

## Analysing Job Satisfaction and Work Environment: An Internal Audit of a Management Consulting Firm

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**Abstract:** This study presents a qualitative analysis of job satisfaction among Management Consultants' employees, conducted as an internal audit for the company. The primary purpose of the research is to determine the extent of employee satisfaction and specifically how the company's management of the work environment influences employees in general. It is conducted on the premise of initial data gathering. Information was gathered using a pre-prepared questionnaire survey, duly distributed among the employees. Their feedback was examined using percentage analysis and chat analysis methods, making it easy to interpret the degree of satisfaction. Work environment, leadership, rewards, chances of growth, and work-life balance are the most influential drivers, which are determined primarily by this research. Job satisfaction is maximised if it leads to greater productivity, lower turnover, and better organisational performance. The study has also provided extensive learning opportunities, which have further enhanced my knowledge of organisational behaviour and business processes in Management Consultants. Besides honing my knowledge in the dynamics of employee satisfaction, the study also gives me a general background on human resource management and how it is the key to organisational success.

**Keywords:** Management Consultants; Percentage Analysis; Self-Contentment; Chat Analysis; Analysis of Data; Primary Data; Pre-Designed Questionnaire; Organisational Behaviour; Human Resource Management; Organisational Commitment.

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### 1. Introduction

Job satisfaction of an employee is a significant field of organisational behaviour and human resource management (HRM) research, as it reflects the work attitude and organisational commitment of an employee. It is all about the emotional state or feeling of an individual towards the kind of work they do, which affects their motivation, productivity, and overall health. Job

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satisfaction is not self-satisfaction or self-happiness but the satisfaction of employees in performing their job roles. It has a direct linkage with work performance in terms of absence, productivity, and staff retention [7]. Job satisfaction is an emotional reaction to working, one that is perhaps never openly expressed but is implied by observing employees' behaviour and speech [12]. It is subject to the extent to which the job outputs are or how far the workers are meeting or exceeding expectations, according to prior studies [3]. Workers believe they are properly rewarded for their efforts when they receive the right satisfaction; consequently, greater loyalty and lower turnover rates are observed [14]. However, frustrated expectations lead to lower motivation and commitment, along with dissatisfaction [5]. Several aspects are contributing to job satisfaction, including the intrinsic nature of the job itself, remuneration, working conditions, scope for development, office relationships at work, and overall organisational culture [9]. Employee satisfaction is most often recorded after organisational change, i.e., change in managerial style or office policies, to ascertain whether there is increased employee morale after the change [16].

Companies also conduct periodic surveys to determine the satisfaction level, and this helps them to identify where they should improve [6]. For instance, opinion polling agencies like Gallup regularly survey workers' satisfaction at a national level to track broad workforce patterns as well as the economy, as applied in recent research studies [2]. High job satisfaction has been positively linked with correct organisational performance, as evidenced by previous outcomes [11]. Content employees are inclined to work extra hours to meet customers' needs and contribute positively to the firm's success [4]. In sales, devoted and committed workers create customer satisfaction, which contributes to the image and profitability of the firm [15]. On the cost side, satisfied employees will not want to leave their company, lowering recruitment and training expenses [8]. They are less likely to be poached by their competing companies and commend the company as a great place to work [1].

Organisations need to notice a few important things to construct and sustain employee satisfaction [10]. Generalised activities, unlike work toward tasks, give staff a sense of meaning and variety and hence make them more satisfied [13]. Frequent and proper formal and informal performance appraisal enables staff to receive positive feedback and praise, which enhances their self-esteem [12]. Organisations that focus on staff career development, learning, and growth also establish a culture of continuous improvement, which enhances employees' morale [14]. Decision-making that is high-involvement also facilitates the perception of belongingness and investment of the employees in the success of the company [7]. Companies that are open in communication, equitable in employee treatment, and appreciative of their hard work ought to be able to demonstrate higher levels of satisfaction [2]. Staff participation schemes, team-building, mentoring policies, and health schemes can raise the level of staff morale and the level of satisfaction [11].

Furthermore, those firms that have been open to work-life balance and teleworking have enhanced staff satisfaction and turnover [5]. The respected and valued employees will be more likely to be committed to their firm, and this leads to the long-run stability and prosperity of the firm [15]. Job satisfaction has an important aspect: employees should feel that their strengths and skills are being used appropriately [6]. If workers believe their talents align with their job, they will be more motivated and content with their profession [14]. Companies that offer opportunities for career and expertise development provide a sense of growth and contentment to their workers [8]. Career paths, mentoring, and training programs are required to increase the workers' satisfaction [10]. Employee satisfaction also greatly depends on managerial behaviour and leadership [4]. Communicatively skilled, open, and empathic managers create a healthy working environment, which results in extremely high satisfaction levels [13]. Open communication from benevolent leaders ensures that workers' voices are heard so they can provide input and voice concerns [12]. Voices being heard are usually valued employees who remain satisfied and motivated at the workplace [7]. Physical workplace environment is also an important cause of employee satisfaction [3]. Healthy and comfortable work environments, properly equipped office configurations, and needed facilities lead to a satisfactory work experience [16]. Firms investing in ergonomic workplaces, sufficient light facilities, and open office design produce a satisfactory and effective work site [2]. Further, the encouragement of workplace diversity and inclusivity raises worker satisfaction through stimulating a sense of belongingness and valuing diversity [11].

