Job satisfaction is a very important subject in the professional world and numerous researches have been done and still been done on this topic to better answer the hypothesis surrounding job satisfaction

The researcher has chosen to study this issue because she happens to have been an employee of company under case study for a cumulative period of two (2) years where in she at some point experienced low job satisfaction about the job and other colleagues shared the same feeling. The researcher is interested in this topic so that, from the results obtained, the management will be aware of the many reasons why employees in their company have low, little or no job satisfaction of which they tend to neglect.

Research objectives

1. To measure the workers' job satisfaction level.
2. To identify the factors influencing job satisfaction.
3. To know how the workers' satisfaction towards job, influence degree of work fulfillment.
4. To identify the attitude of employees towards job.
5. To suggest the ways to improve job satisfaction.

Introduction

The concept of job satisfaction, viewed through different lenses by various scholars, is defined differently. Greenberg and Baron (2008), for instance, viewed job satisfaction as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work and added that it is important to understand the concept of job satisfaction as there is no single way to satisfy all workers in the workplace. Greenberg and Baron (2008) saw it as a positive feeling toward a person's job. This concept, according to George and Jones (2005), is the combination of feelings and beliefs, which include the mental, emotional, and physical domains. Job satisfaction can also be defined as a worker's emotional response to different job-related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation (Robbins & Judge, 2007; George & Jones, 2005). Arnett, Laverie and McLane's (2002) definition is summarized by saying that job satisfaction is reflected as an employee's general affective assessment of himself/herself in the context of his or her job.

Abbas (2011) reported that financial factors, working conditions, supervision and advancement opportunities are associated with the overall satisfaction of the banking professionals. Archana Singh et al. (2011) reported that factors namely, pay, job interest, leadership, career growth, working environment, job responsibility etc. serves as stimulators for employee satisfaction in technology sector. Deshwal (2011) also found that the factors named as working conditions, organizational policies, independence, promotion opportunities, work variety, creativity, compensation, work itself, colleagues' cooperation, responsibility, social status of job, job security, achievement and students' interaction were associated with job satisfaction.

From all the definitions of job satisfaction that we have observed, we can see that money is just one of the many reasons why employees will be satisfied with their jobs. This is the reason why this study is been under study to see the case with MTNC, what satisfies employees more and by extension what about their job keeps them unsatisfied.

Literature review

According to the research work of Koge Henry M.M, (2015) on job satisfaction and motivation of secondary school teachers, a case study of the South West Region of Cameroon. Research on job satisfaction began with the Haw Thorne studies, conducted from 1924_1932, focusing on the psychological and social factors in the work place. Hoppack (1953) on his part did an intensive study on job satisfaction. From the interview he carried out, he identified that job satisfaction was influenced by factors found in the work environment such as supervision and family expectation.

Kwathawala et al (1990), in the results of his survey done for his study found out that, the prime factor of motivation and job satisfaction for employees of the automobile industry was salary. The result showed that compensation was ranked as the number one job element for job satisfaction.

Ana and Patricia (2014) suggest that job characteristics have a huge influence on workers' level of satisfaction and as a consequence, on the quality of work that they perform.

Monia L. and Nico Martins (2010) in their study on employee satisfaction in a South African information and Technology organization found out that, there is a strong positive correlation between organizational climate and job satisfaction. It equally indicated a positive relation between organizational climate scores and job satisfaction scores thus regardless of how the dimensions are perceived; organizational climate has an influence on job satisfaction.

Emira Kozarevic (2014), the analysis of the survey in her article "Job Satisfaction of Banking Sector". Employees in Bosnia reveal that, job satisfaction amongst the bankers is determined by a wide spectrum of factors such as demographic characteristics, management and supervision, monetary compensation, non-monetary recognition, work environment, job responsibility and type of tasks, social atmosphere at work and general satisfaction with life.

Bochen Pan (2015) explains that, perceived organizational support, psychological capital and higher monthly income were positively associated with job satisfaction among the university teachers in the North Eastern Region of China. Age to him was also linked to the level of job satisfaction. Results of the study indicate that improving the perceived organizational support may increase the level of job satisfaction for university teachers.

