



# Evaluating Job Satisfaction In The Telecommunication Sector: A Study On Telebu Communications

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**ABSTRACT:** Employee job satisfaction is crucial in any sector or an industry for successful organisation, fluent production, employee retention, and overall workplace morale. This study specially examines job satisfaction at various levels i.e., Executive level, Associate level, Assistant Manager level, Manager level (Team Leader) at Telebu Communications. Telebu communications is a leading provider of business communication solutions. Through a combination of surveys and qualitative interviews, the research identifies key factors affecting employee satisfaction, including work-life balance, compensation, career growth opportunities, and workplace culture. The findings highlight the impact of remote work policies, leadership effectiveness, and employee engagement initiatives on job satisfaction. By analysing these elements, the study provides insights into how Telebu Communications can enhance employee well-being and optimize organizational performance.

**KEYWORDS:** Employee Job Satisfaction, Telebu Communications, work-life balance, Herzberg's theory, Job Characteristic Model.

## 1. INTRODUCTION

### 1.1 Concept of job satisfaction and its Evolution

The assessment of job satisfaction through employee anonymous surveys became commonplace in the 1930s. Although prior to that time there was the beginning of interest in employee attitudes, there were only a handful of studies published. Latham and Budworth note that Uhrbrock in 1934 was one of the first psychologists to use the newly developed attitude measurement techniques to assess factory worker attitudes. They also note that in 1935 Hoppock conducted a study that focused explicitly on job satisfaction that is affected by both the nature of the job and relationships with coworkers and supervisors.

Several authors (e.g. Hoppock, 1935; Smith, Kendall &Hullin, 1969; Locke, 1976; Spector, 1985; Cranny, Smith & Stone, 1992; Paul &Phua, 2011) have defined the concept of job satisfaction. Job satisfaction is a key factor that influences employee performance, retention, and overall organizational success. It refers to the level of contentment employees feel towards their jobs, which is shaped by various psychological, physiological, and environmental factors. Hoppock (1935) defined job satisfaction as a combination of these factors that lead employees to say, "I am happy with my job."

Smith et al. (1969) defined job satisfaction as an individual's feeling towards their job and measured it based on five key factors: pay, work itself, promotions, supervision, and co-workers. Similarly, Locke (1976) described job satisfaction as an emotional response to a job or its specific aspects, agreeing with Smith on the same five measurement factors.

Spector (1985) expanded on these definitions by categorizing job satisfaction into satisfiers (factors that promote psychological growth) and dissatisfiers (factors that prevent negative feelings about work). He introduced additioSmith et al. (1969) defined job satisfaction as an individual's feeling towards their job and measured it based on five key factors: pay, work itself, promotions, supervision, and co-workers. Similarly, Locke (1976) described job satisfaction as an emotional response to a job or its specific aspects, agreeing with Smith on the same five measurement factors.

### 1.2 SIGNIFICANCE OF JOB SATISFACTION

Employee job satisfaction is vital in the telecommunication sector, influencing productivity, retention, customer experience, and financial performance. This industry is fast-paced and highly competitive, requiring employees to adapt to technological advancements and high workloads. Satisfied employees demonstrate higher efficiency, innovation, and commitment, leading to better service quality and operational stability.

High turnover is a major challenge in telecom companies. Prioritizing employee well-being, competitive salaries, and career growth reduces attrition rates and saves on recruitment costs. Additionally, motivated employees provide superior customer service, leading to higher retention and brand loyalty. Innovation and collaboration thrive in a positive work environment. Satisfied employees actively contribute to technological advancements and seamless teamwork across departments.

