
A study on job satisfaction in the consultancy industry

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Abstract: In this paper, I study about employee job satisfaction where employees need organisational and personal satisfaction. Employee job satisfaction is the key to success for any company. Job satisfaction is the key indicator of their attitude towards their work, superior and environment. This study is to find about the level of satisfaction in the consultancy industry through implementation of a job satisfaction survey. Due to the stressful work environment prevailing in the companies, the physical health and mental well-being of the employees are at stake. Satisfaction is important because it improves the firm's ability to predict needs and employee dissatisfaction. The sample size is 30. Using a unique combination of firm-level data and information from job satisfaction surveys, the empirical analysis reveals that the employee needs job security at the most.

Keywords: Job satisfaction, organisational satisfaction, job security, employee dissatisfaction, innovation.

INTRODUCTION

Job satisfaction means an employee's positive and negative emotional state towards work. Job satisfaction is in regard to a sole emotional feeling or state-of-mind regarding the nature of their work. It can be defined as the extent which employees feel gratified in the job. Job satisfaction can be influenced by a variety of factors like the nature of the job, rapport with their supervisor and co-workers, the quality of the work environment, job security, benefits, welfare measures, personal development, career development, incentives, recognition, policies and procedures, degree of fulfilment in their work etc. Hop pock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. As stated by this approach although job satisfaction is beneath the influence of numerous external factors, it remains something internal that has to deal with the process of how the employee feels. Job satisfaction presents a set of factors that cause a sense of satisfaction.

Our research idea is based on the rich knowledge acquired by our peer teams across the university. (A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiq, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014). The need of the study is to assess the Job satisfaction in quality of the work, development in career, social behaviour, promotion in the organisation and a sense of happiness and fulfilment in personal life.

REVIEW OF THE LITERATURE

(Bowen et al., 2008) has the concepts of job satisfaction and motivation are clearly linked and invariably used interchangeably in practice Bowen et al; (2008). They further explain that job satisfaction describes or measures the extent of a person's contentment in his or her job while motivation explains the driving force(s) behind the pursuit or execution of particular activities or a job.

(García-Bernal et al., 2005) has the concept of employee satisfaction is a multi-dimensional and inter disciplinary term that has attracted the attention of researchers and practitioners from different disciplines such as psychology, human resource management, organizational behavior, TQM and so for it.

(Chen et al., 2006) Employee satisfaction has been a focus for research and practice for the last two decades in particular and considered to be a critical issue for organizational performance. A number of scholars and management "gurus" stressed the importance of employee satisfaction and its influences on organizational performance as much as customer satisfaction.

(Cranny et al., 1992) Has Suggests that employee satisfaction encompasses a lot of different facets. Hence overall employee satisfaction describes a person’s overall affective reaction to the set of work and work-related factors whereas the facets of job satisfaction involve workers’ feelings toward different dimensions of the work and work environment.

(McDuff, 2001) It may be assumed that female clergy have lower satisfaction than do male clergy due to lower pay and respect and more family stress. A gender paradox is found within work satisfaction and clergy, however, and female clergy are generally as satisfied or more satisfied than are their male counterparts despite perceiving the system as unjust, receiving less pay, having fewer opportunities for advancement, and having smaller churches with smaller budgets.

(Zembylas and Papanastasiou, 2006) Has who studied the sources of job satisfaction and dissatisfaction in Cyprus, it is claimed that teachers derive satisfaction from such aspects as: “working with children and seeing them grow and achieve, making a contribution to the society, working collaboratively with colleagues and achieving personal professional growth”. They also found that pay, working time and vacation influence job satisfaction although they were not of great significance.

(Rasku and Kinnunen, 2003) found that Finnish secondary school teachers expressed more job satisfaction than their counterparts in other European countries in which the study was conducted. Their satisfaction was a result of the fact that they are assured their wellbeing through working.

(Judge and Hulin, 1993) mentions that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance, and negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job.

(Stride et al., 2008) presented widely used measurement scales of Job Satisfaction, Mental Health, Job-related Well-being and Organizational Commitment, along with benchmarking data for comparison. Information is given by occupational groups, and is further broken down by age and gender.

(Lu et al., 2005) Has External environmental effects on human sensations in the workplace. Thus, a job is a large part of life, so job satisfaction affects the total satisfaction of humans. We can conclude that there is a mutual effect between job satisfaction and life so managers should not only monitor the job situations but also check their employee life conditions.

