

Influence of Job Satisfaction, Effective Teamwork and Social Media on Employee's Performance in Bahraini Telecommunication Sector

Qais Ahmed Almaamari¹, Mahmood Merza Salial²

¹(Department of HRM, College of Administrative Science, Gulf University, Kingdom of Bahrain,

²(Department of HRM, College of Administrative Science, Gulf University, Kingdom of Bahrain,

ABSTRACT

There are many factors that influence the level of employee's performance in the organization. This study is aimed to examine the factors influencing the employee's performance which are job satisfaction, effective teamwork & using social media platforms at the telecommunication sector in kingdom of Bahrain. This research is a highlight of the previous studies exploring the critical factors impacting the employee's performance in service firms. The findings of the study that job satisfaction, effective teamwork & using social media sites have a positively significantly influencing to employee's performance. The finding of this study might provide policymakers and corporate managers with a practical implication and knowledge of the aspects that could likely affect employee's performance in the service sector, allowing for the potential of attracting and gaining more employee.

Keywords: Factors, Employee Performance, telecommunication Sector, Bahrain

1. INTRODUCTION

The telecommunication sectors in Bahrain are considered a monopoly market where the suppliers of the service take full responsibility to provide the customers with their needs, such as Batelco, Zain, and STC. However, high competitiveness is required while being in such a market with these dominant monopolies, they are competing to insure keeping the high level of customer loyalty through providing a very quick and valuable service, thus the performance of their employee productivity must be in a higher rate to secure the loyalty of the customer (Raju, 2021). As a result of being in such a market, locating the best talent would not be always the case, where every firm must train and elevate the quality of the performance of their employees and keep them up to date with what is required in terms of vocal, social & technological skills (Al-Shammari & Al-Am, 2018; Sreekumaran Nair, Aston, & Kozlovski, 2017).

Employee performance is a very important & critical aspect that needs to be addressed in every organization, the productivity of every individual formulates the organizational performance overall, and of course, there are many standards of performance been set by the firms and it ensures high level of performance where they must meet their standards, and every organization has a key performance indicator KPI to examine their productivity among employees, but the challenge is keeping the high rate of productivity for a longer period (Al-Harethi & Al-Maamari, 2018; Aldoseri & Almaamari; Kaplan, Kaplan, Norton, Davenport, & Norton, 2004; Rizky & Ardian, 2019)

Furthermore, As a part of the human resource department, we must try to keep the high rate of performance regarding employee productivity where we should study the many factors that

could affect the employee's productivity in the field of telecommunication. Such as using social media, effective teamwork, job satisfaction, organizational commitment (Al-Maamari, 2020; Almaamari & Alaswad, 2021; Alsaad & Almaamari, 2020; Okoye & Ezejiolor, 2013).

This paper will review the past literature that studied the correlation between the variables, aiming to 1) Examine job satisfaction impact on employee's performance, 2) Effective teamwork impacts on employee performance 3), and using social media impact on employee's performance at the telecommunication sector in kingdom of Bahrain.

2. LITERATURE REVIEW

2.1 The Relationship between job satisfaction and employee's performance

Most of the graduates in Kingdom of Bahrain prefer to join public organizations, where they have a secured life career & opportunities to reach a higher position in the hierarchal structure in their firm, or even get better benefits packages after serving the community and the country for many years (Al-Shammari & Al-Am, 2018; Dizgah, Chegini, & Bisokhan, 2012).

Job satisfaction represents a set of factors that indicate whether an employee is satisfied in his professional life, or not. Such as job stability, opportunities for carrier growth & most importantly a comfortable work-life balance (Aziri, 2011). The private sector in kingdom of Bahrain is considered very different than the public one, in terms of very obvious aspects like working days, benefits packages, and basic pays, or even in terms of diversity at the workplace, where those who want to create more relationships prefer to join the private sector that contains multinational organizations (Albalushi & P Sankar, 2019).