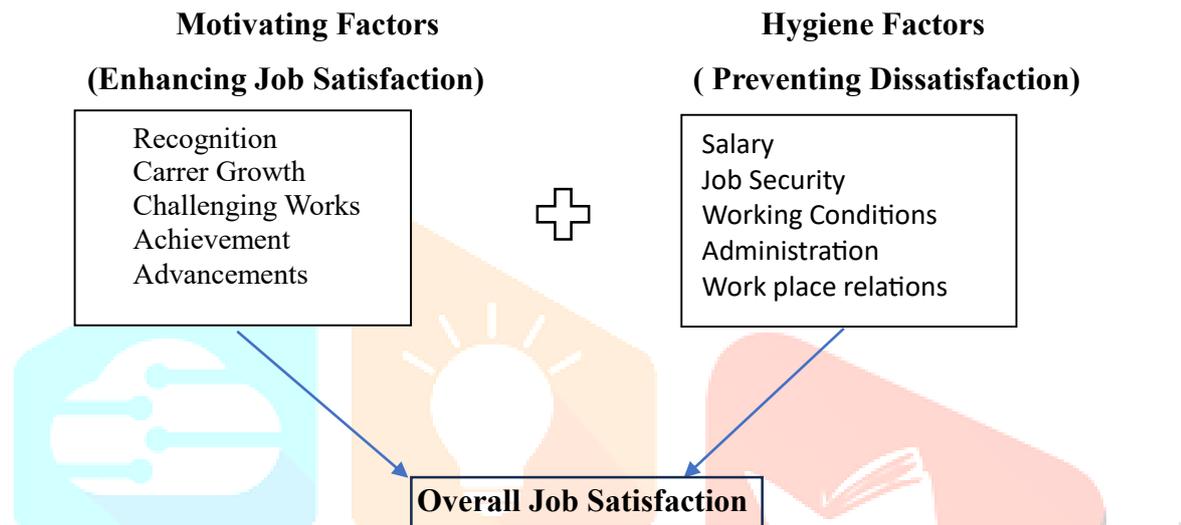
- Enhanced Productivity and Efficiency.
- Reduced Employee Turnover.
- Improved Customer Experience.
- Innovation and Technological Advancement.

- Workplace Harmony and Team Collaboration.

## 2. BACKGROUND OF THE STUDY

Several authors have had interest in the factors/ determinants of job satisfaction, and have hence suggested theoretical frameworks or models to this effect namely; Herzberg's Two Factor Model, Job Characteristic Model, Equity Theory and Job Assessment Model.

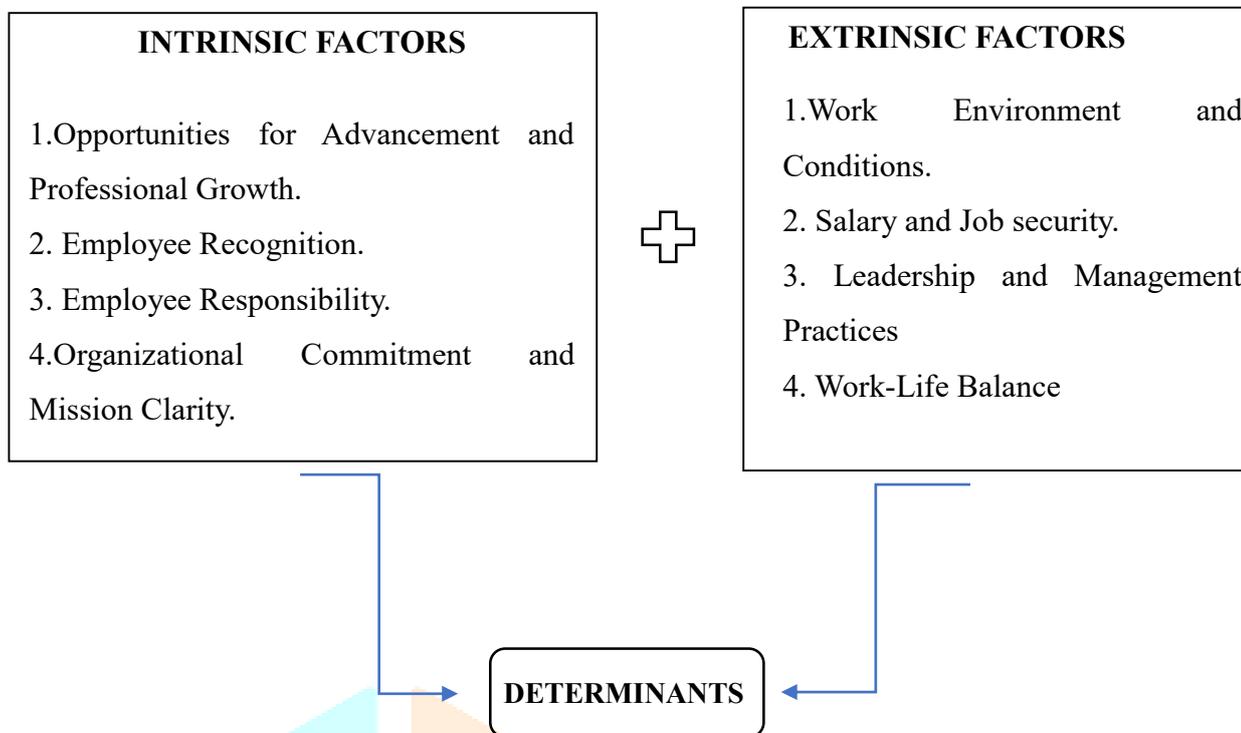
**Frederick Herzberg's two-factor theory:** This theory is also known as motivator-hygiene theory attempts to explain satisfaction and motivation at workplace. The two factors i.e., motivator factors and hygiene factors would influence the job satisfaction of an employee in any industry as well as tele-communication industry.



