THE INFLUENCE OF JOB SATISFACTION ON THE
PERFORMANCE OF EMPLOYEES,
A CASE STUDY OF MTN
UGANDA

A   Thesis

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Postgraduate Studies and Research

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Master of Arts**

HUMAN RESOURCE MANAGEMENT OPTION

BY

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DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

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DECLARATION B

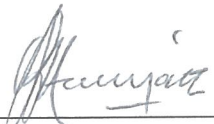"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".
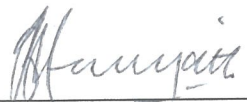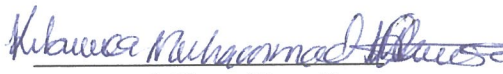
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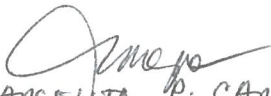
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APPROVAL SHEET

This thesis entitled" the influence of job satisfaction on the performance of employees: a case study of MTN Uganda." prepared and submitted by **Abdirtahir Mohammed Abdile (MHR/10008/81/DF)** in partial fulfillment of the requirements for the degree of Master of Arts (Human Resource Management Option) has been examined and approved by the panel on oral examination with a grade of <u>PASSED</u>.

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DEDICATION

This work is dedicated to my mama Ruguyo Botan Elmi, my brother Mr. Abdirabi Mohamed Abdile, and my uncles Mr. Abdikarim Abdile Omar, Mr. Yusuf Abdile Omar, Mr. Said Adan Shirwah and Ali Abdullahi Farah, for being supportive to me spiritually, emotionally, morally and financially.

ACKNOWLEDGEMENT

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ACRONYMS

MTN   : Mobile Telecommunication Network

SPSS   : Statistical Package for the Social Sciences

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ABSTRACT

The purpose of this study was to describe the effect of job satisfaction on the employees' performance in MTN Uganda. The objectives of the study were to investigate the factors that influence job satisfaction, assess the indicators of job satisfaction and assess the influence of job satisfaction on the performance of employees.

The method used for data collection was through questionnaires distributed to the employees and interviews conducted with the top management of MTN. Data collected, presented and analyzed on the first objective indicated that MTN Uganda has a reward system that has enabled the employees to be satisfied with their jobs. Most respondents 50 (66.7%) reported that MTN Uganda provides one or another types of rewards to its employees. The second objective shows that 86.7% of respondents respected their fellow workers which had a huge impact on building an environment of good personality. The research discovered that an overwhelming majority of respondents 98.7% agreed that job satisfaction builds an environment of good personality.

The recommendations of the study are that; MTN should revise the policies to suit the needs of all employees fairly which will result to job satisfaction. MTN Uganda should make sure that the rewarding system is based on merit not on education and experience as mentioned by employees. MTN is recommended to base promotions on merit and competency in order to raise the employees' morale for a better performance. It is recommended that all MTN employees whether new or long time serving should be given some form of motivation to arouse their satisfaction for a better performance.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter deals with job satisfaction how it influences employees' performance as it is to be discussed below;

One major area of the Human Resource Management function of particular relevance to the effective use of human resources is to make sure that employees are job satisfied. Few people these days would argue against the importance of rewards as a major influence on the success of an organization. Employees are a crucial, but expensive resource who needs to be satisfied for a higher productivity.

In order to sustain productivity and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The importance of rewards as a central role of management has long been recognized by leading writers. For instance according to Fisher (2000), the one contribution a manager is uniquely expected to do is to give his subordinates the reason and ability to perform.

The general movement towards downsizing, flexible structures of organizations and the nature of management moving towards the devolution of power to the workforce

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give increasing emphasis to an environment of satisfaction. Satisfaction is necessary to ensure that the staff is technically and socially competent and capable of better performance for a higher productivity. There is therefore a continual need for the process of staff motivation, and rewards fulfill an important part of this process.

Satisfaction should be viewed therefore as an integral part of the process of total quality performance for high productivity.

1.1   Background to the Study

Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, for instance: the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work.

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is

frequently measured by organizations. Performance is defined as the way in which somebody does a job and at the end judged by its effectiveness.

An October 21 1998, MTN Uganda launched commercial services in Uganda, just six months after acquiring and signing of the license. MTN has since grown to be the leading Telecommunications Company in Uganda.

The license required that MTN provide 89,000 lines in the first five years of operation. MTN adopted a wireless approach to providing telecommunications services to the Ugandan market which has proved to be convenient and fast in rolling out of services. Despite insufficient infrastructure (power, roads, to mention but a few.) MTN has covered in excess of 90% of the urban population, providing services in over 150 towns and villages and their immediate environments.

After acquiring the license, MTN has grown to be a leading telecommunications company in Uganda servicing more than 3 million customers. MTN has covered in excess of 90% of infrastructure for example roads and power; it is accessible in villages of small percentage. MTN has contributed to growth in tele-density in Uganda about 4.2%. Services provided by MTN include wireless telecommunication services, value added services such as roaming, voice mail, short mail and SMS.

Other services include providing shared access services in form of pay phones all these services involve handling of cash.

MTN's network coverage advantage has become one of the company's main features. To date MTN has border-to-border coverage in 52 district capitals and over 150 towns have network coverage. From Kisoro (Rwanda border), to Busia - Malaba at the Kenya border to Arua and Koboko at the Sudan/Congo border to Kabale and Kisoro close to the Rwanda border.

In regard to the above credits. MTN employs more than 20000 people which have made it one of the biggest employers in Uganda. Due to a high employees' number, MTN has to create an environment that influences job satisfaction to raise the performance of employees. The motivational factors have been put in place by management so as to manage and motivate the human resource effectively.

The influence of job satisfaction on the performance of employees are comprised of the plan and correct all the coordinated methods and measures adopted within an organization to safeguard the assets of the organization, check accuracy and reliability of management information, promote operational efficiency and encourage adherence to presented managerial policies (Taylor, 1988).

1.2   Statement of the Problem

Previous researchers have found that employee satisfaction is one of the strengths of the job performance indicators available to assess productivity. However research has found out that today not all organizations employees have been satisfied with their jobs; because of poor management, resulting into employees' dissatisfactions. MTN telecommunication is among the companies where job dissatisfaction has affected the employees' performance. The problem was whether or not the job satisfaction influences the performance of employees.

1.3   Purpose of the Study

The purpose of the study is to investigate the influence of job satisfaction on the performance of employees of MTN Telecommunication Company and provide recommendations based on the findings.

1.4.   Research Objectives

To investigate the influence of job satisfaction on the performance of employees in MTN Telecommunication Company.

1.4.1   Specific objectives

1. To investigate the factors that influence job satisfaction.

2. To assess the indicators of job satisfaction.

3. To assess the influence of job satisfaction on the performance of employees.

1.5   Research Questions

1. What are the factors that influence the job satisfaction?

2. What are the indicators of job satisfaction?

3. How does job satisfaction influence job performance?

1.6   Scope of the Study

The study was carried out in MTN headquarters. Kampala. The research is centered on job satisfaction and how it influences on the performance of employees. This research took eleven months starting from November 2009 to September 2010.