Regarding telecommunication firms, they are aware of the huge impact of job satisfaction, and they are focusing on providing the best quality working conditions, where the employee are the core to develop the telecommunication sector, they ensure that the skills of the employees match the job qualification (Raju, 2021). And providing them with a high & attractive salary to satisfy their basic & security needs in terms of housing, education, safety, and even career growth & development opportunities (Kullab & Yan, 2018).

According to Al-Shammari and Al-Am (2018), this study conducted in the telecommunication sector in kingdom of Bahrain to investigate the organizational culture & job satisfaction (Raju, 2021). The data collection method was quantitative by providing a questionnaire to 400 employees by using simple random sampling, where they sent the forms via emails to randomly selected participants. His finding shown the highest score of job satisfaction for supervision & coworker, while the least score of satisfaction was regarding the dimension of rewards & compensation plans.

Additionally, A study was conducted by Albalushi and P Sankar (2019), that identify and analyze employee satisfaction among employees in the telecommunication sector in Bahrain, where the research method was descriptive, they have used stratified sampling in order to choose among employees. And the research instrument was a self-made questionnaire by the researchers. The data analysis they viewed showed that the sample consisted of 83 participants, and the male gender category is more frequent (52%). Also, the most frequent category of age within participants observed was (26 – 36 with 43%).

In terms of education, the most observed category was bachelor's degree (63%). Job satisfaction was measured by four main dimensions: 1) salary. 2) Benefits & allowances. 3) Leaves & vacation. 4) Work environment. The descriptive demographic characteristics are: 1)

Age. 2) Gender. 3) Education. 4) Job position designation. The purpose of such study is to understand the employee's perspective on job satisfaction in an offer to have more insight that can be used to form new sufficient strategies in the workplace by the HRM department to aid in creating a better job experience. The conclusion of the study indicates that many employees agreed that satisfaction can lead an employee to perform in a better manner, part of the employee's consider compensation to be the most satisfactory factor that the telecommunication sector should focus on, while others consider the opportunities for career growth & development is the key factor to achieve job satisfaction & ensure quality performance.

H1: job satisfaction has a positive association with employee performance.

2.2 The Relationship between effective teamwork and employee's performance

Teamwork means there is a group of individuals who try to achieve certain goals, through giving everyone in the team a specific task to do in order to accomplish the bigger objective, thus the teamwork relies very heavily on the understanding between the coworker, using communication skills sufficiently (Manzoor, Ullah, Hussain, & Ahmad, 2011; Sanyal & Hisam, 2018). The management is responsible for creating a positive work environment where teamwork will be a positive process, which leads to great results such as improving the overall performance of the employees, and the organization overall. However, very negative teamwork, where the team member is not engaged in the team spirit, will definitely fail to deliver such wanted results (Al-Harethi & Al-Maamari, 2018; Septiani & Gilang, 2017).

A study done by Al Salman and Hassan (2016), The management in this contemporary day understands the critical part & the important role that effective teamwork can add to the organization, especially in the telecom sector where the competition considers very high, and the customer expectations about the services cannot be let down by the providers. Reaching effective teamwork is a prolonged process, which starts from the recruitment process by the HRM department, where the organization can have a pool of talent, to share innovative thoughts & skills. Moreover, the organizational culture & how it can assist in creating relationships between coworkers, so when the management starts applying strategies to build an effective team the process will be successful because the management has considered all the necessary parts to build an effective team (Schein, 1983).

The findings of the study conducted by Manzoor et al. (2011), that found a positive significant association between effective teamwork & employee performance, where the study took place in the telecom sector in Islamabad, Pakistan. The research method was quantitative and the researchers distributed 150 questionnaire models in three companies (Ufone, Telenor & Mobilink) and the sample of the population was the middle & upper-level employees in these telecom organizations to collect the data needed and upload it in SPSS to analyze it. The dependent variable of the study was employee performance, and one of the three independent variables was effective teamwork, where the multiple regression model has shown the positive relationship between effective teamwork & employee performance.