Long-term reward and appreciation mechanisms are the major drivers towards enhanced job satisfaction [9]. These efforts were highly valued and appreciated [1]. Incentive schemes with performance, recognition schemes, and employee appreciation functions motivate positive behaviours resulting in high levels of job satisfaction [15]. Financial incentives with bonuses and benefit-sharing schemes also enhance employees' motivation and worker turnover [5]. Work-life balance is also the main determinant of employee satisfaction [10]. The businesses that offer work-life balance options, such as leave policies for work and family, enable employees to work and live better [8]. Employees whose company values their health and well-being tend to be healthier and happier [14]. Businesses that create work-life balance have less burnout and better employee retention [12]. Job satisfaction is also associated with organisational mission and values [6]. Employees who are aligned with the goals and values of the company experience purpose and identification towards work [4].

Companies that adopt ethical conduct, corporate social responsibility, and give back to society in an enticing form tend to induce greater job satisfaction levels [13]. Content workers are more dedicated and motivated towards the work [11]. By integrating it, employee satisfaction is a complex term that plays a crucial role in organisational success. Happy employees are

most likely to be productive, loyal, and refreshed and work towards enhanced business performance [7]. Organisations that invest in addressing employee satisfaction through equitable remuneration, career growth, an amicable workplace, and effective management practices are most likely to experience lower staff turnover, higher customer satisfaction, and overall business growth [2]. It is therefore an investment that is profitable to the individual but forms a pivotal element for building a stable, innovative, and dynamic organisation [16].

## 2. Literature Review

Strong leadership and strong management are required to drive an organisation towards achievement. They are all inherent in several competencies, such as managing, controlling, problem-solving, organising, and utilising resources [7]. Not only delegating the work but also motivating individuals and empowering them to accomplish organisational objectives and mission [12]. This coordination will serve to collect an overall sense of direction from the workers, leading to productive results, as per research that was formulated before Aust et al. [3]. The most crucial leadership characteristic is that workers are motivated to work, particularly through their involvement in identifying and solving work-related problems [14]. The work must be made meaningful to employees by managers, as it is necessary to foster a sense of responsibility and commitment towards the organisation's goals [5]. It not only increases employee satisfaction but also enhances the firm's performance [9]. Establishment of an ethical organisational climate is one of the most important aspects of effective leadership [16].

Managers themselves have a larger role to take in setting the tone of the workplace, employing ethical decision-making and internalising a culture of integrity [6]. Managers should be well aware that organisational success is not easily attainable and is closely correlated with ethical working at the workplace, as demarcated in previous research [2]. Ethically good leaders motivate their workers to be ethically good in performance and behaviour, allowing the organisation to flourish on the grounds of responsibility and trust [11]. Business ethics of the company encompass not only the mutual interpersonal relationships within the company but also the enterprise-wide policies and systems that enable an organisation to flourish and earn its reputation [4]. Ethical leadership involves inspiring employees to make decisions that align with both company and societal values, thereby establishing a work culture built on mutual respect and justice [15].

Interpersonal relationships in the workplace also affect organisational performance [10]. Poor interpersonal relationships between managers or workers are very stressful, so stressful that it will be difficult to agree or collaborate without strife [1]. The instant that employees feel isolation or disconnection from the groups, work output and job satisfaction are compromised [13]. Isolation can subsequently result in further problems, e.g., employees avoiding meeting attendance or holding great ideas on the back burner, not wishing to be belittled or betrayed [5]. Such problems have a cascade effect, reducing morale as well as the group's overall performance [12]. In return, mutual good working relations with one another in the team are required to foster an environment of teamwork in which workers are enabled and respected [8]. Positivity of interaction among colleagues and faith enables free-flowing communication, conflict resolution, and mutual responsibility, required for organisational goal achievement [2]. They will be better positioned to tackle challenges and operate effectively when working in teams, which is reflected in the company's overall performance [11]. Job satisfaction is also one of the primary drivers of organisational performance [3].

Job satisfaction drivers are numerous and varied, ranging from compensation to career and chances for personal development [7]. Workers who have a belief in the worth and value of their job, as per their values, will be satisfied and motivated in the workplace [14]. In addition to job variety and autonomy, workers who feel a sense of work value or satisfaction will be productive and motivated [4]. Managers who are attuned to the job satisfaction of their workers and those who do their best to provide a harmonious and satisfying work environment are more likely to attain higher retention and performance [16]. It, in turn, reduces employee turnover as well as investment in recruitment and employee training expenses [9]. Another important variable in employee happiness is integrating organisational and individual objectives [10].