Eyasu and Antehun (2017) conducted a study on job satisfaction and determinant factors among midwives working at health facilities in Addis Ababa. Results showed that, midwives were least satisfied from salary, extrinsic reward and professional opportunity subscales while they were most satisfied from coworker relation and the standard of care they provided to clients.

Adeniji (2011) in his study on Organizational Climate and Job Satisfaction among Academic Staff in some Selected Private Universities in Southwest Nigeria. The study was based on the responses received from 293 respondents of five private Universities in the South-West Zone of Nigeria. The results showed a positive relationship between organizational climate and job satisfaction. Herzberg's Two Factor theory was used as a framework for this study.

Dev (2012) in his study on Public and Private Sector Banks found that clients of private sector banks are more satisfied than those of public sector banks in most of the dimensions except Interest rates and other charges and accessibility whereas the clients of public sector banks are more satisfied than clients of private sector. One area where both types of banks are lacking the most is customer orientation. Performance norms have also suffered in all types of banks. It was also observed that banks in India, especially the public sector banks need to equip themselves with the latest technology.

Gurusamy and Mahendran (2013), in their study found that salary occupy the first rank for determining job satisfaction compared with other major determinants. The study was conducted on 300 respondents and was limited to the automobile industries of India.

Rashid Saeed et al., (2014), in his study found promotion, pay, fairness and working condition to be the key factors that contribute to employee job satisfaction. The study was conducted on 200 telecom sector employees of Pakistan. It was concluded that money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan.

Resheske (2001) examined job satisfaction among full time faculty of the College of Human Development at Wiscosin University. Thirty-six full time members were included in the study. The results indicated that overall the faculty of the College of Human Development at UW-Stout was satisfied with their current employment and that group cohesion does play a role in overall job satisfaction. The study also determined that job autonomy, working with the students and fellow colleagues and supervisors were the top three best reasons for working here. It was also concluded that pay, having more time and assistance with meeting deadlines and having equal workloads between colleagues were three top priorities for improving the work environment.

Vagh (2010) highlighted that most of the employees of Municipal Corporation of Saurashtra Region were not satisfied. Employees of the Municipal Corporations have many questions and there is a strong need to give the attention on solution of employees' questions as and when it arises.

Singh and Myers (2013), highlights on employee's job satisfaction and its impact on their performance. Employees' attitude reflects the moral of the company. Happy employees play an important role in the areas of customer's service and sales as they are the one to interact with the customer on a daily basis. Work environment is the key factor in job satisfaction. Good work environment and good working conditions leads to job satisfaction at the same time helps in increasing employee work performance, profitability, customer satisfaction as well as retention.

Aristovnik (2014) discusses influence of organizational and environmental factors on employee job satisfaction. The police employees rated salary and security as the least motivator and support from the management as high. Police employees rate trust and belongingness as the key factor to job satisfaction.

People

Mobile Telephone Network Cameroon has about Nine Hundred and Thirty-Four employees spread across Cameroon.

Study design

For this research work, the researcher I adopted the probability sample method which by extension is the simple random sampling method. The rationale for using this sampling method was due to the fact that, the population under study is known to the researcher and so every one has equal chances of been selected and this is so because the researcher utilized randomization. This sampling method is so effective because there is an absence of systematic and sampling bias. Probability sample method depicts a full representation of the whole population *Welman and Kruger (2001)*. Taking in to cognizance that the probability sample was used, the validity of the study is guaranteed. A quantitative research method was used to carry out research on job satisfaction. The instrument used to gather data was a questionnaire which was self-administered by extension; the primary data source was used by the researcher because fresh information was obtained for the purpose of this study. In as much as primary data source is quite expensive and time consuming compared to secondary data source, notwithstanding, primary data collection may be the only suitable method for some types of research. The most common techniques primary data collection is by self-administered surveys like questionnaires which were used for this study. The limitations of using a questionnaire as means of collecting data has been outline by *Bell (1999)*

- The response rate for questionnaires often has a low response rate.
- The questionnaire does not give the researcher to follow up ideas and clarify issues.

