Effect of Social Support on Job Satisfaction in a Reputed Telecommunication Company

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Abstract: Social support has been recognized as an essential tool that can support workers in keeping their efforts goal-directed and improving their quality of life. Research on social support and job satisfaction has yielded mixed results. This research aims to determine how social support affects job satisfaction at a Sri Lankan telecommunications company. This study also addresses knowledge and empirical gaps by examining the relationship between Social Support and Job Satisfaction. Even though the link between social support and job satisfaction has been proven in western literature by mental health organizations, there is relatively little research that has examined this relationship in the Sri Lankan context, particularly in the telecommunications sector. The current study investigated how those factors related to one another and how they affected workers. This deductive method was applied using an online survey research method and a quantitative research methodology. The population of the study was all levels of employees at a reputed Telecommunication Company, and the sample size was 175 observations, with primary data employed as a data source. SPSS - version 23.0 was used to analyze the data, and correlation and regression were employed. According to the study's findings, since social support is an essential buffering mechanism that helps enhance job satisfaction, employers and employees must be proactive in building a robust social network to help them achieve job satisfaction.

Keywords: Job Satisfaction, Social Support, Telecommunication

Introduction

The group of persons employed by an organization, industry, commercial sector, or economy is referred to as its human resource. Human resources refer to the knowledge and skills that individuals possess. Human capital is a company's most significant and valuable resource for a company, as other capital, such as machinery and tools, require people to operate and manage them well. People require social contacts, particularly support, to operate effectively and efficiently. According to Thoits (1982), "Social support" refers to "that subset of an individual's social network on which he or she depends for socio-emotional support, instrumental support, or both." Social support focuses on the ties between an employee and their boss, coworkers, family, and friends. When working for an organization, supervisor and colleague support are the most critical factors. A supervisor is a representative of an organization who is responsible for monitoring and assessing the work of subordinates. (Eisenberger et al., 1986; Levinson, 1965). A person can share one's emotional and psychological suffering with another to empathize with their position known as a peer or a co-worker. Social support is very important because working without the support of a supervisor and coworkers, no one is not much aware of what they are doing. It will lead to create job stress and finally creates less performance and more errors among the employees (Kalicinska et al., 2012).

The concept of social support and job satisfaction has grown in significance during the last 20 to 30 years in the context of mental health nursing (Happell, Martin, & Pinikahana, 2003). After that, with time, every profession is focused on studying those areas. This study is significantly important due to human resources are the most critical resources of the organization. A satisfied workforce may enhance organizational productivity, effectiveness, efficiency, and ultimately organizational performance and profit (Journal of Indian Research, 2013). Therefore, it is essential to have social support within the organization to enhance job performance in the workplace. Unlike foreign countries, according to the available research in this area, there are only very few it can be found on social support to make a satisfied workforce within Sri Lankan context. Moreover, research studies related to this topic within the Telecommunication industry in Sri Lanka and globally are very limited. Thus, the current study tries to identify the impact of social support on employee job satisfaction within a selected telecommunication company. Therefore, the study question was formulated as 'What is the impact of Social Support on Job Satisfaction within a reputed Telecommunication Company?'

Literature Review

Job Satisfaction

Job satisfaction represents one of the most complex areas faced by managers nowadays when managing employees. One of the key elements in determining an organization's performance and efficiency is job

satisfaction (Happock, 1935). The mix of psychological, physiological, and environmental factors that lead someone to genuinely state that they are content with their employment is known as job satisfaction (Happock, 1935). Vroom (1964) defined job satisfaction as an emotional reaction from a person to the roles they are currently playing at work. Accordingly, job satisfaction can be defined as the way how people feel about the job and its various aspects. Workplace satisfaction creates recognition, advancement, financial security, and the accomplishment of other objectives that produce a sense of fulfillment (Kaliski, 2007). Furthermore, job satisfaction can be defined as the degree to which a person is satisfied with the benefits of their work, especially in terms of self-motivation (Statt, 2004). Moreover, it is about an attitude toward the job's duties, peers, superiors, or subordinates and the salary (George et al., 2008). Employees treated and thought of first and foremost as human beings have their own needs, wants, and personal desires and are a great sign of how important job satisfaction is in modern businesses. When there is job satisfaction within the organization, the organization has a satisfied and happy employee who will be a successful employee within the organization. Job satisfaction will result in lower employee turnover, absenteeism, accidents, strikes, and grievances, as well as more employee loyalty (Kossek et.al, 2011). According to Spector (1997), job satisfaction has three important features. First, the organization should be guided by human values. These organizations will be oriented towards treating employees fairly and with respect. In these situations, measuring job satisfaction is a helpful way to assess an employee's efficacy. A high level of job satisfaction is a result of employees' being in good emotional and mental health (Spector, 1997). Second, the level of Job satisfaction is dependent on employee behavior, which has an impact on how well an organization runs and what it does. Finally, job satisfaction may serve as an indicator of organizational activities. Workplace conditions, social interactions, perceived long-term opportunities, perceived opportunities elsewhere, levels of aspiration and need fulfillment, as well as managers' attention to people, job analysis (scope, depth, interest, perceived value), remuneration (external and internal consistency), and management's concern for people all have an impact on job satisfaction (Spector, 1997).

