

RESEARCH PROPOSAL

*Job satisfaction and its relationship with job related productivity at
Mobilink GSM (PMCL)*

Central Michigan University
Master of Science in Administration (MSA) Program

Course Title:

Submitted to:

Submitted by:

Work Phone:

Home/Cell Phone:

Email:

Course Location:

Submission Date: **Month, Day, Year**

Research Project Title: **Work Environment and its Effects on Employees
Performance and Employee's Turnover in Mobilink GSM
(PMCL).**

CERTIFICATE OF AUTHORSHIP:

I certify that I am author of this paper and that any assistance I receive in its preparation is fully acknowledged and disclosed in this paper. I have also cited any sources from which I used data, ideas, or works, either quoted directly or paraphrased. I also certify that this paper was prepared by me specifically for this course.

Student's E-Signature: _____

Instructors Comments:

Table of Contents

EXECUTIVE SUMMARY	4
Chapter I: PROBLEM DEFINATION	6
Background	6
Research Problem	7
Research Objective	8
Limitations and Delimitations	8
CHAPTER II: REVIEW OF THE RELATED LITERATURE	9
CHAPTER III: RESEARCH METHODOLOGY	13
Research Approach	13
Sampling Frame	14
Research Tools and Methodology	14
Data Collection Procedures	15
Proposed Approach for Data Analysis and Synthesis	15
Methodological Limitations	15
Decision Criteria	16
CHAPTER IV: DATA ANALYSIS	17
Introduction	17
Data Presentation and Analysis	17
Data Analysis summary	18
CHAPTER V: SUMMARY CONCLUSIONS AND RECOMMENDATIONS	19
Summary	19
Conclusion	20
Recommendations	20
Future Research Suggestions	21
CHAPTER VII: REFERENCES	22
Appendix	24
Appendix A: Authorization Letter	24
Appendix B: Survey Instructions	25
Appendix C: Questionnaire	26

Executive Summary

This project has mainly covered and emphasized on the Work Environment and its Effects on Employees Performance and Employee's Turnover at Mobilink GSM (PMCL). Mobilink GSM (PMCL) subsidiary of Orascom Telecom is a Pakistan based telecom service provider company which is considered among the leaders in telecom sector. Among four competitors in the market Mobilink currently holds 30% of the market share. Political instability, poor law and order situation, tough competition by rival companies, inappropriate staffing and work-life imbalance mainly have led to a decline in the market share of Mobilink as compared to previous years which has been of high concern to the company. In my research I have analyzed the effects of Human Resource Department's policies on the overall performance of the organization. I have considered the causes behind employee's dissatisfaction, if any, and their possible relationship with the high turnover observed by the management of the company. The analysis has also covered a study of financial statements which provides a much clearer view to the concerned management.

Company based surveys are considered usually diluted rather than to the point, In my opinion while understanding good work environments the most important factors to concentrate are motivational factors, socio-economic factors, health factors, Job and personal security. Employees tend to give more when they are totally satisfied with their jobs. In my research I have used different theories and models to explain and correlate different factors and forces connected to work environment, job satisfaction and job turnover. There is also a strong link between employee satisfaction and the political

stability of a nation which becomes more important in the case of a nation like Pakistan and in this study it has been well addressed and explained.

Questionnaires will be distributed among employees as the main procedure for data collection, secondly requests were also made among the HR department for related data and information, thirdly reliable internet sources were used to gain useful information and help conduct this study. Mainly employee satisfaction, employee retention and the success of the organization and the relationship between these various factors will be analyzed through the data. The overall purpose of this exercise will be to find the factors that affect employee satisfaction in Mobilink. The data collected through survey, study of financial reports, other information provided by HR department and information collected from internet, compiled and analyzed sets a clear step towards concluding an opinion upon the work environment, job satisfaction, and other correlated factors effecting the whole picture.

Chapter I

Problem Definition

Background

Mobilink GSM (PMCL) subsidiary of Orascom Telecom is a Pakistan based telecom service provider company which is considered among the leaders in telecom sector. Since the year 1994, Mobilink is considered as the best employer after the oil and gas sector. The competitors in telecom sector to Mobilink are ufone, Telenor, Warid and Zong. In 2007, Mobilink market share was of 41 percent which have declined to 30 percent by the year 2012 and Telenor is turning out to be the biggest rival of Mobilink in the telecom industry which's market share has increased from 17 percent to 25 percent from year 2007 to 2012 respectively ("Mobilink Leads Market,"2012).