EMPLOYEES JOB SATISFACTION IN THE CONSULTANCY INDUSTRY

The aim of this current literature is to inspect the knowledge of employees towards job satisfaction in the consultancy industry. This includes the various organisational satisfaction, personal satisfaction and needs. This is done by employing a questionnaire which contains various views with respect to job satisfaction to be followed in the consultancy industry. The sample size for this study is 30. The responses were collected from the employees of the industry. The frequency analysis of respondents are displayed in the following figures. The Frequency analysis table consists of three variables associated with the demographic profile of respondents such as respondent type, age and experience in job satisfaction.

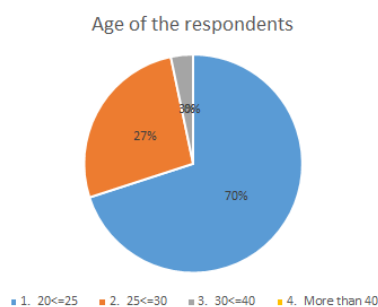


Fig 1.1: indicates the frequency and percentage values of age. It is analyzed from the table that the majority of the employees are below 25 years (70%) followed by 25<=30 (26.7%) and above 30<=40 (3.3%)

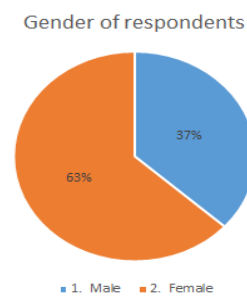


Fig 1.2: indicates the frequency and percentage values of gender. It is analyzed from the table that the majority of the gender type are Female (63.3%) when compared to Male (36.7%). Consultancy industry believes that women are thoughtful, more reflective and engaged.

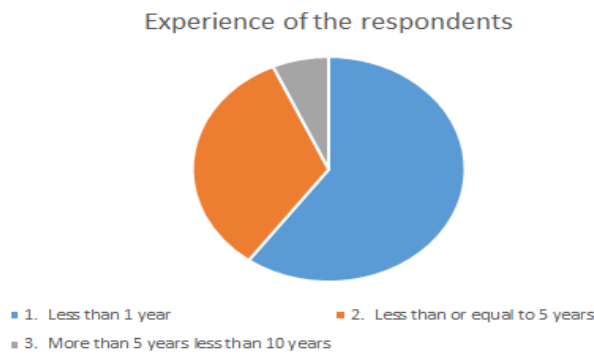


Fig 1.3 indicates the frequency and percentage values of Experience. It is analyzed from the table that the majority of the employees working are Less than 1 year (60%) followed by Less than or equal to (33.3%) and more than 5 years less than 10 years (6.7%).

Table 1: Mean analysis

S.N O	EMPLOYEE’S JOB SATISFACTION LEVEL IN THE CONSULTANCY INDUSTRY	MEAN	RANK
1.	I would recommend the organization as a good place to work for my friends and acquaintances (recommendation)	3.40	3
2.	Your organization provides sufficient opportunities for personal growth and professional growth (opportunity)	3.17	8
3.	I have a good relationship with co-workers (relationship)	3.30	6
4.	I feel proud to be associated with the organization (associate)	3.10	10
5.	I am satisfied with the employee culture in my organization (employee culture)	3.40	5
6.	I am satisfied with the organization working environment (workplace)	3.53	2
7.	My current salary matches with the responsibility and the level of satisfaction in the organization (salary)	3.00	11
8.	The organization supports employee welfare to satisfy the employees (welfare)	3.23	7
9.	Employees receive appreciation and recognition for their abilities, efficiency and performance (appreciation performance)	2.97	13
10.	The organization helps employee in personal growth (personal growth)	3.13	9
11.	The organization shows gender discrimination sometimes (gender discrimination)	2.50	14
12.	Employees are encouraged to communicate and suggest new ideas (communication)	3.00	12
13.	Our organization provides job security (job security)	6.47	1
14.	I am satisfied with the current benefits and compensation offered by the company (compensation benefits)	3.42	4

Table 1 displays the mean values for 14 variables. It is evident from mean analysis table that the Job security possess highest mean value followed by other variables such as workplace, recommendation, compensation benefits, employee culture, relationship, welfare, opportunity, personal growth, associate, salary, communication, appreciation performance and gender discrimination. So it is implied, respondents are well aware that job security is more important than gender discrimination. Table 2 depicts factor analysis which is performed to measure the relationship among variables within the assumed constructs. In this section, we examine the data adequacy for conducting factor analysis by using KMO and Bartlett’s test.

Table 2: KMO and Bartlett’s Test

Kaiser-Meyer-Olin Measure of Sampling Adequacy		.706
Bartlett’s Test of Sphericity	Approx. Chi-Square	297.349
	df	78
	Sig.	.000

Table 2 demonstrates KMO and Significance value. If the KMO value is >0.6 and significant level is at 1%, it indicates that the given data is satisfactory for conducting factor analysis. Here KMO value is 0.706 and therefore, provided data is satisfactory for conducting factor analysis.