1.7   Significance of the Study

The study will be of importance to the following:

1. MTN will benefit from information on job satisfaction and its influence on the performance of employees provided by the researcher.

2. The research will benefit the researcher in that, through interacting with various respondents, the researcher's ability and skill are widening and enhanced through literature.

3. The study will benefit other scholars who will conduct studies in related field in future.

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CHAPTER TWO

LITERATURE REVIEW

2.0　Overview

This chapter gives a detailed review that can well explain better the phenomenon of the influence of job satisfaction on the performance of employees, bringing out the various views given by numerous authors on similar subject by showing how the job satisfaction can influence the performance of employees and enhance the organization's activities.

2.1　Theoretical Review

According to 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. Further, the theory states that; how much one values a given facet of work moderates how satisfied or dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy

compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Locke's composite theory of job satisfaction is the product of many other concepts which he has developed through study and research on related topics such as goal-setting and employee performance. Likewise, his explanation of job satisfaction is in part, a response to some of Herzberg's proposals. Thus, Locke's criticism of Herzberg will be the initial discussion, followed by his theory on values, agent/event factors, and finally an adjusted view of job satisfaction.

According to Maicibi (2003), job satisfaction is a combination of circumstances that cause employees to make an effective declaration "I am happy with my job". It is a pleasurable positive emotional state in employees, which results from job experience. Job satisfaction is the degree to which individual feel positively or negatively about the job. Job satisfaction is a person's attitude regarding his or her job and work content

2.2   Conceptual Framework

Figure 1.1: The influence of job satisfaction on the performance of employees

Independent variables	Intervening variables	Dependent Variables
Influencing factors	**Job satisfaction**	**Employee**
1. Communication	1. Attitudes	**Performance**
2. Rewards	2. Morale	1. Presence
3. Compensation	3. Adherence	2. Efficiency
4. Leadership		3. High production
5. Fringe benefit		
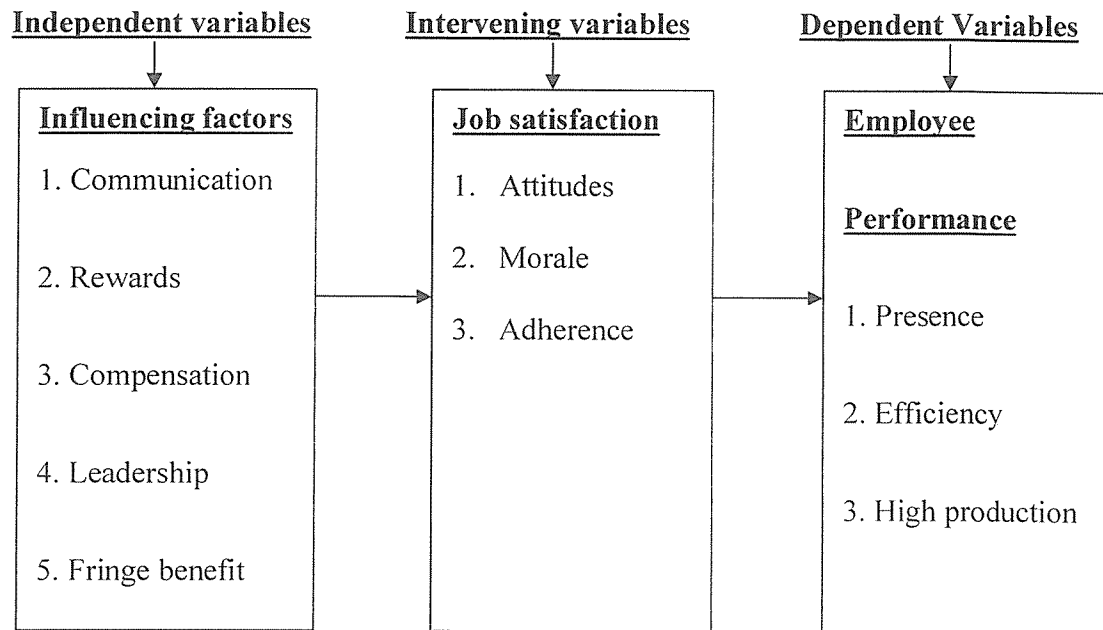
Source: Researcher construction

The framework (fig 1.1) examines the relationship between job satisfaction and employees' performance. As displayed in the frame work, it's expected that factors like rewards, compensation, leadership, communication and fringe benefits create a situation of job satisfaction of which satisfaction influences employees' performance among the staff of MTN.

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2.3 Review of Related Literature

According to Wagner and Hollenbeck (2002), job satisfaction is "a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values." Our definition of job satisfaction includes three key components: values, importance of values, and perception. Job satisfaction is a function of values.

Armstrong (2008) defines the term 'job satisfaction' refers to the attitudes and feelings people have about their work. Positive and Favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. Morale is often defined as being equivalent to job satisfaction.

Thus Guion (1958) defines morale as 'the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total work situation'. Other definitions stress the group aspects of morale. Gilmer (1961) suggests that morale 'is a feeling of being accepted by and belonging to a group of employees through adherence to common goals'. He distinguishes between morale as a group variable, related to the degree to which group members feel attracted to their group and desire to remain a member of it, and job attitude as an individual variable related to the feelings employees have about their job.

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2.3.1 Influences of Job Satisfaction

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinate's perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationships. Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence. and emotional expression (Carsten, & Spector, 1987).

According to Mabel, K. (2006), communication is the lifeblood of the organization. Without the free flow of communication, business cannot survive. Communication can be impended by destruction in the environment (noise) or inherent difficulties people have in getting on with each other. It is therefore important that people get the required skills of using modern communicating tools, otherwise, the money spent on the expensive new methods of communication may be money wasted if staff are unwilling or unable to use them.

With regard to job performance, employee personality may be more important than job satisfaction. The link between job satisfaction and performance is thought to be a spurious relationship; instead, both satisfaction and performance are the result of personality (Mount. Ilies, & Johnson, 2006).

Employees are more satisfied when they feel they are rewarded fairly for the work they do. Consider employee responsibilities, the effort they have put forth, the work they have done well, and the demands of their jobs (Rode, 2004).

Leadership data from employee satisfaction surveys has shown employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence, or just taking action (Weiss, Nicholas, Daus, 1999).

Compensation is one of the easiest factors of job satisfaction to quantify. Some quick research at online job boards gives a good idea of compensation packages for similar jobs in the same area. Discovering compensation packages for people in your own company can also be valuable information. Obviously if you are under-compensated you will not feel satisfied, and on the flip side if you are compensated well you rank as highly satisfied on this area (Andrisani, Appelbaum, Koppel, & Miljus, 1978).

2.3.2 Work Life Balance

The hacker stereotype is to work incredibly long hours while surviving. Method of software development isn't sustainable and will take its toll over time, ultimately leading to burnout and job dissatisfaction. Taking a look at the number of hours you are working will give some indication of how you rank in the work-life balance area.

