

Impact of Participatory Administration, Job Autonomy and Advancement Opportunities on Employee's Job Satisfaction in Telecom Industry of Pakistan

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Abstract: The aim of this study is to analyze enhancement of employee's job satisfaction. For this study participatory administration, job autonomy and advancement opportunities are used as independent variables and Job Satisfaction is used as dependent variable. The data was collected through questionnaire and was distributed in the telecom sector of the Islamabad and Rawalpindi through purposive sampling. The results showed that career advancement opportunities has positively significant impact on employee's job satisfaction, participatory management has positively significant impact on employee's job satisfaction and job autonomy has positively significant impact on employee's job satisfaction in telecom sector of Pakistan. It can be seen clearly that workers of this sector are more apprehensive regarding their work autonomy. Administrators must plan various schemes so as to display their concern for worker's future development objectives. For the beginning manager's own contribution in executive and administrative training classes that stress upon the interaction qualities for assisting employee's communication and mentoring connections that assist knowledge employee's future developments aims. Participatory administration implementation also consider on achieving a vivid understanding of job aims and schemes which in return increases the work administration of an employee.

Key Words: Participatory Administration, Job Autonomy, Advancement Opportunities, Job Satisfaction

Background

The world of business is transformed into a community and the companies have to face high challenges. Human resource HR is one of the ways to gain competitive advantage. Where developing countries like such as Pakistan are concerned, HR is witnessed in certain companies like knowledge firms or

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technology oriented companies. Sector where extraordinary presentation has been conducted to discuss its usage of technology that was possible through its aggressive and inventive HR implementations in the telecom industry (Becker, 2012).

Likewise with the new passage of modern segments in Pakistan, telecom industry is additionally successful in defining itself. The fresh graduates are looking for jobs. Numerous remote financial specialists are looking forward to put resources into this industry underwriting the development chances of this part. By offering improved responsibility through a very much prepared staff and fulfilled employees, the telecom industry can secure lucrative pay through fulfilled clients. This must be conceivable by guaranteeing satisfaction among employees of telecom industry (Probst, 2015).

In all developed countries including United Kingdom increasing employee engagement is widespread and it is considered as primary indicator of workers contribution to the organization in public and private both type of organizations. Employee engagement also help in analyzing quantitatively engagement levels of the employees by collecting the information through observations or staff opinion surveys for the purpose to investigate improvements (Van, 2014). The focal point of the investigation is to examine the influence of participatory administration, Job autonomy and advancement opportunities on employees job satisfaction in telecom industry of Pakistan.

One of the challenges confronting telecom industry could be classified into three classes as human, operational and technical constraints. The major development of this study is to identify these issues and practices affects the employee's job opportunities in telecom industry of Pakistan.

The problem in telecom industry is lack of enhancement of employees job satisfaction. Poor participatory management, job autonomy practices and employee advancement opportunities leads to unsatisfied workforce which ultimately affects the employee's job satisfaction. In this study it will be investigate that how employee satisfaction can be enhanced.

The research question of the study is that what is the impact of career advancement opportunities, participatory management and job autonomy on employee job satisfaction?

The objectives of the research are as follows;

- To analyze the impact of participatory management on employee job satisfaction of Pakistan's telecom industry
- To analyze the influence of job autonomy on employee job satisfaction of Pakistan's telecom industry.
- To find out the impact of advancement opportunities on employee job satisfaction of Pakistan's telecom industry.

The scope of this study is to know the impact of participatory management, job autonomy and advancement opportunities on employee job satisfaction in telecom industry of Pakistan. The study is restricted to telecom industry. The results can be helpful in other sectors of Pakistan also.

Literature Review

Researchers have been carrying out investigations on empowerment and participatory administration. Participation is known as a procedure where impact is distributed between people who are hierarchically uneven. Participatory management implementation equals the participations of administrators and their assistants in knowledge dispensation, taking decision or solving the issues (Wagner, 2013).