Managers must make an effort to help their employees understand that their work is part of the larger organisation and contributes to the overall success [6]. This sense of direction and purpose can make employees more dedicated and involved, resulting in an improved workforce [12]. If workers are appreciated for their work and have the opportunity to contribute positively, they will remain committed to achieving organisational goal success [8]. The managers also have to realise the importance of giving the workers opportunities for career growth by way of career development programs, training, or promotions within the organisation [15]. By doing so, managers invest in staff improvement and progression, thereby building a high-performance and loyalty culture [5]. Apart from this, the role played by management in building organisational culture cannot be overemphasised [13].

It is the responsibility of managers to create a culture of respect, open communication, and collaboration as top-order priorities [7]. Identification and commitment develop once the voice of the employee is heard and they are respected at an individual level [2]. The management's ability to excel in work relationships and establish trust within the organisation is a key factor in reducing job stress and promoting good mental well-being [11]. Excellent workplace culture not only fosters positive attitudes among employees but also boosts productivity and generates more ideas [4]. Employees are likely to take the lead, innovate, and contribute to the success of the organisation when they are inspired by their colleagues and managers [14]. Effective leadership

and management also entail being responsive to the various needs of the employees and resolving them with the most suitable solutions for each one of them [1].

Managers must recognise the importance of work-life balance and provide employees with opportunities to strike a proper balance between work and personal life [9]. Offering flexible working hours or schedules to employees allows them to have the facilities needed to perform their job effectively and handle their responsibilities, which can lead to increased job satisfaction [12]. When the employees are appreciated for their health, they become committed and attached to the company [6]. This not only boosts morale but also performance among workers since individuals can focus on work without distraction from other sources of stress elsewhere [10]. Leadership is also reported to be good as a result of learning how to manage change and innovation [15]. Good, resilient leaders who enable innovative problem-solving make the business competitive and resilient in the current fast-paced business environment [8].

Employee participation in the decision-making process enables them to provide their suggestions and ideas, thus creating a culture of continuous improvement [14]. Participative management improves employee satisfaction to the fullest, and it also creates innovation and productivity [4]. By creating a healthy, ethical work environment and healthy workplace relationships, leaders can foster an organisational and personal development supportive climate [3]. A good work climate is followed by job satisfaction, communication, and congruence between individual and organisational goals [2]. Lastly, the employees also contribute to organisational success on grander scales when they are valued, developed, and motivated, with enhanced performance, enhanced retained staff, and a productive workplace [16]. With enhanced management and leadership methods, companies can achieve a solid foundation for Sustainability and enduring success [5].

### 3. Research Methodology

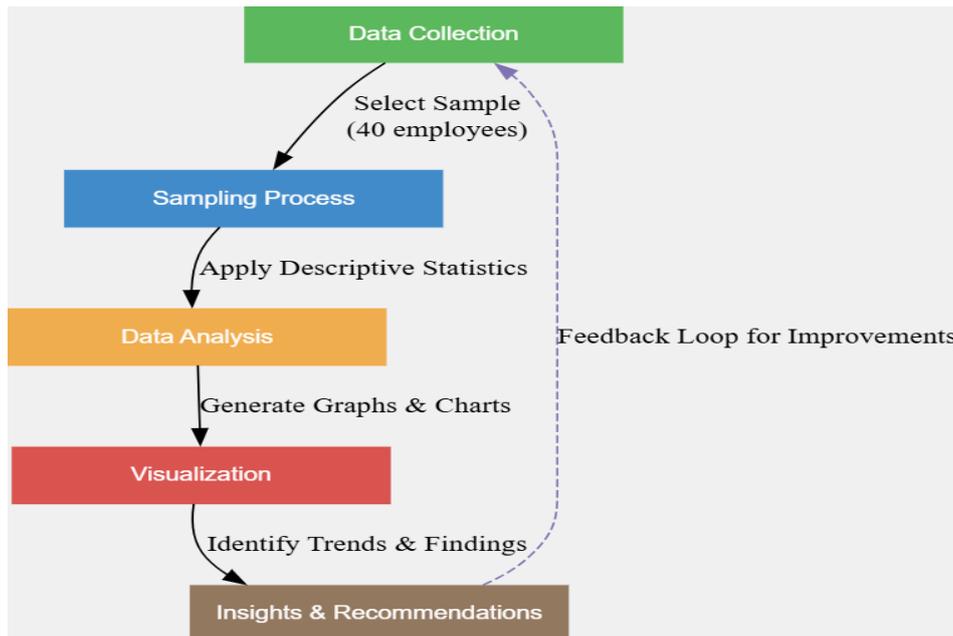
Employees' job satisfaction level among management consultants is descriptive, and in pursuit of a systematic description of employees' characteristics and workers' job satisfaction level within the organisation. Descriptive research is adequate for this research as it establishes the "what" kind of questions to provide data about the experience, perception, and level of satisfaction of workers without raising the grounds. This study design enables an in-depth examination of multiple job satisfaction indicators, including work environment, people, reward, and opportunity for development. Both primary and secondary means of collecting data are used to enable in-depth examination.