Many people on the track to burnout aren't even aware of it, so talk to family and friends and ask them to help you gauge how well you are balancing work with other activities and obligations (Wegge, Schmidt, Parkes, & Dick, 2007).

2.3.3   Indicators of job satisfaction

According to Clark (1998), Job satisfaction is a major driver of employee performance and there is a need to analyze it carefully by the company's management in order to reach to full maximization of employees' potentials. In regard to the discussion, below are indicators of job satisfaction.

2.3.3.1 Relationships and practical implications

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors (Weiss, 2002).

One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal. meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as no work

satisfaction and core self-evaluations are taken into account (Andrisani, Appelbaum, Koppel, & Miljus, 1978)

2.3.4 Teamwork

"The people you choose to work with are the most accurate predictor of job satisfaction I've ever found." This rings true with me. Thinking back, during the times I was most motivated and happy with what I was doing. I was part of an excellent team of hackers. We worked well together. We bounced ideas off of each other. We were aware of each other's strengths and weaknesses, and knew how to maximize the strengths while improving the weaknesses. We respected each other's experience, knowledge, and all around hacker stardom." (Weiss, 2001)

2.3.5 Quality of Projects

When the employees are satisfied motivated to satisfaction, they are willing to work hard and explore new knowledge and technology. Most satisfied developers crave learning new things and being able to apply them. Difficult and challenging problems excite the motivated professionals. Taking some time to think about the skills an employee has learned lately and the problems one has solved will give a good idea of not only how satisfied they are in this area. but also how well they are advancing in their career (Weiss, Nicholas. Daus. 1999).

2.3.6 Recognition and Respect

People who excel at what they do and are knowledgeable about a subject expect to be taken seriously and consulted with during decision making. This is as it should be. Management that disregards the opinions of their technical people or don't consult them when it makes sense to do so will be left with uncooperative and dissatisfied employees when it comes time to implement an idea (Mount, Ilies, & Johnson, 2006).

2.3.7 Job satisfaction and performance

The relationship between job satisfaction and performance is an issue of continuing debate and controversy. One view, associated with the early human relation's approach, is that satisfaction leads to performance. An alternative view is that performance leads to satisfaction. However, a variety of studies suggest that research has found only a limited relationship between satisfaction and work output and offer scant comfort to those seeking to confirm that a satisfied worker is also a productive one. Labor turnover and absenteeism are commonly associated with dissatisfaction, but although there may be some correlation, there are many other possible factors. No universal generalizations about worker dissatisfaction exist, to offer easy management solutions to problems of turnover and absenteeism. The study suggests that it is primarily in the realm of job design, where opportunity resides for a constructive improvement of the worker's satisfaction level (Fisher, 2000).

Job satisfaction creates a good mood and emotions environment while working which cumulate to form the affective element of job performance. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause on how the employee performs (Weiss, & Cropanzano, 1996).

Job satisfaction helps to build an environment of good personality which is also correlated with other kinds of desirable behavior at work - there is less sabotage, stealing, doing work badly on purpose, and spreading rumors or gossip to cause trouble. This effect was stronger for those over thirty-five years of age, probably because they would only engage in such behavior if they had a very strong sense of grievance. They found that non-academic university staff who were satisfied engaged more in a wide variety of 'good citizenship' behavior at work - they were more punctual, dependable, helpful, cooperative and tidy, and they created less waste, made fewer complaints and were angry less frequently. (Mangoine, and Quinn, 1975).

2.4   Research Hypotheses

There may be significant of the influence of job satisfaction on the performance of employees of MTN Telecommunications Company. Human Resource professionals rate rewards of employees higher in determining a worker's job satisfaction than employees themselves do. Compensation and benefits might not be the factors that most heavily influence whether someone likes his or her job.

CHAPTER THREE

METHODOLOGY

3.0   Overview

This chapter explains the methods that the researcher used to select the geographical areas, from which research was carried out and methods of selection of respondents. It also explains the methods that were used to collect process and analyze data.

3.1   Research Design

Since the study was largely an evaluation of one seeking opinions and attitudes, the researcher used a descriptive research design. adopting a cross sectional survey. The descriptive survey attempted to picture or document current conditions or attitudes to describe what existed at the moment. A cross sectional survey design was particularly chosen because the study was concerned with gathering perceptions from a cross section of staff of MTN. Hence views across the various staff members of MTN (from Managing Director to support staff) were obtained.

3.2   Research Population

The research targeted the 425 MTN Telecommunications Company staff and sample size 85 employees which mean 20% percent of the total population. The researcher targeted both the top managers as well as the support staff from different departments in the company.

3.3 Sample and Sampling procedure

A probability sampling method is any method of sampling that utilizes some form of random selection. Using a Probability sampling method with a 20% sample, 85 out of 425 employees were selected to participate in this study. Among the 85 respondents, five (5) respondents were on the managerial staff and eighty (80) were ordinary employees from various departments.

3.4 Instruments

3.4.1 Questionnaires

Questionnaires were used to extract information from the employees in various departments of MTN Telecommunication Company. Questionnaires were used because of the advantage of extracting a lot of information from many employees in a short period of time.

3.4.2 Interviews

Interview schedules were used to extract detailed information from top the management for whom time was not enough to fill the questionnaires.

3.5   Validity and Reliability

Questionnaires helped to get a lot of information from the respondents in a short time since they were many poses an element of privacy and hence respondents were free to answer whatever they feel. Interview method helped the researcher to get first hand information and also know exactly what was happening on the ground.

To ensure the conscience of the instruments, a reliability test was performed by piloting the instruments to some MTN staff that were centrally located at the company Head Quarters.

3.6   Data analysis

Raw data was collected using qualitative analysis, sorted and categorized after which it was analyzed. The data was analyzed through tables, charts, computer packages and conclusions and recommendations were made. The researcher used a qualitative analysis since it would help to collect much detailed data and in a short period of time.

3.7   Ethical Consideration

The target of the research was to discover how job satisfaction influences performance of employees regarding the quality, quantity, variety, effectiveness, and

necessity of encouraging and development available and provide for management in MTN. The research process was to start the knowledge and acceptance of the top management of MTN Telecommunications Company. The responses collected from respondents in both ways of data collection systems were confidentially used for the research.

3.8   Limitations

Some respondents hid the information required. There were difficulties in accessing managers in the company departments for interviews due to the fact that MTN assigns field duties to employees of which managers supervise and come back late.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

4.0   Overview

This chapter is to present, interpret and discuss the field results. Results are presented in tables and in form of frequency counts and percentages. The results and discussion are central on the set objectives which were to: investigate the factors that influence job satisfaction, assess the indicators of job satisfaction and assess the influence of job satisfaction on the performance of employees. This chapter has a part to elaborate the responses in relation to the literature review followed by presentation, analysis and interpretation of responses related to research questions and interviews.