**Edwin A. Locke's Range of Affect Theory (1976)** is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between **what one wants in a job and what one has in a job**. The theory also emphasizes that the importance an employee places on different job aspects affects how satisfied or dissatisfied they feel. If an employee highly values a specific factor, such as autonomy, their satisfaction increases significantly when expectations are met and decreases sharply when they are not. On the other hand, if an employee does not place much importance on a particular factor, their satisfaction is less affected by whether expectations are fulfilled. This suggests that understanding what employees value most is key to improving job satisfaction and reducing dissatisfaction.

### 2.1 FACTORS INFLUENCING JOB SATISFACTION

Job satisfaction is a crucial element in employee performance and organizational success. It is influenced by intrinsic and extrinsic factors that determine how employees perceive their work environment. Herzberg et al. (1960) defined intrinsic factors as those that fulfill an individual's need for psychological growth, while extrinsic factors are related to external conditions that impact job satisfaction. This paper examines both intrinsic and extrinsic factors affecting job satisfaction in the telecommunication industry.



### 3. REVIEW OF LITERATURE

**Hackman & Oldham (1976) – Job Characteristics Model:** Their model proposed that five job dimensions—skill variety, task identity, task significance, autonomy, and feedback—directly impact job satisfaction. Employees are more satisfied when their job is meaningful, they feel responsible, and they receive feedback on their work. They concluded that employees are more satisfied when their job includes variety, autonomy, significance, identity, and feedback. When these elements are present, employees experience greater motivation and work engagement.

**J. Stacy Adams (1963) – Equity Theory:** Adams argued that job satisfaction is influenced by fairness in workplace relationships. Employees compare their input-output ratio (effort vs. rewards) with others, and perceived inequity can lead to dissatisfaction. Adams concluded that job satisfaction is based on the perception of fairness in the workplace. Employees compare their efforts and rewards to those of others, and feelings of inequity lead to dissatisfaction and reduced motivation.

### 3.1 METHODOLOGY

By surveying through the chosen sample of employees this research methodology aims to describe the order in which the study stages impact on the Employee Job Satisfaction in an organization.

#### 3.1.1 OBJECTIVES OF THE STUDY

Research has identified various factors influencing job satisfaction, including organizational culture, leadership style, and communication. However, there is a need for more specific and contextualized research, in an organisation.

- To examine the level of job satisfaction among the employees in an organisation.
- To identify and analyse the factors which determining employee job satisfaction in an organisation.
- To investigate the relationship between job satisfaction and different variables like productivity, engagement and

retention.

- To Enhance for Employee Engagement and fosters a motivated and committed workforce, driving business outcomes.
- To Reduce turnover, preserve institutional knowledge, and maintain continuity.

### 3.1.2 Data Collection Source

Data or information is an important source for any kind of study. Data is basically divided into two types. The following mentioned are considered as the types of data.