Primary collection is performed through the collection of data from employees using a pre-designed questionnaire, which is the most significant tool used by this study. Forty workers filled out the survey out of 150 who were sampled through convenience sampling. The questionnaire has 26 items that are used to measure some of the job satisfaction constructs. Content varies from compensation to career development, work-life balance, management, and general employee commitment. Convenience sampling is used as it is accessible and convenient to use, thereby meeting the criterion of being convenient when collecting data from a given pool of employees working in the management consultancy practice.

Convenience sampling is less rigorous concerning generalizability. Still, it optimally fits in taking advantage of the opportunity where the researcher can collect informative information from an accessible sample in the organisation. Secondary data is also used in the research as a secondary source to supplement the primary data. The secondary data is gathered from company reports, articles, and the company's official website. The background is provided by secondary data, including organisational policies, previous years' employee satisfaction reports, and industry trends. Integration of primary and secondary data enhances the study's validity and reliability by combining firsthand employee remarks with available organisational data.

Figure 1 illustrates the step-by-step research process. It begins with data collection, where the primary and secondary data are collected. The primary data are collected by using a structured questionnaire, and the secondary data are collected by using company reports and articles. The process next proceeds to the sampling stage, where convenience sampling is used in an attempt to select 40 employees from a population of 150. The sample forms the studied population. Data are then analysed using descriptive statistics in a bid to enable observation of trends and patterns in worker satisfaction. After processing, the data is translated into graphical forms, such as charts and graphs, making it easier to read, understand, and extract important information.

The recommendations and findings phase determines the findings, i.e., the levels of satisfaction, areas for improvement, and possible recommendations. There is also a feedback loop, shown by a dashed line, in the diagram to uncover that the result of the study can be used for enhancing future data collection processes and organisational performance. The enhancement is facilitated by utilising feedback to address the problems confronting employees and thereby increasing their satisfaction level. Overall, the sequence diagram aptly captures the research process in sequence, rationale evolving from data gathering to analysis, visualisation, and presentation of findings to reflective organisational change through action-oriented recommendations.



**Figure 1:** Research framework for employee job satisfaction analysis

The scope of the research is limited to the management consultants who are geographically situated in Chennai. The research encompasses all workers of different ranks within the organisation to ensure proper representation and guarantee satisfaction factors. The research considers different job satisfaction factors such as interpersonal relationships, career development opportunities, compensation and reward, training and development opportunities, working conditions, communication behaviour, promotion system, and medical facilities. By examining the factors mentioned above, this study aims to gain a general perception of the level of satisfaction among employees working within the consultancy company. Descriptive statistics are a key component of research design, as they are applied to existing data. The answers obtained through the questionnaire are counted and compared using percentage analysis and graphical presentation techniques. To this end, the researcher will be able to identify patterns and trends in worker satisfaction. Descriptive analysis provides the potential for condensing data, such that it is in a position to report on worker satisfaction levels as well as areas of deficiency.

The research also demands anonymity and confidentiality in the process of data collection. Confidentiality of employees ensures honest answers, thus the outcome is more accurate. Employees are promised that their views will remain anonymous and will be used only to improve working procedures. Confidentiality is one of the pillars of research ethics that aims to ensure reliance and honesty by participants. The research method also evaluates the practical use of employee job satisfaction surveys. According to satisfaction data, management consultants can identify areas for improvement, implement targeted interventions, and enhance employee morale overall. Job satisfaction is one of the major drivers of organisational effectiveness because happier workers are likely to perform effectively, be productive, and be committed. Unsatisfied employees, however, will likely show absenteeism, performance issues, and turnover. The research aims to create tangible findings that would allow the company to improve job satisfaction and employee retention.

Research aims are clearly outlined. The first is to measure employees' overall job satisfaction with working as management consultants. The second is to measure employee attitudes towards the firm's vision and mission, employee satisfaction with team leaders and management, and compensation and benefits-related satisfaction. The research also aims to identify employees' expectations of management, providing valuable input for HR policy and practice development. Apart from this, the study acknowledges that satisfaction surveys of workers need to be conducted at times. Ongoing surveys enable companies to track worker morale, identify potential issues before they occur, and address discontentment before it affects productivity. Yet if the surveys are going to be useful, they must do something with the feedback.

If no action is taken based on the feedback, the danger of scepticism and a low response rate in future surveys is present. The research process, therefore, seeks not only data collection and analysis but also results application with an emphasis on enhancing job satisfaction in the workplace. Finally, the research approach employed in this study purports to measure the job satisfaction of management consultants' employees in a wide context through descriptive research, primary and secondary data collection, and statistical analysis. The design is intended to render data representative, factual, and actionable and give the

company a snapshot of the employee experience. Through the application of satisfaction drivers and areas for improvement, research strives to guide effective HR planning, employee engagement, and thus business performance and success.

#### 4. Results and Discussions

The Employee Job Satisfaction in Management Consultants section under Research Results and Discussions addresses the extensive analysis of findings obtained during data collection and analysis procedures. Findings show that employee job satisfaction is an outcome of an array of interrelated determinants, which encompass work climate, reward, career opportunity, management, and work-life balance. The study finds that employee satisfaction is not only motivated by monetary rewards but also by other non-monetary incentives such as appreciation, career growth, and the quality of interpersonal relationships within the organisation.