Another investigation on participatory administration is on the influence on the industrial results like company's performance and productivity, counting in job contentment, efficiency, quality of product,

absence and the connection among worker and leader. As various methods have been utilized in those researches, the outcomes are more mixed. Upon the enhancement in worker's participation, the company would gain from efficiency of the workers because of the more dedication shown by the workers. Economical contribution plans proved to be more advantageous for the industries as compared to linked cost. Usage of better human resource implementations have proved to be more strongly connected to the efficiency of the company in developing industry (Karasek, 2012).

Zacharatos (2012) concentrated on the job autonomy regarding safety of managing groups and quality of job. Researchers have shown a connection among safety results and job autonomy, counting in keenly thoughtful for security, reduction on time lost to mishap frequency (Shannon et al, 1997), significant replies to security important situations, and less rate of accidents at industrial level (Rizzo, 2015). Employee advancement opportunities is known as a corporal, communal or industrial factors of the work that are useful in accomplishing office aims, decrease demands and the linked prices, and rouse personal development and progress. As an important inspiration, work resources accomplish main human requirements and encourage one's growth. As a great motivator, they motivate workers to put hard work while performing a job. Equally, workers might take more interest in their work, as the gain from it, and in response to it they give their better performance (Porter, 2016).

As per Gutteridge (2015) representative headway openings allude to particular human asset exercises to coordinate people and job openings. Worker progression openings are however characterized as a proactive course in molding a powerful vocation that may be impacted by locus of control. Delegate movement openings is a view strategy of getting as discernibly aware of self, open entryways, prerequisites, choice and results; recognizing calling related targets; and programming work, guideline and related developmental experiences to give the heading, timing and gathering of dares to accomplish a specific business objective (Gutteridge, 2015). Job satisfaction has been portrayed in a couple of particular ways and a convincing task for the term is presumably not going to show up. Smith et al. (2012) suggested that job satisfaction are assessments or loaded with feeling responses to highlights of the condition. Farmer (2013) portrayed job satisfaction as the eventual outcome of the authorities' assessment of how much the working environment fulfills the general population needs. A fundamental or general way to deal with portray it in this way is as an attitudinal variable, Job satisfaction is exactly how people feel about their jobs and unmistakable parts of their jobs. It is how much people like or abhorrence their jobs (Spector, 2014).

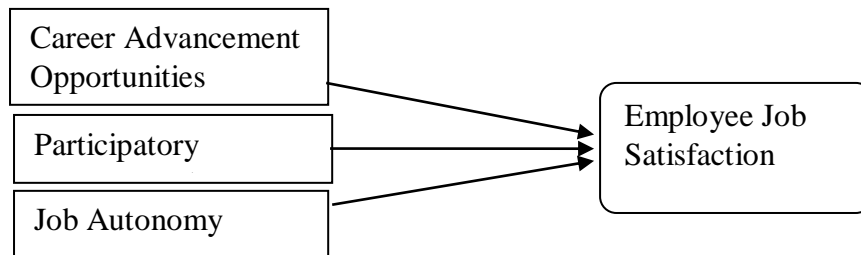
Moreover, work fulfillment is viewed as a solid pointer of general individual flourishing, and besides a reasonable marker of wants or determinations of representatives to leave a vocation. Past the examination making and studies, work fulfillment is additionally fundamental in ordinary regular nearness. Affiliations viably impact the general open who work for them and a portion of those impacts are reflected in how individuals feel about their ability. This makes work fulfillment an issue of amazing significance for the two chiefs and representatives (Huang, 2015). Employees' job performance as per Motowidlo and Schmidt, (2010) alludes to the qualities and by and large advantages that an association gets from an employee in an explicit timeframe. On the hand Campbell (2012) characterized job performance as a method for accomplishing an objectives and targets inside a job. He additionally demonstrated that job performance is a lot of unpredictable and multifaceted exercises that alludes how to a job completes and not the results of the demonstrations used to play out a job. Carlson et al (2015) characterized job performance as the fulfillment of exercises by employees in a recommended quantifiable standard as set by the board while using assets in a dynamic situation.