Table 3: Total Variance Explained

COMPONENT	INITIAL EIGEN VALUES			ROTATED SUMS OF SQUARED LOADINGS		
	TOTAL	% OF VARIANCE	CUMULATIVE %	TOTAL	% OF VARIANCE	CUMULATIVE %
1	7.252	55.782	55.782	5.120	39.382	39.382
2.	1.477	11.363	67.145	3.231	24.857	64.238
3.	1.140	8.770	75.915	1.518	11.677	75.915
4.	.744	5.722	81.637			
5.	.578	4.443	86.080			
6.	.488	3.757	89.836			
7.	.342	2.628	92.464			
8.	.311	2.391	94.855			
9.	.252	1.936	96.791			
10.	.182	1.399	98.189			
11.	.119	.916	99.105			
12.	.087	.666	99.771			
13.	.062	.362	99.830			
14.	.030	.229	100.000			

It is evident from the table that with the help of factor analysis fifteen variables have been grouped into three factors and all together they explain 75.9 % of variance.

Table 4: Rotated Component Matrix

S. NO	EMPLOYEE’S JOB SATISFACTION LEVEL IN THIS STUDY	COMPONENTS		
		1	2	3
1.	The organization helps employee in personal growth (personal growth)	.867	-	-
2.	The organization supports employee welfare to satisfy the employees (welfare)	.858	-	-
3.	My current salary matches with the responsibility and the level of satisfaction in the organization (salary)	.785	-	-
4.	I am satisfied with the organization working environment (workplace)	.753	-	-
5.	I am satisfied with the employee culture in my organization (employee culture)	.715	-	-
6.	Employees receive appreciation and recognition for their abilities, efficiency and performance (appreciation performance)	.681	-	-
7.	Employees are encouraged to communicate and suggest new ideas (communication)	.641	-	-
8.	Our organization provides job security (job security)	-	.814	-
9.	I would recommend the organization as a good place to work for my friends and acquaintances (recommendation)	-	.778	-
10.	I feel proud to be associated with the organization (associate)	-	.682	-
11.	Your organization provides sufficient opportunities for personal growth and professional growth (opportunity)	-	.634	-
12.	The organization shows gender discrimination sometimes (gender discrimination)	-	-	.861
13.	I have a good relationship with co-workers (relationship)	-	-	.638
14.	I am satisfied with the current benefits and compensation offered by the company (compensation benefits)	-	-	.638

It is observed from the table 4 that the variables are categorised into three components and they are named as Organisational satisfaction, personal satisfaction and Needs. The Organisational satisfaction component comprises personal growth, welfare, salary, workplace, employee culture, appreciation performance and communication. The personal satisfaction components comprise job security, recommendation, associate and opportunity. The Needs component comprises of gender discrimination, relationship and compensation benefits. Table 5 measures the Job satisfaction of an employee with the demographic profile of respondents by using ANOVA.

Table 5: ANOVA ANALYSIS

S. No	VARIABLE	F	SIG
1.	AGE vs PERSONAL SATISFACTION	2.353	.068
2.	AGE vs ORGANIZATIONAL SATISFACTION	.816	.634

3.	AGE vs NEEDS	.587	.760
4.	JOB SATISFACTION vs PERSONAL SATISFACTION	1.744	.165
5.	JOB SATISFACTION vs ORGANIZATIONAL SATISFACTION	2.846	.024
6.	JOB SATISFACTION vs NEEDS	1.244	.323

Table 5 shows Frequency and Significance values. It is clear from the table that significant value is $>0.05\%$. Hence, accept null hypothesis. Except job satisfaction in Organisation satisfaction of respondents which shows that it accepts alternate hypotheses.

CONCLUSION

Job satisfaction plays an important role in every job. Job satisfaction is a complex concept that is influenced by many factors. The study revealed that most of the employees are satisfied with their jobs on a number of parameters such as work culture, relationship with peers and superior, internal pay equity etc. The old saying "you get what you pay for" tends to be true when it comes to work people. If individuals believe they are not compensated well, they will be unhappy. The organization needs to fine tune its pay structure to retain competent employees for a longer period of time. The content of a job has a tremendous effect on employees' level of pride for themselves and for the work they are doing. So, they need to add some motivational programs and events besides the jobs according to employees' interests and efficiency to keep them on track and satisfied as well. An unresolved problem/complaint immensely affects the level of job satisfaction of employees. So, the management needs to install a better mechanism to address grievances of its employees. The management should make employees feel good about their jobs, so that they feel a feeling of accomplishment after completing their tasks.

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