Therefore, the most important & relatable descriptive study to this specific job satisfaction is also trying to find the impact of effective teamwork on employee's performance in the telecom sector in Kingdom of Bahrain. Conducted by AlArafat and Doblax (2021), the approach of the

study was quantitative, the population is all the employees currently working in the related sector in each of the telecom organizations (Zain, Batelco & STC). Stratified random sampling was done to choose the participants by using the Raosoft sample calculation model, which determine the size of the sample to be 263 based on the total population number 9143. The findings of the study indicate that there is a significant impact of effective communication, level of trust, interpersonal skills & team cohesion on employee's performance in the telecom sector in Kingdom of Bahrain. However, the hypothesis regarding accountability's impact on employee performance is rejected, and there is no impact. Therefore there is a significant impact of effective teamwork on employee performance. The research conclusion stated that there are effective practices by management in the telecom sector, where there is a high level of effective communication, high level of trust, high level of interpersonal skills & high level of team cohesion, proven by the fact that the participants respond indicate there awareness & agreeableness to the impact of these practices on their overall performance (AlArafat & Doblal, 2021).

H2: Effective teamwork has a positive association with employee performance.

2.3 The Relationship between using social media & employee's performance

Social media is nowadays considered one of the important tools that could be used in any organization, and many managers are encouraging the use of this tool. The variety of the social media platforms & applications enables it to satisfy the need of any firm, whether using e-mails, cloud documenting, search engines such as Google, or even media sharing content such YouTube for videos, or Instagram for marketing (Dabbagh & Kitsantas, 2012; Hussein Khalifa et al.; HK Khalifa, Badran, Al-Absy, & Almaamari, 2020).

According to Mohamed, Sidek, Izharrudin, Kudus, and Hassan (2017), that this medium of sharing information provides very quick, instant & immediate responses that fit the fast flow of the process of completing tasks. Social media has proven its capability & usefulness, especially during major obstacles, like the shortage of time & space, limited financial resources, and even pandemics, social media provide video call meetings & considered a very low-cost tool, distance working cannot be archived ten years ago at least in terms of the quality of output without the rich sources of social media sites available today. However, we are talking about the effective usage of social media & how it could be beneficial, where using it excessively by employees will waste time, disturb the thoughts & productivity, which decrease the overall performance.

In the light of the study conducted by AlBuflasa (2019), it specifically aims to discover the impactful ability to use social media sites on the employee's performance in ZAIN company in particular as one of the main strong & innovative providers of the telecommunication service in Kingdom of Bahrain, and the company contains a large number of talented employed that continue going forward. the research design was quantitative, and convenience sampling was used by the researcher to choose among the population (ZAIN BH managers), and the sample contains member of all the three level of management. The questionnaire sent via emails to 10 of senior managers as directors, 19 of middle managers as managers, 36 of lower management as team leaders. The findings of the study based on liner regression analysis based of SPSS measurement, the three sub-variables of how social media perceived by management (trust,

shared vision & network ties) are positively impactful to the employee's performance, with differences of influences between sub-variables where trust is the weakest influential factor.

H3: Using social media has a positive association to employee's performance.

3. Underpinning Theories

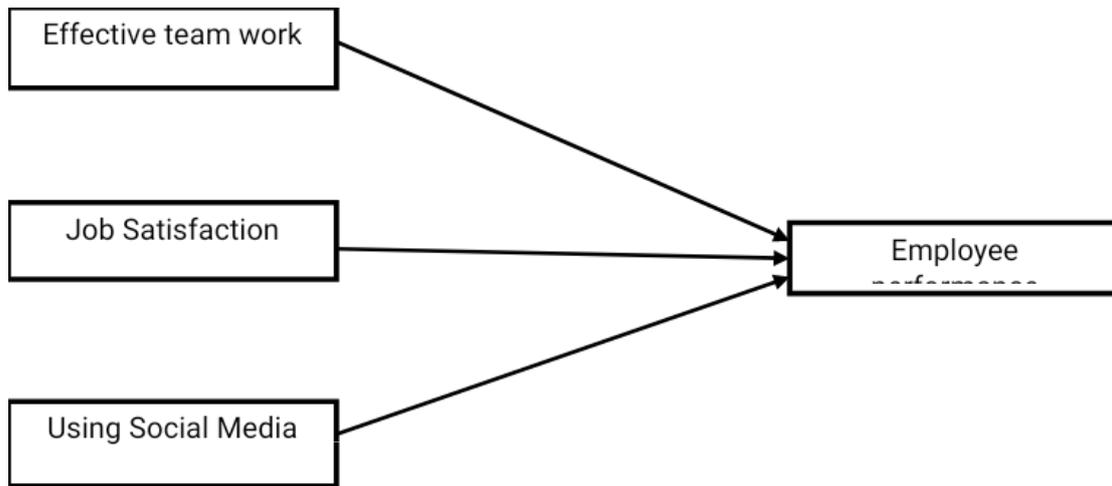
3.1 Resource-based View (RBV)