4.1   Demographic Characteristics of Respondents

The researcher needed to know the demographic distribution of respondents to help categorize the employees. The researcher distributed 85 questionnaires out of 425 employees which made 20% of the total MTN employee's. Out of the 85 questionnaires, 75 were returned making it 88.2%. The researcher also conducted interviews with 5 MTN managers. Below is the bibliographical profile of respondents;

Ten questionnaires were not returned because the employees had been assigned various duties and did not get time to fill them.

4.1.1 Age of Respondents

The researcher needed to know the age distribution of respondents to help categorize the employees. Through the researcher distributed questionnaires to employees, the age of respondents were as below;

Tables 4.1: Age of respondents

Age bracket	Frequency	Percentage
"18-30"	28	37.3
"31-40"	30	40
"41-50"	12	16
"51+"	5	6.7
Total	75	100.0

Source: Primary Data 2010

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Table 4.1 shows that majority of respondents 30 (40 %) were in the 31-40 years age bracket, followed by 28 (37.3%) in the 18-30 years age bracket. The table also shows that 12 (16%) and 5 (6.7%) respondents were in the 41-50 and 51+ years age bracket respectively.

4.1.2 Gender of Respondents

Figure 4.2 below presents data on the gender of respondents. The figure shows that the male respondents were slightly more than the female, thus forming the majority of the employee population in MTN.

Table 4.2: Sex of employees

Sex	Frequency	Percentage
Male	40	57.1
Female	35	42.9
Total	75	100.0

Source: Primary Data 2010

Basing on question two in table 4.2 above. male employees were 40 (57.1%) while female employees were 35(42.9%) based on questionnaires.

4.1.3   Working Period

The study also sought to find out the years of service the respondents have rendered to the organization to enable us put their responses into proper perspective. Table 4.3 below represents the categories of years of service as indicated by the respondents.

Table 4.3: Employees working period with MTN

Working period	Frequency	Percentage
0-2 years	4	5.3
3-5 years	20	26.7
6-8 years	40	53.3
9 and above years	11	14.7
Total	**75**	**100**

Source: Primary Data 2010

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According to table 4.3, respondents who had worked between 0-2 years were 4 (5.3%), 3-5 years were 20 (26.7%), 6-8 years were 40 (53.3%) and 9 and more years were 11 (14.7%). Majority of respondents had served MTN from 3 to 8 years. This is

due to the fact that MTN has a policy of recruiting the young and dynamic employees to fill in the positions of those retiring who are trained on job.

4.1.4 Qualifications of MTN employees

It was also necessary for the study to determine the educational levels of the respondents as that could determine what kind of training may be most appropriate.

Table 4.4: Academic qualifications of MTN employees

Level	Frequency	Percentage
Certificate	2	2.7
College diploma	6	8
Bachelors Degree	60	80
Masters Degree	5	6.6
PhD	2	2.7
Total	75	100

Source: Primary Data 2010

From table 4.4, it is can be seen that respondents hold a range of educational qualifications from certificate to PhD Level. Most of the employees constituting majority of the total respondents 60 (80%) have bachelors' degree. 6 (8%) of the respondents are Diploma holders, 5(6.6%) respondents are masters degree holders while 2(2.7%) respondents have PhDs. Two respondents from finance department had certificates in Advanced Accounting.

4.1.5 Departments

MTN has over the years developed its own organizational structure that flows onto various departments that require satisfied employees with a positive attitude towards their job which helps to boost morale for better performance. The table below captures the departments from which respondents work:

Table 4.5: Respondents by Departments

Department	Frequency	Percentages
Human Resource	15	20
Finance	15	20
Marketing	15	20
Customer Care	15	20
Engineering	15	20
Total	75	100

Source: Primary Data 2010

Table 4.5 gives the various departments of employees who responded to the questionnaire. When distributing the questionnaires, the researcher balanced the distribution to all the five department of MTN. All the departments were represented by the same number of employees, that is; 15 making the percentage of 20. This analysis indicates that MTN employs various kinds of job holders in various departments who combine their efforts towards the growth and attainment of organizational goals.

4.2   Influence of job satisfaction

The study is about the influence of job-satisfaction on the performance of employees. Before inquiring about the performance of employees, the study found it important to check whether employees receive any form of on-job rewards from MTN Uganda. The results were acquired through the question posed to the employees in the table below;

Table 4.6: Response on whether employees receive rewards from MTN Uganda

Do you have any form of rewards on job?	Frequency	Percentage
Yes	50	66.7
No	25	33.3
Total	75	100

Source: Primary data 2010

The study primarily tried to check if there are any kinds of rewards given to employees in MTN Uganda. According to table 4.6 above, it was revealed that 50 (66.7%) of employees reported that MTN Uganda provides one or another type of rewards to its employees. However, a reasonable number of respondents 5 (33.3%) indicated that there is no reward which is a potential for improvement in MTN Uganda.

Through an interview with the Human Resource Manager, it was revealed that some respondents were either new and did not know what is available in MTN Uganda or are those that are not entitled to all privileges by the company policies.

Several researchers have found intriguing results on how rewards affect motivation. Deci and Ryan (1985), who is one of the most published researchers in this field, has found that rewards increase motivation. Through question 2: section two, stating that "Which methods of rewarding employees does the company use?" the researcher wanted to find out the methods through which the employees are rewarded and the response is given below in table 4.7;

Table 4.7: Response on methods of rewarding employees by MTN Uganda

Method	Frequency	Percentage
Financial	30	40
Non financial	20	26.7
Both	20	26.7
Nothing	5	6.6
Total	75	100

Source: Primary data 2010

Chart 4.1: Illustrates the response on methods of rewarding employees by MTN Uganda.
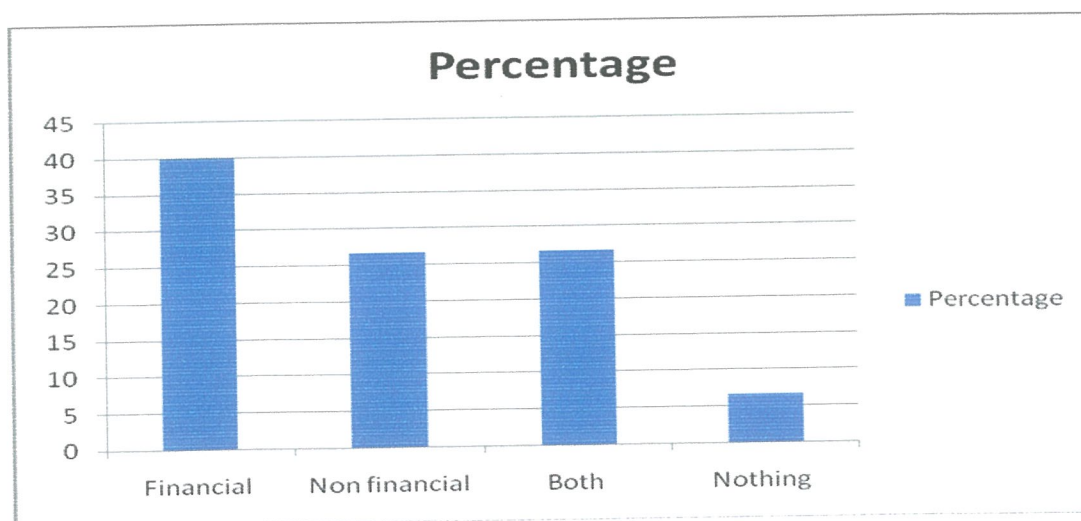
Source: Primary data 2010

It was found out from the responses that rewards in MTN Uganda are both financial and non-financial (Table 4.7). 30 (40%) of the respondents stated to be receiving financial rewards, 20 (26.7%) stated receiving non financial rewards, 20 (26.7%) receive both financial and non financial while 5(6.6%) stated that they do not receive any rewards. However, more than 66.7% indicated that the financial rewards in MTN are by far more than the non-financial ones.