Population

The populations targeted in this study included middle level employee and high-level employee, both permanent and contract employees making a total of 150 employees across all departments of the company.

Sample

The researcher encouraged and convinced the employees to partake in the study. Thus, eighty questionnaires were administered (80) of which response was received from eighty (80) employees producing a 100% response rate. What triggered this response rate is the fact that the researcher was one of an employee of the company therefore; there was already some degree of trust between respondents and researcher.

The sample consisted on permanent and contract employees, males and females, different job levels as well as salary levels.

Sources of data collection and tools for analysis

Primary data

The UCLA Institute on Primary Resources states that, primary sources of data provide the researcher with firsthand information. They include statistical data, historical and legal documents. Interviews, surveys, communication via email are also sources of primary data. In our study, primary data was used by means of a survey; a self-administered questionnaire. The researcher chose to use primary source of data because it presents information in its original form and allows the researcher to perform original analysis then formulate your own theory or opinion.

Secondary data

In social sciences, secondary source or data is usually a scholar book, journal article created by someone who did not directly participate in the conditions under investigation. Secondary data provide an interpretation, analysis derived from primary source materials. In this study, the researcher implored secondary data while forming the literature review in this study. The secondary data source was extracted from journal articles so as to form the basis of the assertion in the research. Secondary data source is easy to go about because it saves time that would have otherwise been used for collecting data. Using secondary source data in a research study has some setbacks, some of which are;

- Information gotten from secondary data is sometimes outdated.
- Most often, the study problems are not included in secondary data sources. This is because the data was originally created for a different purpose and therefore may not be optimal for the study purpose.

Research hypothesis

Hyp 1: there is no relationship between age and how satisfied are you at present with your physical working conditions (heat, noise, light, cleanliness, space, ventilation etc)

Hyp 2: there is no relationship between marital status and I would consider leaving the company for another company that was offering slightly higher salary

Hyp 3: there is no relationship between age and on the job, do you feel any pressure for increasing the work you do above what you think is reasonable

Hyp 4: there is no relationship between marital status and how satisfied are you with your involvement in decisions that affect your work

Hyp 5: there is no relationship between income and in comparison, with people in similar jobs in other companies, I feel my pay is

Hyp 6: there is no relationship between income and how satisfied are you with the extent to which your job leaves sufficient time for your personal life or family life

Hyp 7: there is no relationship between age and how satisfied are you with the training you receive for your current job

Hyp 8: there is no relationship between gender and I would recommend the company to my friends as a place to work

Hyp 9: there is no relationship between income and my job makes good use of my skills

Hyp 10: there is no relationship between marital status and how satisfied are you with the recognition you get when you do a good job.

Tools for analysis

The tools for the analysis refer to the techniques used to analyze the data. In this study, the chi square and Analysis of Variance (ANOVA) were used as tools to analyze data. The chi square test is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies. On the other hand, ANOVA provided statistical estimates of the variability in test scores associates with systematic differences in the ratings assigned and differences in the ratings obtained Murphy and David (2001). This statistical method is used to establish whether statistically significant differences exist in job satisfaction based on biographical variables.

Statistical analysis

All returned questionnaires will be analyzed in a computer using Statistical Package for Social Sciences (SPSS). Confidence interval would be used and P-value of 0.05 considered as statistically significant. To analyze the employee satisfaction, respondents would be categorized into the above mentioned two groups’ relationship or no relationship of questions posed and variables. The explanatory variables selected were based on the study hypotheses. We assessed vicariate associations between all variables and employee satisfaction. Differences between the associated explanatory variables would be analyzed subsequently by comparing means using t-tests and chi-square tests.

Analysis and Interpretation

Percentage analysis

Marital status of respondents

Marital		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	100	79.4	79.4	79.4
	Unmarried	26	20.6	20.6	100.0
	Total	126	100.0	100.0	

Inference

The above table shows that, majority 79.4 percent of the respondents are married and 20.6 percent of the respondents are unmarried.