Regardless of the prominent of employee involvement ideas in associations as of late, there have been many contrasting perspectives and meanings of the subject. As indicated by Lawler and Mohrman,

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(2014) employee involvement is characterized as a strategy that uses the limit of the workforce and it is intended to upgrade specialists pledge to the general association achievement. Another essential definition was made by Robinson et al. (2016), who expressed that employee involvement, can be portrayed as the inspirational demeanor that a laborer has towards the estimations of an association. Further, He expressed that included employees are of business setting, and work together with associates to enhance their job performance inside the job to assist the association.

Theoretical Frame Work



Conceptualized by the author

Operational definitions

Career Advancement Opportunities

Career advancement opportunities are one of the most important elements for employee satisfaction and retention at a company. According to Victor Lipman of Forbes, clear opportunities for career advancement are an “especially powerful” employee motivator.

Participatory Management

It is crucial for all firm employees, citizens, and community members to engage in this exercise since it strengthens group members' ability to make decisions. Participatory management is viewed as an alternative to standard vertical management structures, which have proven to be less effective because followers lose interest in their leaders' expectations when their work or opinions are not acknowledged.

Job Autonomy

Job autonomy allows organizational employees to set their schedules according to their available time and resources. Job autonomy helps the employees to decide how to work, when to work and which resources to be used to work and achieve organizational objectives. This have observed that within the organization higher job autonomy leads to higher job satisfaction.

Employees Job Satisfaction

Job satisfaction of the company or firm employees has been defined differently by the researcher. Many of them believe that job satisfaction is simply is the satisfaction level of the individual employee with his or her job. In other words, job satisfaction can be explained that whether the employee like their job or not and also they like or dislike the mechanism of supervision and nature of job.

Very limited studies have been done on career advancement opportunities, participatory management and job autonomy among telecom sector in Pakistan. It is in this respect that this research will seek to fill the gap by studying these practices among telecom sector in Pakistan.

RESEARCH METHODOLOGY

The study is quantitative in nature as the data was analyzed through questionnaire. The population was the employees of telecom sector in Pakistan.

In this study the sample size was 90 and they were the employees of telecom sector operating in Islamabad and Rawalpindi cities Pakistan. Questionnaires were personally distributed to both males and females. Data was collected through purposive sampling technique, which is type of non-probability sampling technique. Purposive sampling technique was used because data is only collected from only employees. The main instrument of data collection was the questionnaire. The questionnaire was five-point likert scale, ranging from strongly disagree “1” to strongly agree “5”.

Reliability

Scale reliability analysis for the questionnaire was done by finding out cronbach’s alpha value by scale analysis in SPSS which is given in the below table.

This study is cross sectional and the data was gathered in a period of four (4) weeks.

Regression analysis was used to verify the effect of independent variables on dependent variable and Correlation analysis was used in order to verify the relationship of independent and dependent variables.

Results & Discussion

Reliability Analysis

Table 1.1

Reliability Statistics of Career Advancement Opportunities	
Cronbach's Alpha	N of Items
0.725	4

A fundamental estimation of the survey is shown by the endurance table. The figure 0.725 exhibits that the data is trustworthy and the results can be relied on.

Table 1.2

Reliability Statistics of Participatory Management	
Cronbach's Alpha	N of Items
0.711	5

A fundamental estimation of the survey is shown by the endurance table. The figure 0.711 exhibits that the data is trustworthy and the results can be relied on.

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Table 1.3

**Reliability Statistics of
Job Autonomy**

Cronbach's Alpha	N of Items
0.721	4

A fundamental estimation of the survey is shown by the endurance table. The figure 0.721 exhibits that the data is trustworthy and the results can be relied on.