In response to question, "which kind of rewards are you giving to employees?", the study found out that employees of MTN Uganda classify the rewards they are getting from their organization as financial and non-financial (Table 4.7). Reasonable sizes of employees are reporting that there are no types of rewards given which again is an area that need attention. These may be employees who are not interested in the handling of rewards in MTN.

The next point the research tried to check was the change in personalities brought about by rewards on employees. Employees were asked about the changes rewards bring on employees and their responses are as below.

Table 4.8: Responses on the kind of personalities' rewards have created among the employees of MTN Uganda.

Personality	Frequency	Percentage
Hard working	50	66.7
Competitive	15	20
Better performing employees	5	6.65
Nothing	5	6.65
Total	**75**	**100**

Source: Primary data 2010

Chart 4.2: Illustrates the kind of personalities' rewards have created among the employees of MTN Uganda.
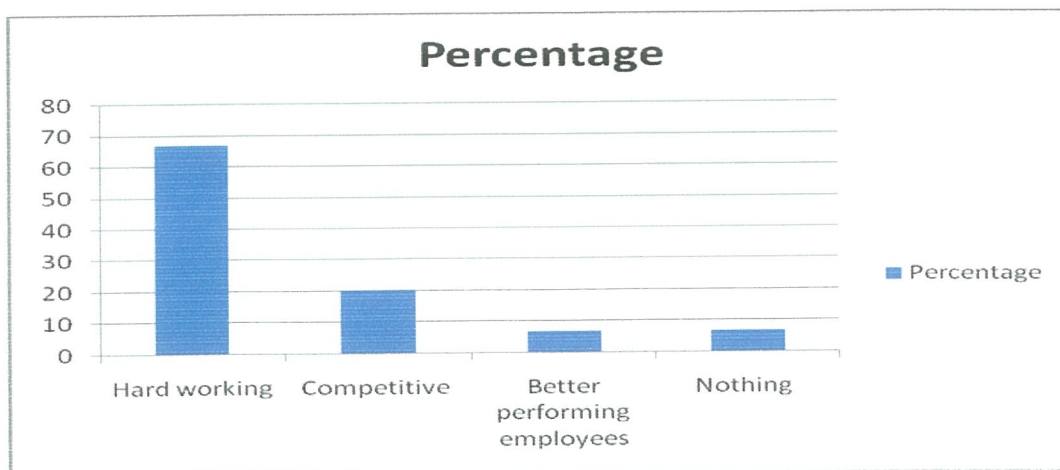
Source: Primary data 2010

Table 4.8 above shows that 50 (66.7%) of the total responses mentioned rewards creating hard working employees, 15 (20%) responded to rewards creating competitive workers. 5 (6.65%) responded to rewards creating better performers and 5 (6.65%) responded that nothing is created by the spoken but unfulfilled rewards.

Rewards will bring about the expected positive change to the beneficiaries only when they are fair and targeting a specific aim. The study evaluated the feeling of employees about the fairness of the rewards they are getting from MTN Uganda, of which response is quantified in Table 4.9 below;

Table 4.9: Fairness of the rewarding system

Is the rewarding system fair?	Frequency	Percentage
Yes	45	60
No	30	40
Total	**75**	**100**

Source: Primary data 2010

Chart 4.3: Illustrates responeses concerning the fairness of the rewarding system
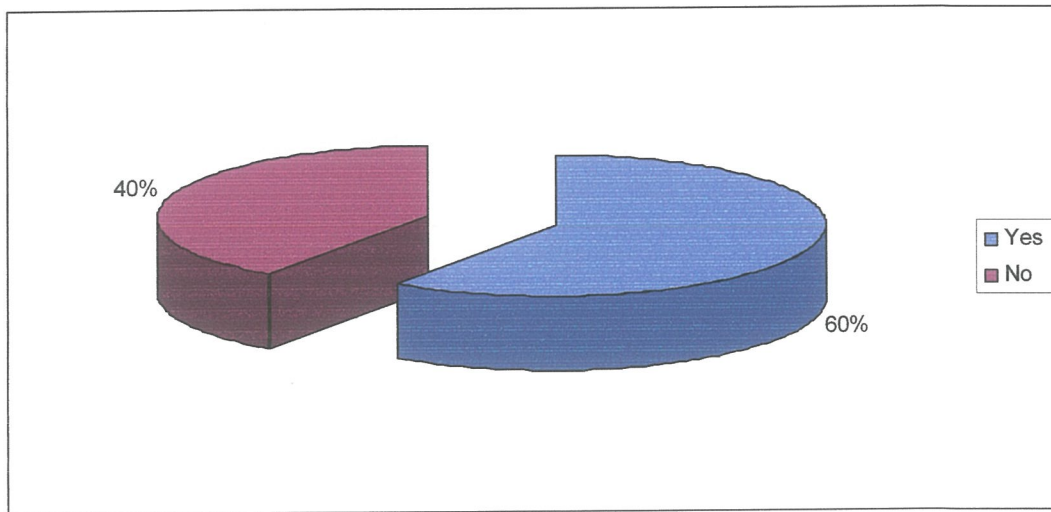
Source: Primary data 2010

In response to the discussion, table 4.8 shows that 45 (60%) of the employee respondents agreed to the rewarding system being fair while 30 (40%) disagreed mentioning favoritism as a result of nepotism and sex, where some top managers favor female to males.