Marital status of respondents

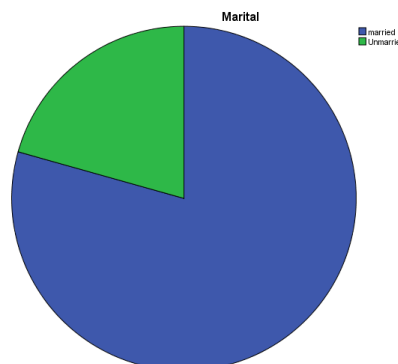


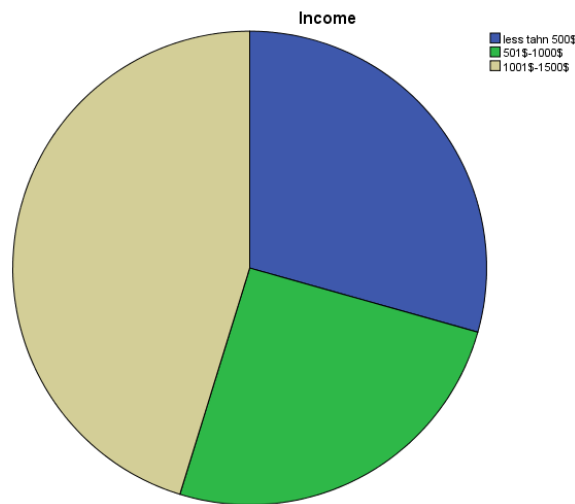
Table 4.1.2. Income of respondents

Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 500\$	37	29.4	29.4	29.4
	501\$-1000\$	32	25.4	25.4	54.8
	1001\$-1500\$	57	45.2	45.2	100.0
	Total	126	100.0	100.0	

Inference

The above table shows that, 45.2 percent of respondents earn 1001\$-1500\$. 29.4 percent of respondents earn less than 500\$ and 25.4 percent of respondents earn 501\$-1000\$.

Income of respondents



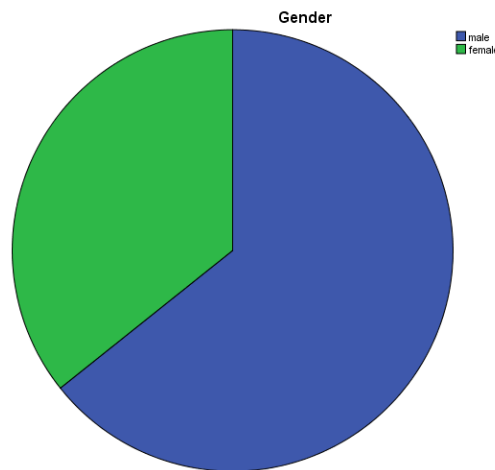
Gender of respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	81	64.3	64.3	64.3
	female	45	35.7	35.7	100.0
	Total	126	100.0	100.0	

Inference

The table above shows that 64.3 percent are male respondents and 35.7 percent are female respondents.

Gender of respondents



Age group of respondents

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-30	69	54.8	54.8	54.8
	31-35	31	24.6	24.6	79.4
	36-40	15	11.9	11.9	91.3
	41-45	11	8.7	8.7	100.0
	Total	126	100.0	100.0	

Inference

The Table above shows that 54.8 percent of the respondents are between 26-30 age groups. 24.6 percent of the respondents are between age group 31-35. 11.9 percent of the respondents are of the age group 36-40. The other 8.7 percent respondents are of the age group 41-45.

Hypothesis (1)

Null Hypothesis (Ho): there is no relationship between age and how satisfied are you at present with your Physical working conditions (heat, noise, light, cleanliness, space, ventilation etc)

Alternate Hypothesis (H1): there is a relationship between age and how satisfied are you at present with your Physical working conditions (heat, noise, light, cleanliness, space, ventilation etc)

Interpretation of results

Since the P-value (0.000) is less than the significance level (0.05), we reject the null hypothesis and accept alternate hypothesis. Thus, we conclude that there is a relationship between age and how satisfied are you at present with your physical working conditions (heat, noise, light, cleanliness, space, ventilation etc).

Hypothesis (2)

Null Hypothesis (Ho): there is no relationship between marital status and I would consider leaving the company for another company that was offering slightly higher salary.