1. Primary Data
2. Secondary Data

#### 3.1.2.1 Primary Data

Primary data is the type of the information which is directly collected from the people or target groups or employees. This type of primary data is not available in any kind of books and primary data is not registered anywhere. Primary data is available in raw form and in unstructured manner.

For the purpose of the study, the primary is newly collected from the employees. Schedules, questionnaires, interview techniques, observation methods, and other approaches are used to gather primary data. I have prepared a questionnaire to get feedback from employees on their job satisfaction for this study in Telebu communications LLP.

#### 3.1.2.2 Secondary Data:

Secondary data is the type of data or information which is gathered from official websites, books, magazines, newspapers and any other type of sources which is registered and in structured format. I collected information about the company from the official website of telebu communications. To gain a better knowledge and understanding and analysis of the notion of employee job satisfaction, I have consulted research produced by personnel and HRM institutions as well as authorised journals.

### 3.1.3 Sampling design

The random Sample approach was applied in this Investigation. Getting information from every member of the population that is being studied is an extremely tough task. Thus, a little portion of the total population is taken into account.

### 3.1.4 Tools used for data analysis

Following employee data collection, the information was tallied in accordance with the replies and interest. To analyse the data and explain the findings, I used tabulation, graphic depiction, and mean value. I utilized the basic percentage approach for data analysis and presentation.

For analysing the data, I used simple percentage model. Which enhances for accurate data interpretation and also suitable for the type of data I collected.

## 4. DATA ANALYSIS

Data analysis is the process of examining raw data to draw useful conclusions. It's a way to make sense of information by identifying patterns, trends, and relationships that might not be immediately obvious.

**Table-1**

Description	5	4	3	2	1
With the amount of security, I have on my job I feel	45	7	8	3	0
With the kinds of policies and practices that govern my job, I feel	41	11	8	1	2
With the amount of compensation that I receive to maintain a reasonably good living, I feel	30	20	4	4	5
With the kind of benefit plans (Vacations, retirement, medical and so on) that go with my job, I feel	40	12	7	2	2
With the chance of future promotion, I have in my job, I feel	20	30	9	2	2
<b>Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)</b>					

### 4.1 With the amount of security, I have on my job I feel

The level of job security an employee experiences can significantly impact their overall job satisfaction and productivity. Higher job security often leads to reduced stress and increased motivation, while lower security may cause uncertainty and dissatisfaction.

**Table-2**

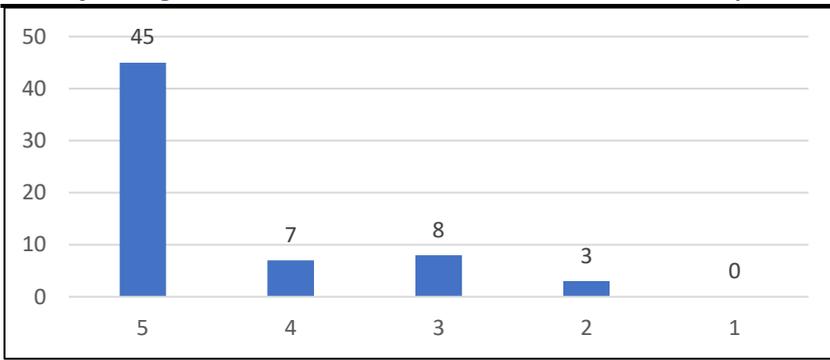
Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	45	71.42
Agree	4	7	11.11
Moderate/Neutral	3	8	12.69
Disagree	2	3	4.76
Strongly Disagree	1	0	0
<b>Total</b>		63	100

Source: Primary data

**Interpretation:** Out of 63 respondents, 45 Employees (71.4 percent) are strongly agree, 7 employees (11.11 percent) are agree, 8 (12.6 percent) are neutral, 3 (4.76 percent) are disagree, no employees are strongly disagree, in context of amount of security