According to Herzberg's Two-Factor Theory, things intrinsic to the work (company policies, supervision) can lead to (overall) job discontent but not satisfaction, while aspects external to the work (accomplishment, work content) can only lead to (overall) job satisfaction and cannot create job dissatisfaction. The Herzberg theory states that some parts or outcomes cannot produce satisfaction or dissatisfaction at all since, as we have seen previously, overall job satisfaction is a function of contentment with the individual components.
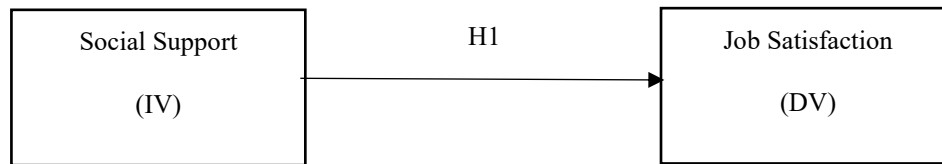
Social Support

Social support is a multidimensional, theoretically complicated entity that can be defined and assessed in a variety of ways. Social support is essential to the workplace since it builds positive relationships between staff members and leaders (Chandra, 2012). Social support is the conviction that one is respected, informed, emotionally cared for, engaged in communication, and a part of a network of relationships (Fernandes & Tewari, 2012; Rebecca & Jayawardana, 2022). One of the most crucial ways to improve psychological health and minimize the adverse effects of work stress is social support (Fernandes and Tewari, 2012; Jamal, 2013). It has been discovered that both managerial level employees and non-managerial employees build their perceptions of social support (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Wayne, Shore, & Liden, 1997). By engaging in extracurricular activities, such as assisting coworkers and superiors, you may help the business achieve its goals (Eisenberger et al., 2001). Giving other workers support to do their tasks more successfully and efficiently benefits both the company and the other workers (Bell &Menguc, 2002; Lynch, Eisenberger, &Armeli, 1999; Rhoades & Eisenberger, 2002). Social support was highlighted by Dornbusch and Scott (1997) as a way for employers to convey positive outcomes to their staff. Employees' actions or opinions gain greater authorization and endorsement inside the system as a result of receiving more positive consequences over time. While endorsement refers to the transmission of sanctions from peers or subordinates, authorization refers to the positive consequences of an individual in a superior position within the business. According to Wells (1982), social support decreases the risk that work demands may be seen as being too much. By keeping workers task-oriented and focused on problem-solving as opposed to being obsessed with fear; supportive relationships at work help employees manage the workload. Stress and coping social support theory (Lakey & Cohen, 2000), has largely served as the foundation for research on social support (Lazarus & Folkman, 1984).

The current study contends that coworker and supervisor support can directly improve employee job satisfaction. Specifically, a pleasant work environment that encourages individuals to adopt positive attitudes toward their occupations can be created by perceived support from coworkers and supervisors (Gaan, 2008). For instance, a study by Harris et al. (2007) discovered a favorable correlation between job satisfaction and social support at work. Additionally, a study by Lawrence and Callan (2011) discovered that support from coworkers and supervisors greatly aided employees in maintaining high levels of job satisfaction even in the event of

organizational change. Thus, the following hypothesis is advanced based on the above theoretical and empirical evidence.

H^1: There is a significant effect of social support on job satisfaction.

The above-mentioned hypothesized relationship is depicted in figure 01, conceptual framework.