Alternate Hypothesis (H1): there is a relationship between marital status and I would consider leaving the company for another company that was offering slightly higher salary.

Test statistics

	Marital	Leaving the company
Chi-Square	43.460 ^a	24.333 ^b
Df	1	2
Asymp. Sig.	.000	.000

- a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 63.0.
- b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 42.0.

Interpretation of results

since the p-value (0.000) is less than the significance level (0.05), we reject the null hypothesis and accept the alternate hypothesis. Thus, we conclude that there is a relationship between marital status and I would consider leaving the company for another company that was offering slightly higher salary.

Hypothesis (3)

Null Hypothesis (Ho): There is no relationship between age and on the job, do you feel any pressure for increasing the work you do above what you think is reasonable.

Alternate Hypothesis (H1): there is a relation between age and on the job, do you feel any pressure for increasing the work you do above what you think is reasonable.

Test Statistics

	Age	On the job
Chi-Square	66.635 ^a	2.571 ^b
Df	3	1
Asymp. Sig.	.000	.109

- a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.5.
- b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 63.0.

Interpretation of results

Since the P-value (0.000) is less than the significance level (0.05), we reject the null hypothesis and accept the alternate hypothesis. Thus, we conclude that there is relationship between age and on the job, do you feel any pressure for increasing the work you do above what you think is reasonable.

Hypothesis (4)

Null Hypothesis (Ho): there is no significant difference between marital status and how satisfied are you with your involvement in decisions that affect your work.

Alternate Hypothesis (H1): there is a significant difference between marital status and how satisfied are you with your involvement in decisions that affect your work.

ANOVA					
Marital					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.463	2	.732	4.694	.011
Within Groups	19.172	123	.156		
Total	20.635	125			

Interpretation of results

The calculated value (0.011) is less than the significance value (0.05). Hence, we reject the null hypothesis and accept the alternate hypothesis. Thus, there is a significant difference between marital status and how satisfied are you with your involvement in decisions that affect your work.

Hypothesis (5)

Null Hypothesis (Ho): There is no difference between income and in comparison, with people in similar in jobs in other companies I feel my pay is.

Alternate Hypothesis: There is a difference between income and in comparison, with people in similar in jobs in other companies I feel my pay is.

ANOVA					
Income					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	34.549	2	17.274	37.755	.000
Within Groups	56.277	123	.458		
Total	90.825	125			

Interpretation of results

The calculated value (0.000) is less than the significance value (0.05). We therefore reject the null hypothesis and accept the alternate hypothesis. Thus, there is significant difference between income and in comparison, with people in similar in jobs in other companies I feel my pay is.

Hypothesis (6)

Null Hypothesis (Ho): there is no significant difference between income and how satisfied are you with the extent to which your job leaves you sufficient time for your personal life or family life.

Alternate Hypothesis (H1): there is a significant difference between income and how satisfied are you with the extent to which your job leaves you sufficient time for your personal life or family life.

ANOVA					
Income					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	33.556	3	11.185	23.827	.000
Within Groups	57.270	122	.469		
Total	90.825	125			

Interpretation of results

Since the P-value (0.000) is less than the significance level (0.05), we accept the null hypothesis and reject the alternate hypothesis. We conclude that there is a significant difference between income and how satisfied are you with the extent to which your job leaves you sufficient time for your personal life or family life.

Hypothesis (7)

Null Hypothesis (Ho): there is no relationship between age and how satisfied are you with the training you receive for your current job.

Alternate Hypothesis (H1): there is a relationship between age and how satisfied are you with the training you receive for your current job.

Test Statistics		
	Age	Training
Chi-Square	66.635 ^a	34.333 ^b
Df	3	2
Asymp. Sig.	.000	.000

- a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.5.
- b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 42.0.

Interpretation of results

Since the P-value (0.000) is less than the significance level (0.05), we reject the null hypothesis and accept the alternate hypothesis. Thus, we conclude that there is a relationship between age and how satisfied are you with the training you receive for your current job.