Currently, Mobilink is facing serious problems in retaining experienced employees on long term basis and there has been serious issue of poor service which has been complained to Pakistan Telecommunication Authority ("PTA Issues Show Cause Notice,"2005). The employee turnover started at a lower rate since 2008 but in the last year the turnover of employees started at a faster pace. The loss of experienced staff has created a major crisis situation for the company because the company is losing the market share at a fast pace and Telenor, who has become its major rival, is continuously investing in newer projects and gaining the market share at a faster pace. The major reasons behind the crisis situation faced by the company are political instability in the country; poor law and order situation; attractive packages being offered by rival companies; inadequate staffing on basis of political affiliations or reference basis;

stressful job environment; no opportunity for advancement; poor incremental packages; and work-life imbalance.

Research Problem

Mobilink is troubled by the loss of its market share and is trying new approaches to regain the market share by launching new packages and making data services better and faster but it is still threatened by the amount of investment put in by Telenor and its increase of market share. Mobilink has the largest network coverage in Pakistan and still such huge loss of market share is very alarming for the company. In my research I will focus on the reasons targeting why the company lost its market share held previously by Mobilink.

My research would be mainly focused on the human resource department and the working environment of Mobilink. I will study the human resource policies and its possible effect on the overall performance of the company. I will analyze the company's present and past financial statements and other available reports on the company to draw useful data making connection with my research topic.

The scope of my research will be limited to the effects of Human Resource Department's policies on the overall performance of the organization. I will be considering the causes behind employee's dissatisfaction, if any, and their possible relationship with the high turnover observed by the management of the company.

Research Objective

My research on the effects of Human Resource Policies and the work environment will be helpful to the Board of Directors and Head of Human Resource department in analyzing the reasons behind the sheer loss of market share in the telecom industry. I will also be providing a detail analysis of each issue creating problems for the company and the probable solution that may be adopted to address the current deteriorating situation. In my opinion this research will be very useful in providing the company an innovating solution for their recent situation which if not handled with care by higher management may lead to a situation which can raise a going concern problem for such a reputable company which have ruled the telecom sector for more than a decade.

Limitations and Delimitations

This research is conducted as a study project so there would be limitation of time and financial resources. This research will make use of available information from the Company's financial statements, available research material on the internet and other reports available from the company's resources in analyzing the past and current information for making an analysis of trends to be expected in future. As the company is operating in the telecom sector, so my research will be focusing on the employees having technical knowledge and skills.

Chapter II

Literature Review

The study of various materials was employed for the purposes of this research, in order to gauge the relation between job satisfaction and employee performance and turnover. Although this issue is complex because of the difficulty in understanding and defining job satisfaction and work environment.

Also company based surveys maybe biased and give a slanted understanding of the topic at hand, thus in order to understand what a good work environment entails we have mainly concentrated on the factors that increase work motivation in employees of Mobilink. The issues that affect the employees can vary greatly from health to socio economic factors as well as security not only in the job but the country as well. Especially in a country such as Pakistan where Mobilink is based security is a huge issue and its importance cannot be understated.

According to Vroom (1967), job satisfaction is the reaction of the workers against the role they play in their work. Similarly, Blum and Naylor (1968) define job satisfaction as a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics, and group relations apart from the work life.

Job satisfaction is the total of the feelings and emotional connection between the employee and the job. If the worker thinks that his/her values are achieved by the job, the

employee is bound to have a positive attitude towards his/her job and have job satisfaction (McCormic and Tiffin 1974). Job satisfaction is very important for a person's motivation and productivity. Job satisfaction can help improve attendance at work, reduce the number of people leaving the organization and even reduce the rate of accidents (Kahn 1973).

It has been proved that job satisfaction and devotion are closely linked in that they have a reciprocal relationship, and they have great impact upon performance (Ergenç 1982). Lack of education, ineffective hiring policies that fail to select qualified workers for the job, lack of communication, lack of job definitions, all have a negative impact on job satisfaction (Ýncir 1990). The difference between individual needs and their results will negatively impact the job satisfaction of the employee (Nash 1975:32). There is a relationship between the professional status and the job satisfaction. High levels of job satisfaction are observed in those professions which are deemed of good standing in the society.