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┌─────────────────────┐          H1          ┌─────────────────────┐
│   Social Support    │  ─────────────────▶  │   Job Satisfaction  │
│       (IV)          │                      │        (DV)         │
└─────────────────────┘                      └─────────────────────┘
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Methodology

Sample and Sampling Procedure

The data used in this study were collected by distributing a structured and self-administered questionnaire. In the current study, 1200 employees, who work in every division of a selected telecommunication company have been taken as the population. Accordingly, the sample size was 175 according to the Krejcie & Morgan (1970) table with a confidence interval of 95%. But the current study has taken 154 employees in a reputed Telecommunication Company as the sample size due to the time constraint to collect data. The current study applied the convenience sampling method for data collection which helps collect data from any available respondent. Out of 175, 154 responses were received and 7 were discarded due to incomplete responses. Therefore, only 147 responses were entered into SPSS and considered for further analysis.

Measures

Job Satisfaction

Employee job satisfaction was assessed using the measurement scale developed by Lester (1987) with 5 items. All the items are anchored on a five-point Likert scale where 1 = strongly disagree and 5 = strongly agree. No reverse-coded items are included in the scale. Sample items include: 'How do you feel about your job?; 'How do you feel about people you work with?'.

Social Support

Social support was assessed using the measurement scale developed by Rahim. et.al. (2021) with 10 items. All the items are anchored on a five-point Likert scale where 1 = strongly disagree and 5 = strongly agree. No reverse-coded items are included in the scale. This is the widely used and recommended scale in the extant literature. Sample items include: 'My immediate supervisor treats staff fairly' (Supervisor Support); 'Work relations are satisfactory' (peer support).

Accordingly, the above hypothesis was developed.

Results

Sample Composition

The study is male dominant where 55.8% of the respondents are males. Moreover, above 53.7% of the respondents are single and have at least a diploma or a degree. Most of the respondents are permanent employees and represent the Customer Care and Contact Centre division.

Hypotheses Testing

Table 1: Regression Analysis

Regression analysis of hypothesis 1

R	0.825**
R Square	0.680
Adjusted R Square	0.678
Standard Error	0.36384
Observations (N)	147
F	308.802
Sig.	0.000
Regression	Linear
Method	Enter

Source: Author, 2022

68.0% (R Square = 0.680) of the variation of job satisfaction could be significantly (Sig. = 0.000 which is less than 0.5) explained by the independent construct in the research model, social support [while other factors remain unchanged]. Further, the marginal contribution of social support (1.018) in determining the effect on job satisfaction is to be considered statistically significant (Sig. = 0.000) in the regression equation.

Table 2: Coefficient

Coefficient of hypothesis 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.086	.121		-.712	.478
	SSs	1.018	.058	.825	17.573	.000

a. Dependent Variable: Job Satisfaction
Source: Analyzed data, 2022

According to the regression results, H1 is accepted statistically claiming that there is a significant impact of Social Support on job satisfaction.

Discussion

Current study empirically analyzed the impact of Social Support on Job Satisfaction in a reputed Telecommunication Company. Theoretical model of the study was established around Social Support and Job Satisfaction. According to the findings of the study, there is a positive relationship between social support and job satisfaction. When there is high social support within the organization, it leads to creating a highly satisfied workforce. According to the findings of the study, the management of the organization has to make proper decisions to create a supportive work environment in the organization in order to create a satisfied workforce within the organization. For that, management can organize social activities within the company and reduce some tasks from the KPIs to give extra time to others. It also helps to retain employees and increase performance within the company. Finally, it can be a greater impact on creating a satisfy employees within the organization.

Finally, it is emphasized that the findings of the current study confirm the significant association between two variables of the study: Social Support and Job Satisfaction.

Conclusion

The current study aimed to extend the present knowledge on the relationship between social support and job satisfaction within the reputed Company in the Telecommunication industry. Subsequently, it reflects that there is a positive relationship between social support and job satisfaction. Accordingly, it shows that when there is high social support within the organization and encouragement to a supportive work environment, there will be a

highly satisfied workforce to enhance productivity with limited errors. On the other hand, when the organization does not encourage a supportive work environment within the organization, it will lead to a dissatisfied workforce. Further, the present study shows the importance of increasing social support within the organization which may increase the job satisfaction of employees. This concept is not important only for the Telecommunication industry, but for all the other corporate organizations that have to consider this social support and job satisfaction to create satisfied employees in the organization through creating a supportive environment. For that, organizations need to encourage employees to engage with others, by helping and generating new ideas. Furthermore, the limitations of the study show that this study is only limited to a single organization in the Telecommunication industry and the current study suggests conducting a study related to this area by considering all the employees in this industry and other industries when conducting future research. Moreover, the data collection method of the online questionnaire survey is not sufficient for the data collection of the study. Therefore, the current study suggests using more data collection methods such as interviews for future research.

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