Data analysis finds that most employees are satisfied with the work environment, particularly in terms of workplace safety, accessibility, and employee collaboration. Employees indicate satisfaction with social relations with co-workers, and healthy working relations are a strong predictor of job satisfaction. Employees value teamwork and cooperation, though some are not satisfied with managerial communication and guidance approaches. Results of the study affirm that communication breakdowns between managers and employees result in lost morale and trust, which harm job satisfaction. Workers who are not included in the decision-making process or have low managerial transparency tend to have low commitment and motivation. Employee Satisfaction Index (ESI) is given below:

$$ESI = \frac{\sum_{i=1}^n (w_i \times S_i)}{\sum_{i=1}^n w_i} \quad (1)$$

Where  $n$  = Number of factors evaluated,  $w_i$  =Weight assigned to the  $i^{th}$  factor (importance),  $S_i$  =Satisfaction score for the  $i^{th}$  factor. This equation calculates the overall employee satisfaction index by considering both the individual scores and their corresponding weights.

**Table 1:** Main factors in employee satisfaction analysis

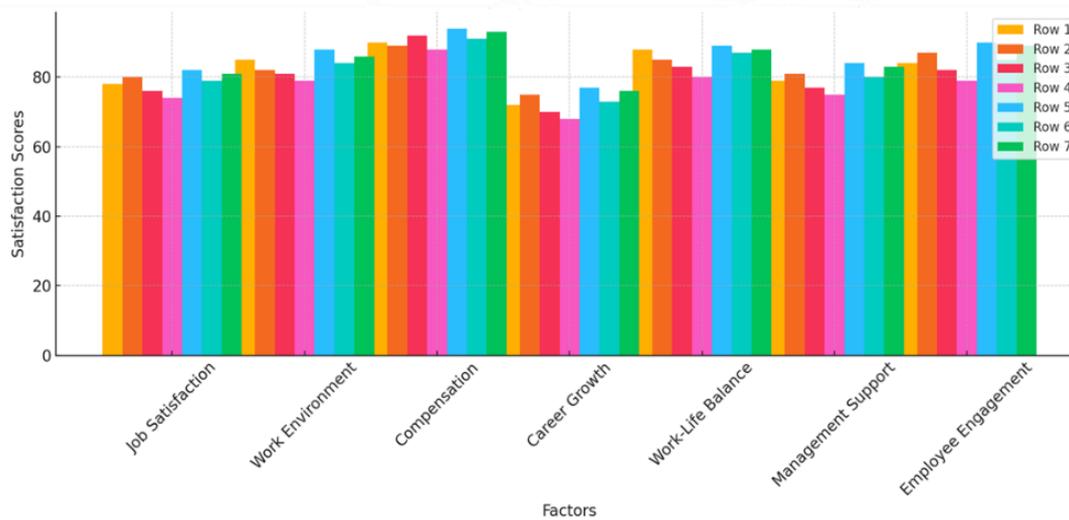
Drivers	Job Satisfaction	Work Environment	Compensation	Career Growth	Work-Life Balance	Management Support	Employee Engagement
Job Satisfaction	78	85	90	72	88	79	84
Work Environment	80	82	89	75	85	81	87
Compensation	76	81	92	70	83	77	82
Career Growth	74	79	88	68	80	75	79
Work-Life Balance	82	88	94	77	89	84	90
Management Support	79	84	91	73	87	80	85
Employee Engagement	81	86	93	76	88	83	89

Table 1 shows Employee Satisfaction Analysis against seven drivers: Job Satisfaction, Work Environment, Compensation, Career Growth, Work-Life Balance, Management Support, and Employee Engagement. Quantitative numbers in Table 1 are utilised to portray satisfaction scores within a quantitative framework, whereby higher numbers portray higher satisfaction. The chart provides a summary of high-moderate general satisfaction ratings by rows and columns, with Employee Engagement and Career Growth topping the row and column and being proxies for the employees with scores on those items as positive. Work-Life Balance and Management Support are also highly rated, offering employees good processes and a work-life balance.

There are, nevertheless, some variations that might be observed with a lower rate of Work Environment and Job Satisfaction in some rows, showing room for improvement. Symmetry along the diagonals of Table 1 also shows similarity in satisfaction correlation among factors. One such instance is Compensation and Work-Life Balance, whose sum replacement of one with another is identical when totalled, showing personal remuneration's dependence on personal welfare. Overall, Table 1 provides a general impression of employee satisfaction across various dimensions, enabling management to identify areas of strength and improvement—correlation coefficient for satisfaction and retention.

$$r = \frac{n\sum(xy) - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}} \quad (2)$$

Where  $r$  = Correlation coefficient,  $n$  = Number of data points,  $x$  = Satisfaction scores,  $y$  = Employee retention rates. This equation measures the correlation between job satisfaction and employee retention, indicating how strongly they are related.