In order to gauge worker satisfaction in Mobilink a systemic review of literature based on finding worker motivation in Mobilink was formulated. A general framework was formed through the review of the works of Shattock Et al (2008) Dubois and Singh (2009) and Lehman, Dieleman and Martineau. Since we are looking to understand motivation a comprehensive theory to understand human motivation was needed therefore for this purpose the “Hierarchy of needs” by Abraham Maslow as described by Benson and Dundis (2003).

In order to simplify things two factors were identified. Those that push workers and those that pulls. The factors that push workers are the ones that demotivate employees and help push them out of the organization. The factors that pull employees are those that help attract employees in the first place and keep them motivated to continue working in the same organization Lehman, Dieleman and Martineau(2008). These push and pull factors were then furthered subcategorized into institutional and personal factors

One of the most important and easily recognized pull factors is monetary benefits, this includes not just basic salary but benefits as well. These are found to be hugely effective in maintaining employee according to studies conducted in Ghana (Agyepong et al 2004). Job security is essential for maintaining the loyalty of any employee as they need to feel safe and secure in their job and not have to face the daily stress of fighting for their job. This factor plays an important part as identified by William J .Carrington and EnricaDetragiache1999. Quality, quantity and consistency of resources is also important (Franco, Bennet,Kanfer 2002: Dieleman, Cuong, Martineau 2003; Haq, Iqbal&Rehman 2008;Fort &Voltero 2004; Agyepong et al 2004).

A factor that helps increase employee motivation is their ability to learn new ideas most importantly ways to use new technologies which helps to develop new skills(Henderson and Tulloch 2008, Dieleman, Cuong, Martineau 2003; Haq&Hafeez 2009;Fort &Voltero 2004;Benson &Dundis 2003; Dubois & Singh 2009). Training employees in new techniques and imparting new ideas helps to increase their job satisfaction by giving them more importance and more so making them feel important enough to receive the training. This helps to boost self confidence in employees and

thereby increase job performance as well as job satisfaction (Maslow's hierarchy as given by Benson and Dundis 2003)

The pressure of work at a workplace can also negatively influence workers. Long hours and short deadlines tend to create dissatisfaction among workers because it offsets the work life balance and creates problems for workers. This in turn creates a push factor that forces workers to look elsewhere as observed by Maji(2010) and Rahman (2012). Work load can easily be reduced through better management and streamlined processes.

Additionally things like appraisal, non-monetary incentives, recognition of good work, appreciation of senior staff and other rewards have a positive impact on the workers (Henderson and Tulloch 2008; Franco, Bennet, Kanfer 2002; Dieleman, Cuong, Martineau 2003;Haq&Hafeez 2009;Fort &Voltero 2004;Benson &Dundis 2003; Dubois & Singh 2009). The employees in developing countries like Pakistan face various other challenges that are only relevant to their part of the world. It is first of all important to make sure that there is a common ground between individual aspirations and company goals (Franco, Bennet, Kanfer 2002), local work environment, government policies and socio economic status of the area in which the employees live will also affect their job satisfaction (Lehman, Dieleman and Martineau 2008). There is also a link between employee satisfaction and the political stability of a nation which becomes more important in the case of a nation like Pakistan that is plagued with political instability and terrorism. M. Shahzad Aslam and Ali Sajid observed that political instability adversely affects employees causing de-motivation, insecurity, distraction, etc and since political stability also affects the amount of job created it also negatively impacts employees by reducing job security.

Chapter III

Research Methodology

Research Approach

There are two main themes which could be followed in research approach that are quantitative and qualitative. As I am doing this research as my college project and this research is not funded by any sources and I have a time limitation, therefore I will be only following qualitative research approach, which is a commonly used method for collection of direct statistics and information. This approach is useful in collecting the desired information and utilizing that information for further analysis; it helps to state the research problem in very specific and set terms (Frankfort-Nachmias&Nachmias, 1992); it helps in achieving high levels of reliability by direct gathering of data due to controlled observations, surveys, or other form of research manipulations (Balsley, 1970); and it helps in eliminating/minimizing subjectivity of judgment (Kealey & Protheroe, 1996). However, the qualitative research method is criticized on the basis that it fails to provide information along with context of the situation; it fails to control the environment where respondents have to complete the survey; and it only leads to a limited data specific to the research question instead of providing full picture.