Hypothesis (8)

Null Hypothesis (Ho): There is no relationship between gender and I would recommend the company to my friend as a place to work.

Alternate Hypothesis (H1): There is a relationship between gender and I would recommend the company to my friend as a place to work.

Test statistics

	Gender	Recommend the company
Chi-Square	10.286 ^a	104.143 ^b
Df	1	2
Ce	.001	.000

- a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 42.0.
- b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 42.0.

Interpretation of results

Since the P-value (0.000) is less than the significance level (0.05), we reject the null hypothesis and accept the alternate hypothesis. Thus, we conclude that, there is a relationship between gender and I would recommend the company to my friend as a place to work.

Hypothesis (9)

Null Hypothesis (Ho): There is no relationship between income and my job makes good use of my skills.

Alternate Hypothesis (H1): There is a relationship between income and my job makes good use of my skills.

Test statistics

	Income	Skills and ability
Chi-Square	8.333 ^a	2.571 ^b
Df	2	1
Asymp. Sig.	.016	.109

- a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 42.0.
- b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 63.0.

Interpretation of results

Since the P-value (0.109) is greater than the significance level (0.05), we accept the null hypothesis and reject the alternate hypothesis. Thus, we conclude that there is no relationship between income and my job makes good use of my skills.

Hypothesis (10)

Null Hypothesis (Ho): There is no significant difference between marital status and how satisfied are you with the recognition you get when you do a good job.

Alternate Hypothesis (H1): There is a significant difference between marital status and how satisfied are you with the recognition you get when you do a good job.

ANOVA					
Marital					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.779	1	2.779	19.303	.000
Within Groups	17.855	124	.144		
Total	20.635	125			

Interpretation of results

Since the P-value (0.000) is less than the significance level (0.05), we reject the null hypothesis and accept the alternate hypothesis. Thus, we conclude that there is a significant difference between marital status and how satisfied are you with the recognition you get when you do a good job.

Limitations

The results that will emanate from this research work will be limited to the research method that was used and the data set. The results also are limited to a particular case study taken from a telecommunication company in Douala Cameroon. This study did not rely on self-report on all measured variables, which is good for reducing the likelihood for common bias. Also, being an academic study, the time at hand to conduct the research and limited study period left will not be adequate, considering the area of the research.

Findings

Findings based on testing hypothesis

1. From the analysis, it is found that there is a significant difference between marital status and how satisfied are you with your involvement in decisions that affect your work.
2. It is observed that there is a relationship between age and on the job, do you feel any pressure for increasing the work you do above what you think is reasonable.

3. Analysis shows that there is no significant difference between marital status and I would consider leaving my company for another company that was offering slightly higher salary.
4. It is found that found that there is a significant difference between income and how satisfied are you with the extent to which your job leaves you sufficient time for your personal life or family life.
5. It is observed that there is a relationship between age and how satisfied are you at present with your physical working conditions (heat, noise, light, cleanliness, space, ventilation).
6. Analysis of hypothesis shows that there is a significant difference between income and in comparison, with people in similar jobs in other companies; I feel my pay is either low or high.
7. It is observed from hypothesis analysis that there is a relationship between age and how satisfied one gets with the training received for your current job.

Conclusion

Every organization is comprised of people. Acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring that they maintain their commitment to the organization is essential to achieving organizational objectives. Human Resource Management is that part of management which is concerned with people at work and their relationships within the enterprise. The primary objective of HRM is to ensure the availability of a competent and willing workforce to an organization. The topic for this research study has been identified in this context!

The issue of employee satisfaction has been found to have huge economic impact on organizations. To analyze the factors that affect employee satisfaction in MTNC, the researcher carried out a research survey which was aimed at identifying the factors that cause employee dissatisfaction and suggesting remedial measures to address this.

The study came up with measures that the HRM of MTNC has to adopt in order to maintain their employees satisfied. One of those very important measures was visibility on career plan for each employee and introducing a highly competitive salary package.

In order to have a stress-free work environment, companies must reduce the long working hours and should also introduce flexible work timings which will permit employees have sufficient time for their personal lives, thereby leading to employee satisfaction.

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