Resource-based view is a growing and prominent field in the strategy literature that addresses the issue of an organization's identity (Raju, 2018). It is primarily concerned with the origins and characteristics of strategic capabilities. The resource-based viewpoint is intra-organizational in nature, arguing that firm-specific resources and competencies drive performance (J. Barney, 1991; Wernerfelt, 1984). The resource-based approach assumes that successful businesses would build distinctive and unique skills, which are frequently implicit or intangible in nature (Rumelt, Schendel, & Teece, 1991). Thus, the essence of strategy is or should be defined by the firms' unique resources and capabilities (Wernerfelt, 1995). Furthermore, strategy's ability to create value, i.e., the firm's ability to develop and maintain a successful market position, is highly dependent on the rent-generating capability of its underlying resources and skills (Conner, 1991).

The resource-based view (RBV) indicates that competitive advantage and performance outcomes are the product of firm-specific resources and talents that are expensive to replicate by other rivals (J. Barney, 1991; J. B. Barney, 1986; Rumelt et al., 1991; Wernerfelt, 1984) (Raju et al., 2021). If a business has specific unique qualities, these resources and competencies can be essential determinants in achieving long-term competitive advantage and improved firm performance. These resources should be valued, progressively efficient and effective, scarce, imperfectly imitable, and non-substitutable (VRIN) (J. Barney, 1991). In this approach, a company may be able to maintain a competitive edge in the market by identifying, developing, deploying, and preserving certain resources and distinguishing them from their competitors, allowing it to compete more effectively in a competitive market (Amit & Schoemaker, 1993; Carmeli & Tishler, 2004; Dierickx & Cool, 1989).

4. Theoretical Framework

Based on the discussion above, this study combines theories with factors that have been identified to test. The following figure conceptualizes the variables of the study, where employee performance is the dependent variable that effected by the changes of the other three independent variables which are effective teamwork, job satisfaction, and using social media sites. All of the three independent variables showed a significant positive influence on the employee performance.



5. Discussion & Conclusion

First of all, the purpose of this article is to investigate the elements that influence employee performance in service businesses. This research adds to the body of information about the relevance of strong employee performance in the service sector. It also advises that service company executives should utilise more effective employee performance tactics, as maintaining current employees is more cost efficient than acquiring new ones. The study's findings also reveal that six factors, including job satisfaction, effective teamwork, and social media use, have a substantial impact on employee performance. As a result, the findings of this study provide managers, academics, and other researchers with a much stronger and better foundation on which to offer the necessary procedures and tactics for assuring high levels of employee performance. As a result, service firms must make a concerted effort to promote job satisfaction, effective teamwork, and social media use, particularly job satisfaction, in order to achieve greater levels of employee performance.

The limitations and recommendations for future research are discussed as follows. Firstly, the lack of a moderation variable such as organizational culture between the determinants and employee performance was discovered in this study. Second, future research might look at additional concepts that influence performance directly or indirectly but were not explored in this study, such as the attractiveness of alternatives and inertia, or the impact of employee performance on employee loyalty. Finally, future research may look at the same characteristics that influence success but in a different industry.

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