I am going to use the qualitative approach and my focus would be on the technical staff employed by the Mobilink GSM (PMCL) which will include personnel with having an experience of at least one year and above along with having technical degree like Engineering and Technical Diploma. I am going to find a relationship between the satisfaction of technical employees and the successful operations of the company along

with the reasons of the decline of the market share of Mobilink GSM (PMCL). This research is authorized by the Human Resource Department of Mobilink GSM (PMCL) and it will help the company in finding a relationship among job satisfaction, employee retention and success of the organization.

Data Collection Approach and procedures

Data to be collected

I will collect the data from the survey which I will conduct on employees, of Mobilink GSM (PMCL), having technical background and an experience of more than a year. Other than this I will utilize the financial statements provided by the company and any other research material available in the library of the company. I will also utilize any information which I can find from authentic sources like Pakistan Telecommunication Authority.

Data collection procedures

I will conduct a survey in the form of a questionnaire, which will be randomly distributed among fifty technical staff having fifty questions. The technical staff will be considered on three levels, one the engineer staff having more than three year experience, at second level engineer staff having experience of one to three years and on third level the technical staff will be considered having technical diploma. At first level ten questionnaires will be distributed, at second level thirty questions will be distributed and at third level ten questions will be distributed. The survey to be conducted is based on a simple format of ticking the appropriate choice according to the situation felt by the respondent. The questions will be focusing on the employee satisfaction, work

environment and about the company as a work place on long term basis. Other than the survey, I will collect data from the financial statement of the company and other authentic resources.

Proposed Approach for Data Analysis and Synthesis

I am going to use statistical tools for calculating a trend of the overall employees' level of satisfaction, intention of staying with the company on a long term basis. I will use financial ratio analysis and tools on the company's financial statements for analyzing the company's performance. In the end I will again utilize statistical tools for analyzing any relationship between employee satisfaction, employee turnover and company's decrease of market share.

Methodological Limitations

As we are following quantitative approach, so the limitation of this approach will only let us focus on the research question being pursued and will hinder us on looking at a broader picture which can help the company to understand the causes of loss of market share.

Validity and Reliability

I will ask the participants to provide the questionnaire directly to me after giving their feedback and the data collected from the financial statements will be used which are properly audited by KPMG TaseerHadi& Co. Chartered Accountants. The information which will be collected from the internet would be taken from an authentic source.

Decision Criteria

The decision criteria of the survey conducted for finding employee satisfaction will be based numerically and the overall average of the respondent will be calculated. From the overall average calculated, I will make a relationship of the information obtained from survey with the overall success of the organization.

Chapter IV

Data Analysis

Introduction

The data will be collected from various sources. The first and most important will be the questionnaire that was developed especially to gauge the level of employee satisfaction in Mobilink. The other sources include the reports that will be collected from the HR department of Mobilink that will be used to get a picture of the organization and thirdly data will also be collected from reliable sources on the internet that will provide an outsiders view of the organization and will give us more perspective on the organization and our own data as well.

The main factors that we are trying to find are employee satisfaction, employee retention and the success of the organization and the relationship between these various factors. All these factors will be analyzed and their relationships calculated through our various sources of data collection.

Data Presentation and Analysis

The data will be presented in the form of charts and visuals as necessary. The visuals will contain the information from the questionnaires and the data that was collected from them in an organized chart that will give an indication of our findings. The data collected from HR department will be given a separate section and it will help to give a different perspective and also a different set of factors that will be discussed. The same will be done in the case of other data collected from other sources.

Data Analysis summary

The data that will be collected through the survey will be analyzed and organized in this section. The data that will be collected will be presented in a coherent fashion by finding applying the theories stated in the literature review and using the data we have collected to draw conclusions accordingly. The data will allow us to see if it agrees or disagrees with the theories presented or the research questions that we have asked at the beginning will be answered through this data or not

Chapter V

Summary, Conclusions & Recommendations

The overall purpose of this exercise to find the factors that affect employee satisfaction in Mobilink, for this purpose a data collection method was devised in the form of a comprehensive questionnaire that aims to bring in as much information as possible through a random selection of technical staff employees working in Mobilink for over one year.