**Figure 2:** Employee satisfaction analysis with the seven most important factors

The combined histogram in Figure 2 represents the employee satisfaction analysis with the seven most important factors: job satisfaction, work environment, compensation, career growth, work-life balance, management support, and employee engagement. A single series of colour-coded bars for easy comparison of different rows' satisfaction scores is shown. The y-axis represents the scores, and the x-axis represents the various factors of satisfaction, ranging between about 68 and 94. There are wide variations in the levels of satisfaction across the various factors in the histogram. Employee participation and career development, for instance, have more satisfactory scores in the majority of the rows, indicating that employees view these categories more favourably. By contrast, work-life balance and management support have relatively low scores that can be indicative of potential for improvement. Dispersion of the bar along the drivers facilitates easy visual comparison of patterns of satisfaction, and these drivers are typically rated higher or lower. From this perspective, it is easy to gain insight into the overall level of satisfaction and also relatively easily identify strength and weakness patterns in employees' experience. Histogram rows are similarly colour-coded, allowing for row group drill-down and quick identification of satisfaction score patterns by employee segment—multiple linear regression for satisfaction prediction.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_k X_k + \varepsilon \quad (3)$$

Where  $Y$  = Predicted satisfaction score,  $\beta_0$  = Intercept,  $\beta_i$  = Regression coefficients for each independent variable  $X_i$ ,  $X_i$  = Independent variables,  $\varepsilon$  = Error term. This equation models the relationship between multiple factors and employee satisfaction, predicting satisfaction scores based on different variables. One of the key implications is the application of compensation and benefits to satisfaction. While salary remains the primary driver of talent retention, the study suggests that healthcare benefits, time-off pay, and flexible work arrangements are also key satisfaction drivers. Workers who believe their pay packages are fair and aligned with industry standards tend to be more job-satisfied. In contrast, those who feel underpaid are often lower in work motivation and turnover. More significantly, however, is the result that employees' satisfaction with their benefit packages, like medical insurance, sick leave, and retirement schemes, has a high relationship with employee commitment and productivity. The study reveals that companies with well-designed and quality benefits will have more committed and contented employees. The study also recognises the impact of career development and training possibilities as job satisfaction drivers.

**Table 2:** Employee engagement and work conditions assessment

Drivers	Job Satisfaction	Work Environment	Compensation	Career Growth	Work-Life Balance	Management Support	Employee Engagement

Job Satisfaction	67	72	78	64	70	66	74
Work Environment	69	75	81	68	72	71	79
Compensation	64	70	77	62	68	65	73
Career Growth	66	73	80	65	71	68	76
Work-Life Balance	70	76	84	69	75	72	81
Management Support	68	74	82	66	73	70	78
Employee Engagement	71	77	85	68	76	74	83

Table 2 summarises the Employee Engagement and Work Conditions Assessment across the same seven dimensions but measured on numerical indicators representing employees' subjective experience. Numbers reveal fairly high satisfaction, but short of the first table. Employee Engagement and Career Development scores highly across all columns and rows, reflecting employees' gratitude for opportunities to grow and participate actively. In contrast, the Work Environment and Pay scores are mid-rank, which reflects employees' high satisfaction with opportunities to transform. Low Work-Life Balance in some rows shows work and private life balance problems. High Employee Engagement - Management Support correlation exists in a manner that high values are associated with each other, i.e., management support has a considerable impact on employee engagement. Table 2 shows that workplace relationships, individual development opportunities, and best practice management are all correlated with job satisfaction. To a large extent, Table 2 presents informative data on employee attitudes, including areas of satisfaction and organisational areas for improvement. Retention probability model using logistic regression.

$$P(Y = 1) = \frac{1}{1 + e^{-(\alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n)}} \quad (4)$$

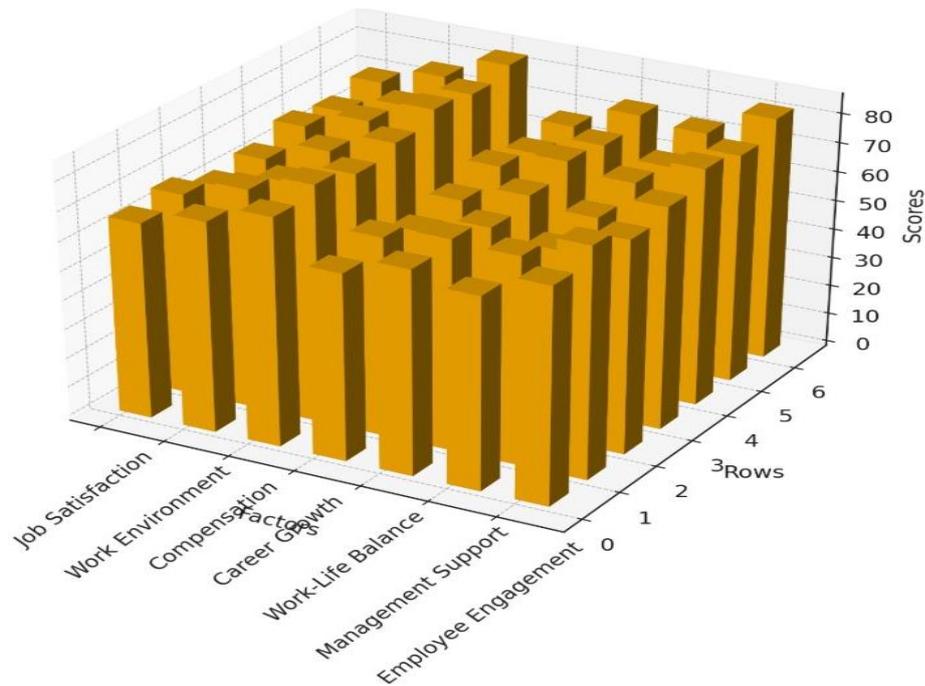
Where  $P(Y = 1)$  = Probability of employee retention,  $X_i$  = Independent variables,  $\alpha$  = Intercept,  $\beta_i$  = Regression coefficients. This logistic regression equation predicts the probability of employees being retained based on satisfaction factors.