Compensation is a key factor to employees' performance since they work putting in mind that in case of any accident, the company will cater for their compensation at which ever cost. In trying to discuss whether MTN has a compensation scheme for its workers, the research posed a question and is to be presented below;

Table 4.10: Response on to whether employees are compensated in case of accidents

Response	Frequency	Percentage
Yes	60	80
No	10	13.3
Not aware	5	6.7
Total	75	100

Source: Primary data 2010

Chart 4.4: Illustrates the responses on whether employees are compensated in case of accidents
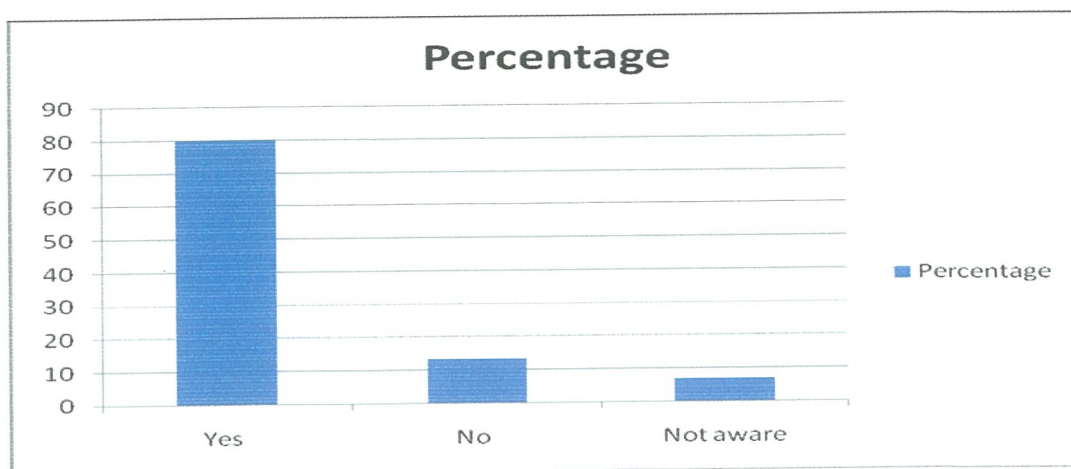
Source: Primary data 2010

Table 4.10 shows that the majority of the respondents 60 (80%) agreed to being compensated in case of accidents which has helped to boost their performance morale, 10 (13.3%) responded to not receiving compensation in case of accidents while 5 (6.7%) admitted to not being aware. It was learnt from the Human resource manager that some of those who disagreed and those that were unaware are the new employees and those still on probation.

According to Fisher (2000), time off duty helps to establish a good mood and build better emotions as one rests to freshen up one's mind. In trying to find out the job satisfaction issues, the researcher posed a question on to whether MTN employees are given time off duty and the response is as below;

Table 4.11: Response on to whether employees are given off duty

Response	Frequency	Percentage
Yes	70	93.3
No	5	6.7
Total	75	100

Source: Primary data 2010

Chart 4.5: Illustrates the response on to whether employees are given off duty
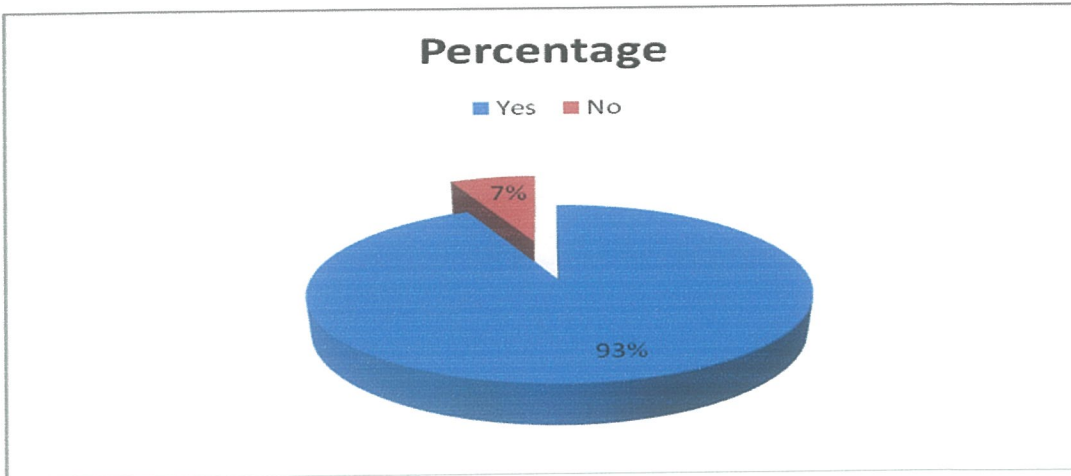
Source: Primary data 2010

Table 4.11shows that the majority 70 (93.3%) of employee respondents working in MTN Uganda are given off duty while 5 (6.7%) responded to not receiving any time off.

In an interview with the Human Resource Manager, it was revealed that every employee is entitled to a day's off once a month in all the departments except those in the customer care department who receive a day's off weekly. Concerning those who do not receive any off duty, the manager said that it is a way of testing new employees on duty in their probation period whether they are committed employees.

According to Weiss (1999), job satisfaction creates a good mood and emotions environment while working which cumulate to form the affective element of job

performance. The study sought to find out whether employees are satisfied with their

work in MTN Uganda, and their response is indicated in table 4.12 below.

Table 4.12: Response on Job satisfaction

Response	Frequency	Percentage
Yes	65	86.7
No	10	13.3
Total	75	100

Source: Primary data 2010

As shown in Table 4.12, most employees 65 (86.7%) are satisfied with their jobs and

10 (13.3%) of the respondents are not satisfied working with the company.

Reasons concerning job satisfaction are major drivers to performance among the

employees of MTN employees. Below is the analysis MTN employees gave

concerning their reasons for job satisfaction:

Table 4.13: Reasons concerning job satisfaction

Response	Frequency	Percentage
Satisfied		
I got employment opportunity	26	34.7
I am paid in time	10	13.3
I am working in MTN which is a competitive organization	30	40
I enjoy handling customer issues in MTN Uganda through which I interact with many.	4	5.3
Un satisfied		
There is nothing special satisfying in MTN Uganda	5	6.7
Total	**75**	**100**

Source: Primary data 2010

Among the most interesting reasons 30 (40%) respondents gave is that they are working in MTN Uganda, a competitive environment, 26 (34.7%) gave their reason to have got an employment opportunity, 10 (13.3%) attributed their satisfaction to

being paid in time and 4 (5.3%) who are customer care executives gave their reason as being able to interact with people.

However 5 (6.7%) of the respondents who are not satisfied gave their reason as seeing nothing special satisfying in MTN Uganda.

4.3   Indicators of job satisfaction

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job. However Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affecting (emotion), beliefs and behaviors.

Table 4.14: Indicators of job satisfaction

Q.9.		Yes	No	Total
Do workers respect their fellow workers?	**Frequency**	65	10	75
	Percentage	86.7	13.3	100
Q. 10.				
Do employees execute their duties as prescribed?	**Frequency**	70	5	75
	Percentage	93.3	6.7	100

Q. 11.				
Do you think there is a relationship between satisfaction and practical implications?	**Frequency**	75	0	**75**
	Percentage	100	0	**100**

Source: Primary data 2010

According to table 4.14, it was found out that 65 (86.7%) of respondents respected their fellow workers. 10 (13.3%) had no respect for their fellow workers which did not have an impact on building an environment of good personality.

As shown in question 10 and 11, concerning execution of duties as prescribed. 70 (93.3%) of the respondents were positive and 75 (100%) of respondents agreed that there is a relationship between satisfaction and practical implications respectively.

4.4   Job satisfaction and employee performance

Mangoine and Quinn (1975) in their discussion explained that job satisfaction helps to build an environment of good personality which is explained by various kinds of desirable behaviors at work. The building up of good behaviors and personality also is a source of job satisfaction. The study tried to find out the existence and relationship of job satisfaction and the building up of an environment of good personality.