Table 1.4

**Reliability Statistics of
Employees Job Satisfaction**

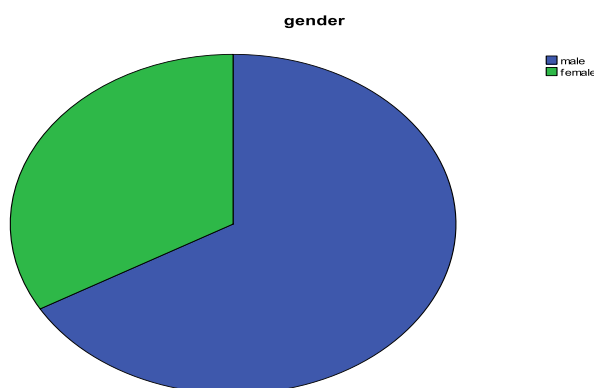
Cronbach's Alpha	N of Items
0.756	5

A fundamental estimation of the survey is shown by the endurance table. The figure 0.756 exhibits that the data is trustworthy and the results can be relied on.

Table 2 Frequency Distribution

Table 2.1

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	60	66.7	66.7	66.7
Female	30	33.3	33.3	100.0
Total	90	100.0	100.0	

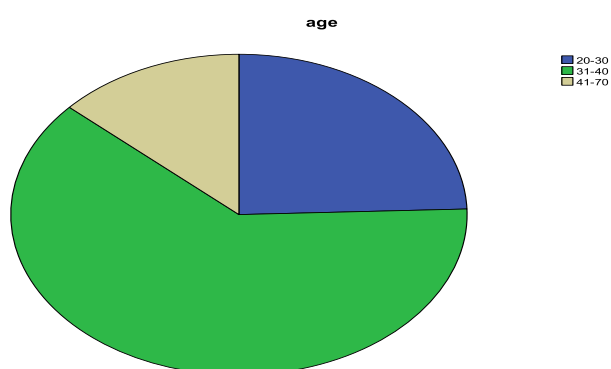


Interpretation:

The recurrence circulation of candidates with respect to their sexual orientation is appeared in the table above. The female candidates number up to 30 of the aggregate 90 candidates. The rest of the 30 candidates are male and they constitute 33.3% of the information. The outcome unmistakably portrays the support of guys on a more elevated amount.

Table 2.2
Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	22	24.4	24.4	24.4
	31-40	56	62.2	62.2	86.7
	41-70	12	13.3	13.3	100.0
	Total	90	100.0	100.0	



Interpretation:

Table 4.2.2 and pie outline defines the division of the candidates as indicated by their age. This table exhibits that out of 90 candidates 12 candidates shape a part of the gathering with ages 41-70, 56 lie in the scope of age gatherings 31 to 40 and 22 candidates lie in the age aggregate 20-30. The most astounding segment of candidates is possessed by candidates in age gather 31 to 40 years.

Correlation

Table 3.1

Correlations

		CAREERADVANCEMENT OPPORTUNITIES MEAN	PARTICIPATORY MANAGEMENT MEAN	JOB AUTONOMY MEAN	EMPLOYEES JOBS ATISFACTION MEAN
CAREERADVANCEMENT OPPORTUNITIES MEAN	Pearson Correlation	1	.859**	.925**	.903**
PARTICIPATORY MANAGEMENT MEAN	Pearson Correlation	.859**	1	.831**	.911**
JOB AUTONOMY MEAN	Pearson Correlation	.925**	.831**	1	.883**

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EMPLOYEESJOB SATISFACTION MEAN	Pearson Correlation	.903**	.911**	.883**	1
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** . Correlation is significant at the 0.01 level (2-tailed).

P-value of advancement opportunities is 0.000 with positive sign meaning that there is positively significant relationship between career advancement opportunities and employees job satisfaction.

Pearson correlation has been used to identify the result, according to correlation the P-value of participatory management is 0.000 with positive sign meaning that there is a positively significant relationship between participatory management and employees' job satisfaction.

P-value of Job autonomy is 0.000 with positive sign meaning that there is a positively significant relationship between Job autonomy and employees job satisfaction.