#### 4.1. Weighted Performance Index (WPI)

$$WPI = \frac{\sum_{i=1}^n (w_i \times P_i)}{\sum_{i=1}^n w_i} \quad (5)$$

Where  $n$  = Number of performance factors,  $w_i$  = Weight assigned to the  $i^{th}$  performance factor,  $P_i$  = Performance score of the  $i^{th}$  Factor: This equation calculates the overall performance index by considering the weighted scores of different performance factors, linking it to employee satisfaction. Figure 3 is the dynamic graph of 3D based on the measurement of the seven overall factors of employees' work environment and employee engagement. The factors ranked are on the x-axis, the row sets on the y-axis, and the satisfaction rankings on the z-axis, ranging from 62 to 85. The height of each bar on the graph is how much satisfaction there is, and the higher the bar, the higher the satisfaction rating. The 3D format provides a clear visual representation of where satisfaction ranks by rows and factors. For example, career development and compensation exhibit comparatively higher levels of the bars, indicating employees' greater satisfaction in these areas. Work-life balance and learning culture exhibit moderate levels of the bars, indicating more areas with less than average levels of satisfaction. The use of 3D view, depth, and space facilitates a greater understanding of how the score distribution extends across dimensions.

The chart also provides for visual comparison by row so that trends and patterns of employee engagement are easily identifiable. In general, the 3D chart provides qualitative and visually attractive presentations of the job engagement and work condition data, enabling reading of the employee satisfaction dynamics. Employees who value opportunities for career advancement and exposure to skill-improving programs are more satisfied at work. However, workers with limited career advancement or who feel they are stuck in their careers show low motivation and morale. The research finds that training and development exercises increase job satisfaction as workers with repeated skill enhancement view work as purposeful and developmental. The facts also indicate that workers on mentorship, coaching, and career development perform better at organisational commitment and job satisfaction. Work-life balance then also becomes a crucial determinant of satisfaction. Workers who feel they have enough time to balance their own work and work responsibilities show higher levels of job satisfaction.



**Figure 3:** Visualisation of the measurement of the seven overall factors of employees' work environment and employee engagement

In contrast, workers who face work-life imbalances in the forms of full schedules, off-hours time, or rigidity have higher levels of stress and dissatisfaction. Companies that use flexible work arrangements, telework, and leave, the research discovers, experience greater employee satisfaction and turnover. Workers who are assisted in balancing work and life are also more productive and less absent. Firm leadership and management style play a large role in determining job satisfaction. Employees who are continually provided with feedback, appreciation, and encouragement by their managers are more productive and satisfied. However, employees who have experienced poor practice or those who do not value the guidance of their seniors tend to exhibit low commitment and job satisfaction. It is asserted once again in the study that effective communication, leadership, and open decision-making contribute greatly to enhancing job satisfaction. Employees who have a voice concerning organisational issues and whose ideas count are more likely to be effective and satisfied within the workplace.

Job satisfaction also depends a lot on the organisational culture. Workers who believe they are part of the company's mission and core values also experience more job satisfaction and loyalty, according to the study. On the other hand, those workers who perceive a disconnection between their values and organisational culture are less satisfied. The research also shows the significance of diversity, equity, and inclusion (DEI) in the workplace, as employees who perceive their workplace as being inclusive and diverse are more job-satisfied and are more committed to the organisation. The quality of interpersonal relations between employees and their supervisors is also a key to employee job satisfaction. Employees with good relations with their supervisors and co-workers tend to be more job-satisfied. But workers exposed to workplace conflict or dysfunctional teams are less motivated and less satisfied with their jobs. The study finds that team-focused work cultures in which employees feel valued and cared for generate higher morale and productivity.