### 4.2 With the kinds of policies and practices that govern my job, I feel

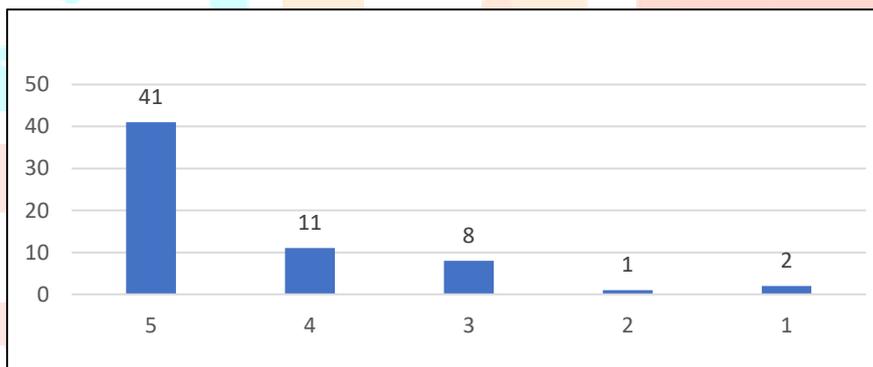
Organizational policies and practices play a crucial role in shaping employee satisfaction and performance. Well-structured policies foster a positive work environment, ensuring clarity, fairness, and motivation. Analysing employee perceptions of these policies helps assess their effectiveness and areas for improvement.



**Table-3**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	41	65.07
Agree	4	11	17.46
Moderate/Neutral	3	8	12.64
Disagree	2	1	1.58
Strongly Disagree	1	2	3.17
<b>Total</b>		63	100

Source: Primary data



**Interpretation:** Out of 63 respondents, 41 Employees (65 percent) are strongly agree, 11 employees (17.4 percent) are agree, 8 (12.6 percent) are neutral, 1 (1.58 percent) are disagree, 2 (3.17 percent) employees are strongly disagree, in context of policies and practices that govern their job.

**4.3 With the amount of compensation that I receive to maintain a reasonably good living, I feel**

Research suggests that compensation plays a significant role in job satisfaction. Employees who feel they are paid fairly and competitively are more likely to be satisfied with their jobs.

**Table-4**

Source: Primary data

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	30	47.61
Agree	4	20	31.7
Moderate/Neutral	3	4	6.34
Disagree	2	4	6.34
Strongly Disagree	1	5	7.93
<b>Total</b>		63	100

**Interpretation:** Out of 63 respondents, 30 Employees (47.6 percent) are strongly agree, 20 employees (31.7 percent) are agree, 4 (6.3 percent) are neutral, 4 (6.3 percent) are disagree, 5 (7.93 percent) employees are strongly disagree, in context of amount of compensation that they receive to maintain good living.

#### 4.4 With the kind of benefit plans (Vacations, retirement, medical and so on) that go with my job, I feel

A benefits plan that contributes to job satisfaction is one that goes beyond the basics and shows employees that the company cares about their well-being, both inside and outside of work.

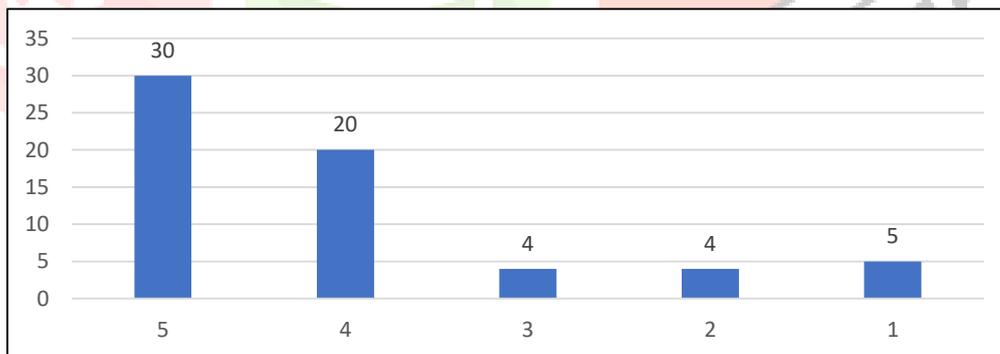
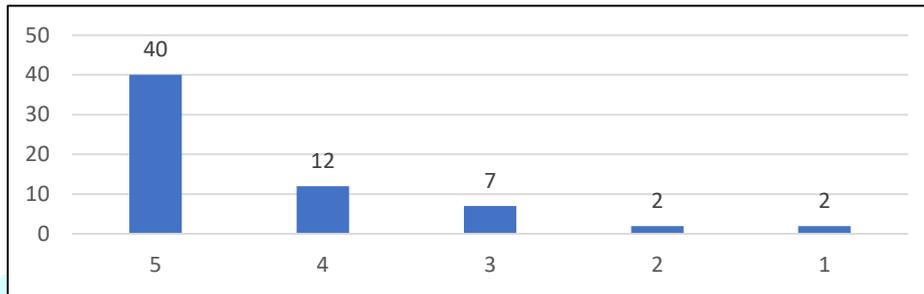