Regression Analysis

Table 4.1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.890	.887	.325

a. Predictors: (Constant), JOBAUTONOMYMEAN, PARTICIPATORYMANAGEMENTMEAN, CAREERADVANCEMENTOPPORTUNITIESMEAN

R square is defining that there is 94% variation is due to all independent variables and remaining is due to other than independent variables.

Table 4.2

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	73.691	3	24.564	233.083	.000 ^a
	Residual	9.063	86	.105		
	Total	82.754	89			

a. Predictors: (Constant), JOBAUTONOMYMEAN, PARTICIPATORYMANAGEMENTMEAN, CAREERADVANCEMENTOPPORTUNITIESMEAN

b. Dependent Variable: EMPLOYEESJOB SATISFACTION MEAN

Table above ANOVA providing description of stability of model, value of F (110.052) and P is 0.000 these values describing the model stability linear relationship between all independent variables and Employee Job satisfaction.

Table 4.3

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.194	0.111		1.758	.082
	CAREERADVANCEMENT OPPORTUNITIES MEAN	0.244	0.088	.289	2.768	.007
	PARTICIPATORY MANAGEMENT MEAN	0.490	0.071	.487	6.865	.000
	JOB AUTONOMY MEAN	0.205	0.093	.211	2.207	.030

a. Dependent Variable: EMPLOYEES JOBSATISFACTION MEAN

The coefficient explain the quantitative relationship between dependent and independent variables and also explain the direction of the relationship that either the variable negatively or positively affect the dependent variable. The coefficient of career advancement opportunity is positive and significant means positively affect employee job satisfaction and the value of the coefficient is 0.289 show that a unit increase in advancement opportunity increases job satisfaction by 29%. The relationship of participatory management with job satisfaction is also positive and significant. A unit change affecting job satisfaction by 0.487. Similarly, Job Autonomy and job satisfaction are also positively and significantly related.

Conclusion

The aim of this study was to enhancement of employee’s job satisfaction. This study used different variables to find out the result and concluded that that career advancement opportunities has positively significant impact on employee’s job satisfaction, participatory management has positively significant impact on employee’s job satisfaction and job autonomy has positively significant impact on employee’s job satisfaction in telecom sector of Pakistan. The outcomes of the research indicate a significant impact of career advancement opportunities, participative administration and job autonomy and on employee job satisfaction in telecom sector of Pakistan. Recently telecommunication sector has been through great development. In order to gain from the competitive market, telecom organizations must hire suitable people for the specific job. It can be seen clearly that workers of this sector are more apprehensive regarding their work autonomy. Administrators must plan various schemes so as to display their concern for worker’s future development objectives. For the beginning manager’s own contribution in executive and administrative training classes that stress upon the interaction qualities for assisting employee’s communication and mentoring connections that assist knowledge employee’s future developments aims. Participatory administration implementation also consider on achieving a vivid understanding of job aims and schemes which in return increases the work administration of an employee.

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Recommendations

- It has been recommended to telecom sector administrators should realize the significance of administrators usage of participative administration, worker's contribution in strategic scheduling procedure and the part of influential ways of interaction with managers.
- As an essential element of the program, one should realize the importance on counting in participative administration and job clarity methods while implementing headship programs and other training programs for administrators and managers.
- The worker's evaluation must concentrate on the job distinctiveness and interaction with supervisors.
- It is also recommended that by enhancing employee's way of personal control via offering job autonomy and decreasing occurrence of work, as recommended by the research, administrators of telecom organizations could apply as industrial interferences in order to verify the migration of great exercising survivors. It stresses upon the part of job independence as a plan or interference that supports a worker's confidence in achieving job aims.
- Hence managers of telecommunication organizations are recommended to prepare and perform job independence schemes that motivate workers to act in response in problems at work and offer them resources and permission to do so.
- These rules must free workers from any kind of meticulous control by rules and orders and offer them enough independence in order to take authority for their initiatives.

Future Research and limitations

It would be ideal to take up a larger sample in future research to practical restrictions and ensure generalizability of the findings. The basic limitations is of this study are financial and time constraints. Another limitation is that more variables can be discussed in further studies.

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