This questionnaire will have a scoring system by which we will be able to gauge the satisfaction level of the employees in Mobilink thereby pinpointing the real cause of the problems as well. Once the data has been compiled we will be able to look over the data and see the real issues that need to be addressed and thereby give our analysis of the situation and a set of conclusions based on the data at hand.

Summary

The theories as discussed in the literature review aim to understand the theories behind employee satisfaction and its various aspects that influence it. First of all it was important to define the term of employee satisfaction and it was categorized into various parts that help to create a better picture of what employee satisfaction entails. The hierarchy of needs by Abraham Maslow as described by Benson and Dundis in 2003 was used to understand factors behind the employee satisfaction and to create a set of rules to understand them.

To simplify things a simple pull and push theory was developed in which the pull factors are those that keep employees satisfied in the company and help to keep them working for the company. The push factors are those that create dissatisfaction among employees and help to push employees out of the company. Once we have these factors identified we will give questionnaires to a random sample of technical staff employees in Mobilink and collect the data through this method and any other data that may be provided by the HR department of Mobilink as well as other sources from the internet. We will take all this data and analyze it to form a conclusion.

Conclusion

The conclusion will be drawn on the basis of all the data that will be collected through our survey, the financial reports and other reports provided by the HR department of Mobilink and other reports found on the internet from reliable sources that can be used. Once this data is compiled we will be able to form a clear picture of the employee satisfaction in Mobilink and be able to give a comprehensive conclusion and recommendations on this issue.

Recommendations

The recommendation will depend on the data that we have collected. Once the data has been compiled from various sources, we will give our recommendations based on the earlier theories of employee satisfaction as noted in the literature review and thereby give supported recommendations that have been proven to improve employee satisfaction all around the world.

Future Research Suggestions

The current survey being conducted is a quantitative survey which will give us a data on the organization but the reliability of the data is not guaranteed because the survey is being conducted through the aid of the HR department due to which it is likely that the people answering the questions may be less than honest thereby slanting the data. In future it is perhaps more useful to conduct a qualitative survey in which the survey is conducted by an independent body which can give a more reliable set of data.

The current sample size in the first survey is rather small compared to the overall number of employees. To get an even more accurate picture of the workings of the company it would be more prudent to have a larger sample size.

Another suggestion would be to conduct the survey of all departments to find out more about the overall working of the organization and to identify the different conditions that exist within the company.

Chapter VI

References

Mobilink Leads Market, as mobile penetration touches 66.5%. (2012). Retrieved October 21, 2012, from <http://tribune.com.pk/story/349929/mobilink-leads-market-as-mobile-penetration-touches-66-5/>

PTA issues Show Cause Notice to Mobilink. (2005). Retrieved October 21, 2012, from http://www.pta.gov.pk/index.php?option=com_content&view=article&id=554:pta-issues-show-cause-notice-to-mobilink&catid=144:press-releases

Frankfort-Nachmias, C., & Nachmias, D. (1992). *Research methods in the social sciences* (4th ed.). New York: St. Martin's Press.

Balsley, H.L. (1970). *Quantitative research methods for business and economics*. New York: Random House.

Kealey, D.J., & Protheroe, D.R. (1996). The effectiveness of cross-cultural training for expatriates: An assessment of the literature on the issue. *International Journal of Intercultural Relations*, 20(2), 141-165.

Benson, S., Dundis S. (2003). Understanding and motivating health care employees: integrating Maslow's hierarchy of needs, training and technology. *Journal of Nursing Management* Vol. 11, pp.315-320

Dieleman et al. (2003) Identifying factors for job motivation of rural health workers in North Vietnam. *Human Resources for Health* Vol. 1 (10)

Dubois, CA., Singh, D. (2009) From staff-mix and beyond; towards a systemic approach to the health workforce management *Human Resources for Health* Vol. 7(87).

Fort, A, Voltero L, (2004) Factors affecting the performance of maternal health care providers in Armenia *Human Resources for Health* Vol. 2(8).

Franco, Bennett, Kanfer (2002). Health sector reform and public sector health worker motivations; a conceptual framework. *Social Science and Medicine*. Vol 54. Pp. 1255-1266

Haq, Iqbal, Rahman, (2008) Job stress among community health workers: a multi-method study from Pakistan. *International journal of Mental Health Systems* 2008. Vol 2(15)

Haq and Hafeez (2009) Knowledge and communication needs assessment of community health workers in a developing country a qualitative study. *Human Resources for Health* Vol 7(59)

Willis- Shattuck et al. (2008) Motivation and retention of health workers in developing countries; a systemic review. *BMC Health Services Research* Vol. 8(247).

QuestionPro, Survey Template Library, Retrieved October 21, 2012, from <http://www.questionpro.com/a/showLibrary.do?categoryID=2&mode=1>

Appendix A

Authorization Letter from the Company for Conducting Research

Appendix B

Survey Instructions

The technical staff of Mobilink GSM (PMCL) will be focused in the survey having a degree of engineering and technical diploma. There will be three levels of the technical staff which will be questioned:

Level	Degree	Experience(in years)	No. of questionnaires to be distributed
1	Engineering	Three and above	10
2	Engineering	One and above	30
3	Technical Diploma	One and above	10

Appendix C

Questionnaire

Employee Satisfaction

1	<u>Overall how satisfied are you with your position at this company?</u>	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
2	<u>Do you feel that employees are recognized as individuals?</u>	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
3	<u>How motivated are you to see the company succeed?</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
4	<u>The company clearly communicates its goals and strategies to me?</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
5	<u>How flexible is the company with respect to your family responsibilities?</u>	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
6	<u>Would you refer a friend to apply for a job at this company?</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
7	<u>Have you ever observed or experienced any of the following forms of discrimination or harassment at this company?</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
8	<u>In thinking about the variety of tasks your position requires, would you say that there are:</u>	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
9	<u>I receive enough opportunity to interact with other employees on a formal level.</u>	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
10	<u>I have a clear path for career advancement?</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
11	<u>My job requirements are clear.</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
12	<u>There are more positive than negative aspects to my job.</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A

Please indicate your level of agreement with each of the following statements

13	Salary	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
14	Benefits	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
15	Frequency and amount of bonuses	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
16	Connection between pay and performance	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A

17	Security and administration of your 401(k)/stock options/pension plans	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
18	Workload	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
19	Flexibility of work hours	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
20	Physical working environment	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
21	Opportunity for advancement	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
22	Job security	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
23	Ability to influence decisions that affect you	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
24	Ability to influence day-to-day company success	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
25	Opportunity to use new technologies	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
26	Opportunity to work on interesting projects	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
27	Access to company-sponsored training and seminars	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
28	Communication with your supervisor	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
29	Recognition received from your supervisor	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
30	Your supervisor's management capabilities	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
31	Your supervisor's active involvement in your career development	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
32	Your overall relationship with your supervisor	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
33	Your relationship with your peers	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
34	Your relationship with customers/clients/end users	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
35	Your understanding of the business mission	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
36	Your overall satisfaction with your company	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A
37	Overall satisfaction with your job	Dissatisfied	Somewhat satisfied	Neutral	Satisfied	Very satisfied	N/A

Work Environment

38	Management believes that employees are the most important asset of our firm.	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
39	Employees are constantly watched to assure that rules and procedures are followed.	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
40	Employees share a pride in their work.	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
41	This organization has a code of professional conduct that employees are expected to follow.	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
42	Management encourages creativity, innovation, and continuous improvement.	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A

My Company as a Place of Work

43	<u>Companies policies and procedures make sense to me.</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
44	<u>The physical working conditions (e.g., heating, ventilation, space, cleanliness) are very good.</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
45	<u>Individual differences are respected here(e.g.,gender,race educational background, etc.)</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
46	<u>Employees feel secure about their jobs at this company.</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
47	<u>We do a good job attracting quality team members.</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
48	<u>We do a good job retaining quality team members.</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
49	<u>I believe I will be working for Mobilinkin five years.</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A
50	<u>I would choose Mobilink again if I had a job choice to make.</u>	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	N/A