Table-5

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	40	63.49
Agree	4	12	19.04
Moderate/Neutral	3	7	11.11
Disagree	2	2	3.17
Strongly Disagree	1	2	3.17
<b>Total</b>		63	100

source: Primary data



**Interpretation:** Out of 63 respondents, 40 Employees (63.4 percent) are strongly agree, 12 employees (19.04 percent) are agree, 7 (11.11 percent) are neutral, 2 (3.17 percent) are disagree, 2 (3.17 percent) employees are strongly disagree, in context of kind of benefit plans like (vacation, retirement, medical, and many more).

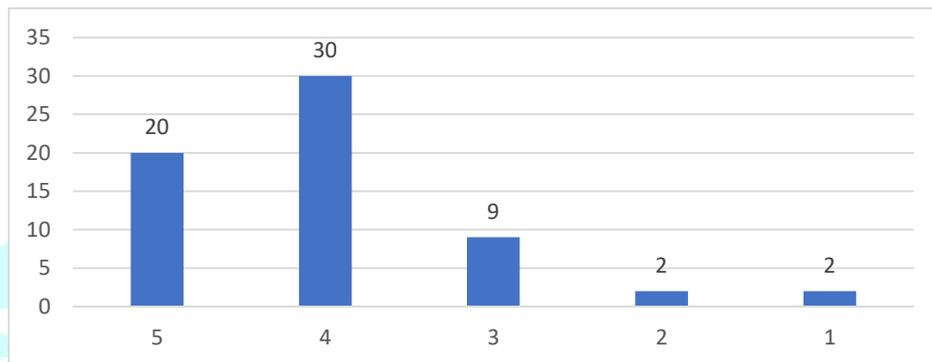
#### 4.5 With the chance of future promotion, I have in my job, I feel

Opportunities for career growth and promotion are key factors influencing employee motivation and job satisfaction. A clear and fair promotion pathway boosts morale and engagement, while limited growth prospects may lead to dissatisfaction and turnover. Analyzing employee perceptions of promotional opportunities helps organizations enhance career development strategies.

Table-6

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	20	31.74
Agree	4	30	47.61
Moderate/Neutral	3	9	14.28
Disagree	2	2	3.17
Strongly Disagree	1	2	3.17
<b>Total</b>		63	100

Source: Primary data



**Interpretation:** Out of 63 respondents, 20 Employees (32.74 percent) are strongly agree, 30 employees (47.6 percent) are agree, 9 (14.28 percent) are neutral, 2 (3.17 percent) are disagree, 2 (3.17 percent) employees are strongly disagree, in context of chances for future promotions

## 5. CONCLUSION

This study examined the relationship between job satisfaction and employee performance in the private sector, with a specific focus on the telecommunication industry. The findings indicate that job satisfaction is not significantly associated with factors such as gender, qualification, marital status, or family system. However, a strong correlation exists between job satisfaction and the nature of an employee's occupation.

In telecommunication industry, employees in technical and managerial roles tend to experience higher job satisfaction compared to those in customer service and sales roles. Moreover, the study confirms that satisfied employees demonstrate superior performance, reflected in higher productivity, better service quality, and enhanced leadership abilities.

As per the data collected through questionnaire, the employees in the organisation are responded positively for the components like amount of security, kind of policies and practices that govern their job, amount of compensation that they receive to maintain comfortable living, kind of benefit plans like (vacations, retirement, medical and so on), chances for future promotions.

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