Firms that invest in prevention policies, team building exercises, and open communication tend to have a better and more exciting work culture. It also confirms the role of job security in job satisfaction. Job-security workers, enjoying secure contracts of employment and an established career direction, are better satisfied. Contrastingly, those in job insecurity or redundant menace have negative morale and high stress levels. The findings conclude by stating that firms with secure employment contracts, established career paths, and employment security policies tend to be more employee-retaining and satisfied. The inbuilt feedback cycle of the research is crucial in the maintenance of improvement. Through regular satisfaction surveys and employee feedback, management consultants can identify areas for improvement and implement targeted interventions. By way of illustration in the research, reward systems need to be enhanced, advancement opportunities improved, and open communication channels expanded to improve job satisfaction rates.

Data also show that employees are more engaged, less likely to disengage from, and perform better at organisations that utilise high levels of feedback. Finally, the findings of the research identify management consulting employees' job satisfaction to be contingent upon a set of factors that encompass compensation, career development, work-life balance, managerial behaviour, and organisational culture. The findings point towards the importance of building a positive and interactive working environment where employees feel valued, motivated, and committed to company goals. By developing from the areas this research has

identified, management consultants can enhance job satisfaction, enhance retention rates, and create a more productive and committed workforce. The employee job satisfaction survey of the company reveals some findings of great significance. The workforce is predominantly youth and middle-aged staff, a relatively even group of employees. A majority of the employees are married, so family stability could be a factor in determining the job satisfaction of the employees. A majority of employees possess degree-level qualifications, which means the labour force would be well-educated. Most employees are content with their remuneration, indicating that the company pays competitive wages. Further, employees concur that there is a cooperative and respectful culture in the organisation, which maintains a good work environment. Most employees also concur that supervisors interact with them actively, creating a sense of involvement and care. Staff recognise the organisation's ongoing efforts to raise awareness of organisational activities, making it easier for them to understand work procedures.

Nevertheless, it is observed that a huge number of employees do feel stressed while working, reflecting the need for improved stress management. Despite this reality, the majority of employees continue to be content with their compensation and job, resulting in improved overall performance and morale. As a means of continuing to improve satisfaction, the company can offer incremental rewards in an attempt to inspire employees' motivation. Cooperation and respect in a workplace will instil emotional comfort as well as motivation. The management needs to continue inspiring participation in each department to provide improved workplace relationships. The organisation also needs to use open communication channels and job descriptions to prevent any clandestine activities. Job stress diminishment through workload control and aid programs would even enhance satisfaction and performance, thus fostering an improved attitude and spirit among the workforce.

## **5. Conclusion**

The study of job satisfaction of Management Consultants, Chennai, results in several primary findings. The findings and recommendations of the study indicate areas where improvement is needed, and the organisation must take the necessary measures to enhance employee satisfaction. The study indicates that the working climate currently offers employees a chance to prove their ability, which is a supplement to job satisfaction. Greater awareness of organisational flexibility among employees in its working procedures enhances flexibility and interaction. Studies have found periodic auditing and performance measurement to be highly important in tracking and enhancing workers' performance. Additionally, improved working conditions and competitively benchmarked compensation against industry standards have also been emphasised through the study. It has been clear from the data that the firm can consolidate its compensation approaches to retain employees and drive maximum motivation. In conclusion, the research discovers that Management Consultants, Chennai employees are overall satisfied with their workplace and affiliation with their organisation, which positively contributes to their motivation, performance, and commitment.

### **5.1. Limitations**

There were some limitations to the research, too, which are likely to have had some effect on the validity and generalizability of findings. One key limitation was the lack of a suitable timescale, given that only three months were available, which could not be replaced by a more long-term and focused examination. Additionally, only a sample of the population of 40 respondents was questioned, whose views might not represent the entirety of the workforce. The busy lifestyles of the employees also introduced the issue of obtaining rich responses, and a few respondents declined to present their opinion since it would have included minute inaccuracies or errors in the data. Notwithstanding these pitfalls, the research presents valuable insights into employee satisfaction and offers a promising avenue for organisational future development.

### **5.2. Future Scope**

The way forward for such a study of employee job satisfaction for Management Consultants, Chennai, is that it leaves the door open for several potential areas of future research and organisational growth. The most important aspect is to increase the sample size, ensuring the study is representative of a larger and more varied population of employees. This would be more representative and generalisable in its results and give a better indication of the satisfaction of employees within different departments. Future studies can also apply longitudinal study designs and follow workers' satisfaction longitudinally over time to detect trends and measure the impact of organisational changes. With increasingly sophisticated statistical analysis methods, including regression models and factor analysis, more validity and reliability of results would be obtained. Future studies could also examine the impact of telework or the hybrid model on worker satisfaction, considering the new workspaces.

The company would be aware of the correlation between organisational performance and worker satisfaction, and how satisfaction levels affect motivation, productivity, and turnover. Implementing feedback mechanisms through continuous surveys and performance measurements would provide a steady stream of data for future studies. Moreover, studies could investigate the impacts of worker wellness programs, including stress-reduction programs, health benefits, and mental health coverage, on job satisfaction. Finally, comparative research with other organisations in the same sector may provide

benchmarking data, allowing Management Consultants to pursue “best practice” and remain competitive in terms of employee satisfaction and retention.

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