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Table 4.15: Response on to whether job satisfaction builds an environment of good personality

Response	Frequency	Percentage
Yes	74	98.7
No	1	1.3
Total	75	100

Source: Primary data 2010

Chart 4.6: Illustrates the Response on to whether job satisfaction builds an environment of good personality.

Source: Primary data 2010

42
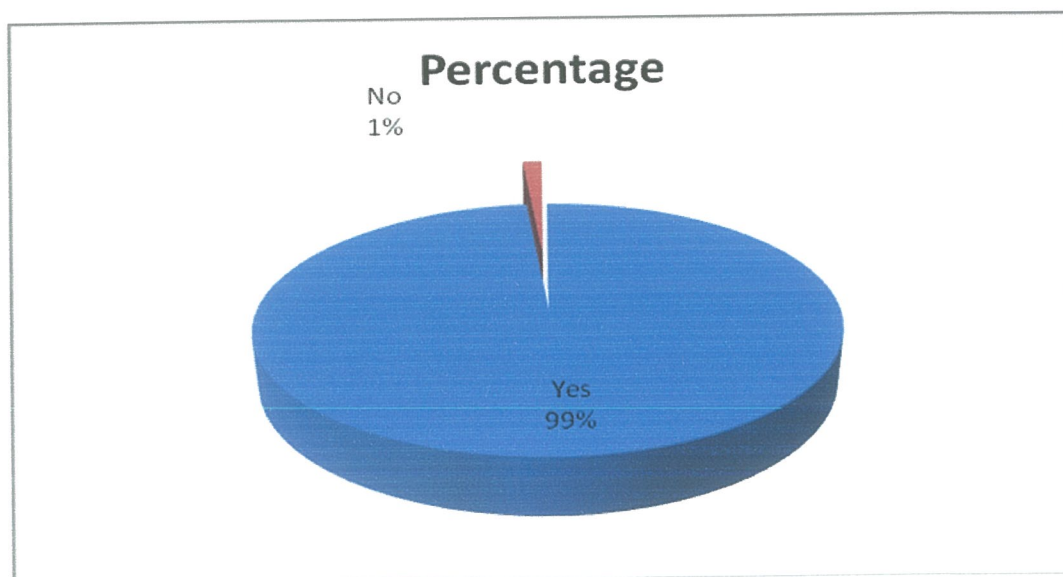
Table 4.15 shows that 74 (98.7%) agreed that job satisfaction builds an environment of good personality while 1(1.3%) of the response disputed the fact that job satisfaction builds an environment of good personality attributing good personality to many factors, personal character inclusive.

Quoting an interview conducted with the General Manager of MTN Uganda, "the company has tried hard to improve on employees' remuneration in order to create an environment of satisfied employees who will have better attitudes towards their job."

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors.

All these responses are to be discussed below:

Table 4.16: Job-satisfaction driving to reduced rate of absenteeism

Response	Frequency	Percentage
Yes	65	86.7
No	10	13.3
Total	**75**	**100**

Source: Primary data 2010

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Salary increment is one of the major drivers to job satisfaction among job promotion procedures. With an increase in one labor payment, employees are more satisfied and their performance rate increases. Therefore table 4.17 shows the response from MTN employees.

Table 4.17: Criterion used by MTN Uganda in salary increment

Response	Frequency	Percentage
Education	15	20
Performance	15	20
Experience	40	53.3
Not aware	5	6.7
Total	**75**	**100**

Source: Primary data 2010

45

Chart 4.8: Illustrates the Response on the criterion used by MTN Uganda in salary increment
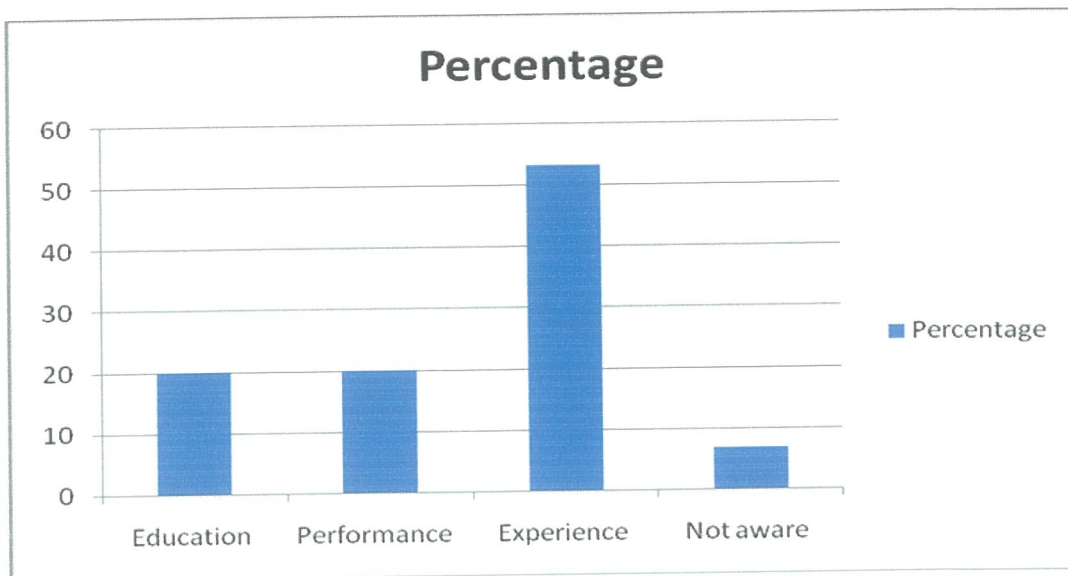
Source: Primary data 2010

The study found out that every year MTN Uganda raises salaries of some of its employees. In this, the response in table 4.17 shows that the company bases mostly on experience which had a response of 40 (53.3%), followed by education at 15 (20%), performance received a response of 15 (20%) and lastly the response on un awareness was 5 (6.7%).

In an interview with the Public Relations Officer, he revealed that the company has its procedures of promoting employees which is based on experience and performance levels of individuals. This is done through transfers to regional branches all over the country as it is an MTN's procedure to promote operations in various branches.

To every employee in any organization, salary is one of the major remunerators. Job satisfaction or dissatisfaction majorly depends on how and when the salary is paid either monthly or annually. Therefore an important source of satisfaction for the respondents of this study is getting employment and timely payment of the salary. To support the variable, the researcher posed a question and the response is as below;

Table 4.18: Response on whether salary affects performance

Q. 15.				
Do you think the salary you earn affects your performance?	**Frequency**	75	0	**75**
	Percentage	100	0	**100**

Source: Primary data 2010

The study found out that salary contributes a huge if not all the influence on job satisfaction in that the response to question 15 in table 4.18 received 100% positive influence.

4.5   Motivation and company production

Similar analyses have been made of job satisfaction and labor turnover, and the correlation is typically -.20 to -.30 and rarely greater than -.40 (Mobley, 1982).

According to Carsten (1987), in a meta-analysis of forty-seven studies, found an overall correlation of -.23. Labor turnover correlates with different components of job satisfaction. but especially satisfaction with job content.

In an interview with the Managing Director it was revealed that motivation of employees has helped MTN to emerge as the number one Telecommunication Company in Uganda. He went ahead to say; "our employees strive hard to reach on the job early because they know we give out some incentives to those who report early on job. And when the day's work is in case not finished in time, we give overtime in order to be done and finished as planned."

It was found out this kind of motivation from MTN Uganda to its employees has created a higher level of satisfaction hence driving to a better performance from the employees, which in the end has lead to a high turnover in the company's production.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter includes the summary of findings, conclusions and recommendations and areas of further study which are based on the three set objectives; to investigate the factors that influence job satisfaction, assess the indicators of job satisfaction and assess the influence of job satisfaction on the performance of employees.

5.2 Summary of Findings

Chapter one gives a background to the study and problem statement, three objectives and three research questions were given. In the study, it was found out that in MTN not all employees are satisfied with their jobs and this has affected their performance.

Chapter two concerned with the literature review, and the literature was reviewed under four themes linked to the problem under study. These were the theoretical review, conceptual review, review of related literature and the hypothesis.

Chapter three explains the method and procedures used in the study which included the research techniques and design, population and sample size; sampling method and procedure; sources and types of data collection methods; data collection instruments and procedures.

Chapter four is a presentation, interpretation and discussion of the field results. Hence data was analyzed, interpreted and discussed in line with the study objectives and research questions. While linking to the existing literature, Results included demographic characteristics, frequency counts and percentages.

Chapter five presents the summary of findings, conclusions, recommendations and areas for further studies.

5.3   Conclusions

Basing on the case study's objectives. it was revealed that 50 (66.7%) of employees are given full packages of rewards. However, a reasonable number of respondents 25 (33.3%) are not rewarded fully because the company policies do not recommend them to various rewards which has affected their performance.

The study found out that 45 (60%) of the employee regard MTN rewarding system being fair while 30 (40%) disagreed. mentioning nepotism and sex corrupting the system.

65 % of MTN employees reported that absenteeism has a similar relationship with job satisfaction, though more for voluntary absenteeism and for certain groups of workers

mostly who are not motivated. It was discovered that MTN Uganda experiences absenteeism among the employees who were not fully rewarded.

Basing on the research findings, the promotion criterion is not fair. 40 (53.3%) of the promotions are based on experience, 15 (20%) were based on education; performance received a response of 15 (20%). According to David Mann (2009), employees' promotion should be fairly based on performance in order to give morale for better performance.

The study found out that high productivity in MTN Uganda is strongly related to satisfaction, a result of better rewards. However the findings conclude that not all employees are satisfied with the rewarding system which has loop holes basing on nepotism and sexual favors.

The above discussion has concluded that policies concerning the reward system are not fair, owing it to lack of clarity as to in who should receive rewards and reasons for promotions. All these factors have led to employees of MTN Uganda not being satisfied which has affected their performance.

5.4. Recommendations

From the ongoing discussion, the following are the recommendations that were made and observed;

1. The MTN rewards policies allow a section of employees to receive a full package of rewards while others do not. This has affected performance of some employees in the company. However MTN should revise the policies to suit the needs of all employees fairly which will result to job satisfaction.

2. The rewarding system in MTN is unfair due to nepotism among the top officers. MTN Uganda should make sure that the rewarding system is based on merit not to education and experience as mentioned by employees. This will motivate all employees to give their responsibilities the same energy.

3. The researcher found out that the promotion criterion is not fair. MTN is recommended to base promotions on merit in order to raise the employees' morale for a better performance.

4. According to the Human Resource Manager, new employees on probation are not entitled to benefits. However to motivate employees to better performance, it is recommended that all MTN employees whether new or long time serving should be given some form of motivation to arouse their satisfaction for a better performance.

5.5 Areas for further studies

1. Job satisfaction and competitive advantage.

2. Job satisfaction and employee commitment.

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APPENDICES

APPENDIX I: INSTRUMENTS

1.   QUESTIONNAIRES

Dear respondents,

You have been chosen to participate in this study by giving your best answer to each question and your information will be kept in full confidentiality by the researcher. The researcher is investigating whether job satisfaction can have an influence on the performance of workers under the topic: **"the influence of job satisfaction on the performance of employees".**

You are kindly requested to cooperate and answer the following:

BIO-DATA

SECTION ONE: Please tick on your best answer

Age

18-30 ☐   31-40 ☐   41-50 ☐   50 and above ☐

Gender

Male ☐   Female ☐

Department...
....

Experience

0-2 ☐ 3-5 ☐ 6-8 ☐ 9 and above ☐

Educational level

Certificate ☐ College ☐

University ☐ Other Specify ☐

SECTION TWO: Please tick or explain where necessary

Influence of job satisfaction

1. Do you have any form of rewards on job?

Yes ☐ No ☐

2. Which methods of rewarding employees does the company use?

....

....

3. Which kind of rewards are you given?

....

....

4. Which kind of personalities have the rewards created among the employees?

....

....

5. Is the rewarding systems fair?

Yes ☐   No ☐

6. Are you compensated in case of any accident during duty performing?

Yes ☐   No ☐

7. Do you have time off?

Yes ☐   No ☐

8. Are you satisfied on your job?

Yes ☐   No ☐

a.   Give Reason for your answer?

....

....

Indicators of job satisfaction

9. Do workers respect their fellow workers?

Yes ☐   No ☐

10. Do employees execute their duties as prescribed?

Yes ☐   No ☐

11. Do you think there is a relationship between satisfaction and practical implications?

Yes ☐   No ☐

Job satisfaction and employee performance

12. Does job satisfaction help to build an environment of good personality?

Yes ☐   No ☐

a. Give reason for your answer

....

....

13. Does job satisfaction drive to a reduced rate of absenteeism?

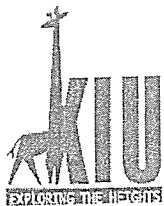Yes ☐   No ☐

14. What is the criterion of salary increased?

....

....

15. Do you think the salary you earn affects your performance?

Yes ☐   No ☐

Your cooperation is highly appreciated!!!

OFFICE OF THE DIRECTOR
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH

January 8, 2010

The Director
MTN (U) Ltd

Dear Sir/Madam,

RE: INTRODUCTION FOR ABDIRTAHIR MOHAMMED ABDILE

This is to inform you that the above named is our registered student (MHR/10008/81/DF) in the School of Postgraduate Studies pursuing a Master of Arts in Human Resource Management (MA HRM).

He is interested in carrying out research in your organization entitled" The influence of Job Satisfaction on the Performance of employees: A case Study of MTN (U) Ltd"

Any assistance rendered to him regarding research will be highly appreciated.

Yours faithfully,

Dr. Elizabeth N. Kuria
DIRECTOR SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH