COMM1190 T1 examplary report c

Data, Insights and Decisions (University of New South Wales)

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Consulting Summary and Introduction

The pharmaceutical company **Globex Pharma** (GP) has contracted ████████████ to examine a database of 460 employees in an effort to enhance their job satisfaction. To successfully conduct this report for GP a strong understanding of job satisfaction must be established and the factors which it is affected by. The article "Revisiting the Link Between Job Satisfaction and Life Satisfaction: The Role of Basic Psychological Needs" (Unanue et al. 2017) illustrates the correlation between certain attributes and how it can contribute towards job satisfaction and was used in identifying the issues which may be causing lower job satisfaction.

Factor Analysis

Analysing the database provided by GP, there were several factors uncovered which are contributing to lower job satisfaction amongst employees of GP.
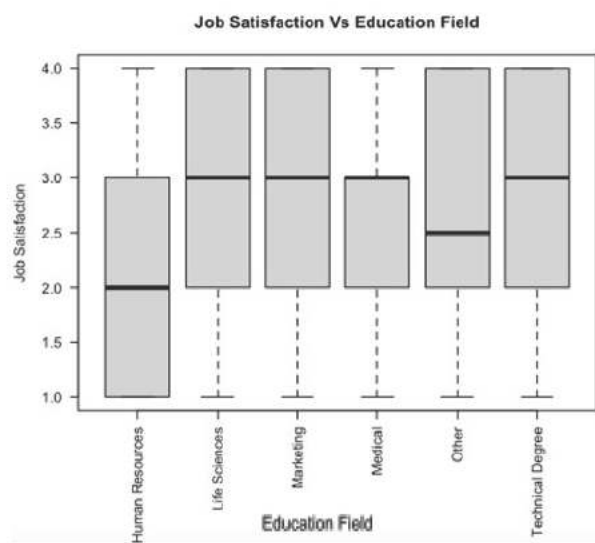

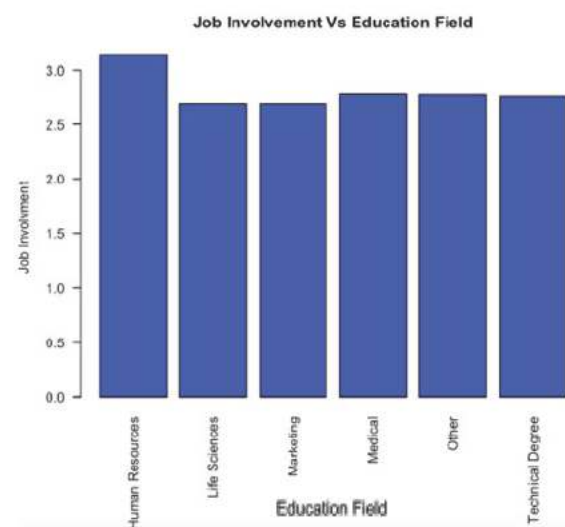Figure 1.1 - Job Satisfaction Vs Education Field

Figure 1.2 - Job Involvement Vs Education Field

Illustrated above in figure 1.1 is the education field of GP's employees in relation to their job satisfaction. The mean job satisfaction for all fields except for human resources and 'other' is 3/4 with 'other' having a job satisfaction of 2.5/4 whilst HR only has a satisfaction rating of 2/4. Figure 1.2 identifies one potential issue within HR relating to higher job involvement affecting job satisfaction. Out of 460 employees which were surveyed for the database there are only 7 employees who are working in the HR field. Higher job involvement can correlate to stress and "increased stress can lead to reduced job satisfaction and productivity within individuals" (Hoboubi et al. 2017). Although outliers are present in the barplot in figure 1.1, the graph is still indicative that overall the education field of HR is experiencing lower job satisfaction.
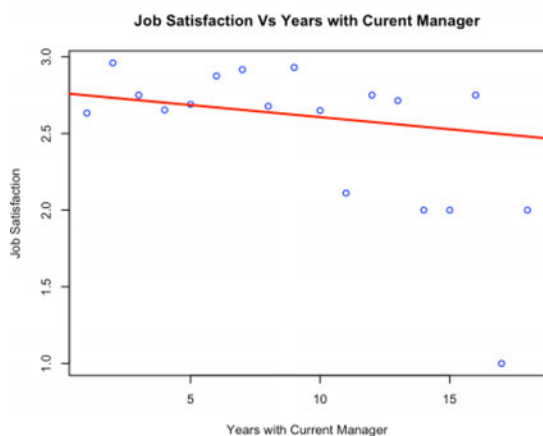
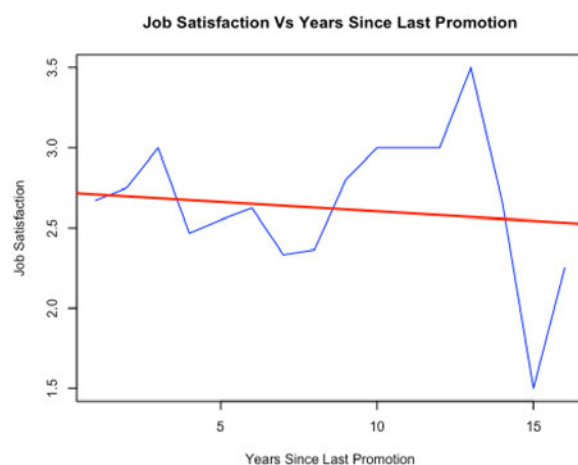Figure 1.3 - Job Satisfaction Vs Years with Current Manager

Figure 1.4 - Job Satisfaction Vs Years Since Last Promotion

Another factor to consider in the pursuit of higher job satisfaction within GP is the relation between "job satisfaction" and "years with current manager"/"years since last promotion". Analysing the correlation line in figure 1.3 and figure 1.4 it is evident that both line graphs are negatively skewed. Although, there are limitations corresponding to the low correlation significance (-0.06 and -0.04 respectively). In figure 1.3 there is a clear outlier at 16 years and in figure 1.4 from 10-13 years since last promotion there is a spike followed by a sudden downward trend consistent with the downward trend evident in earlier data points on the graph. "Forbes" has reported that if you were to continue working the same job without receiving a promotion or changing jobs "for more than two years you earn less over your lifetime by about 50%" (Hamel 2020). Furthermore, staying under the same manager for many years can hinder your ability to progress your career. Financial gains are often a large incentive for employees and a factor behind job satisfaction.
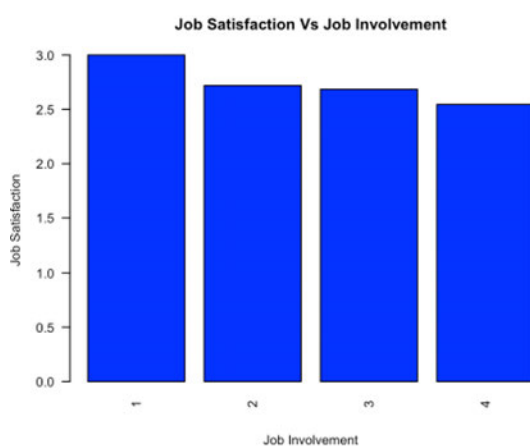

Figure 1.5 - Job Satisfaction Vs Job Involvement

Figure 1.6 - Monthly Income Vs Work Life Balance

More drivers behind lower job satisfaction are higher job involvement and lower work life balance. Furthermore, this relates back to HR and their lower job satisfaction due to higher job involvement. Studies conducted have indicated that increased work, life balance and lower job involvement (not detracting from productivity) improve both productivity, motivation and overall well being which thus leads to higher job satisfaction (Trivett no date). Increased work life balance has a strong correlation towards higher monthly income as seen in figure 1.6. Those who stated that their work life balance is 1 have a mean income of $5837 whilst those who indicated that their work life balance is 4 had a mean income of $7096. With a variance of 0.036 there is a relatively strong relationship between monthly income and work life balance. As was briefly mentioned prior "increased earnings will increase [job] satisfaction" (Green and Heywood 2008).

Recommendations

Through the analysis of the dataset provided there are several recommendations which can be made to GP in order to increase overall job satisfaction. Firstly, GP is recommended to hire more staff into the HR department to decrease overall job involvement. Furthermore, it can be suggested that GP increases the consistency of promotions whilst also not maintaining one employee under the same manager for an extended period of time. Finally, GP is recommended to encourage their employees to increase their work life balance and try to decrease job involvement without losing productivity.

Conclusion

After the analysis of the employee database provided by GP, factors were identified which have contributed to lower job satisfaction amongst employees. The variables which were analysed have confirmed that there are measures which can be taken to enhance job satisfaction of the workforce and recommendations have been made.

Reference List

Green, C. and Heywood, J. S., (2008). Does Performance Pay Increase Job Satisfaction? [online]. *Economica*. [Viewed 9 March 2022]. Available from: https://onlinelibrary.wiley.com/doi/full/10.1111/j.1468-0335.2007.00649.x

Hamel, G., (2020). Advantages & Disadvantages of Staying Longer in a Company [online]. *Small Business - Chron.com*. [Viewed 9 March 2022]. Available from: https://smallbusiness.chron.com/advantages-disadvantages-staying-longer-company-37965.html

Hoboubi, N., Choobineh, A., Ghanavati, F. K., Keshavarzi, S. and Hosseini, A. A., (2017). The Impact of Job Stress and Job Satisfaction on Workforce Productivity [online]. *PubMed Central (PMC)*. [Viewed 9 March 2022]. Available from: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5355527/#:~:text=Increased%20stress%20can%20lead%20to,cause%20reduced%20productivity%20in%20individuals.

Trivett, C., (no date). 5 Reasons Why Maintaining a Work-life Balance Is So Important [online]. *Coburg Banks*. [Viewed 9 March 2022]. Available from:

https://www.coburgbanks.co.uk/blog/candidate-tips/importance-of-maintaining-work-life-balance/

Unanue, W., Gomez, M. E., Cortez, D., Oyanedel, J. C. and Mendiburo-Seguel, A., (2017). Revisiting the Link between Job Satisfaction and Life Satisfaction: The Role of Basic Psychological Needs [online]. *Frontiers*. [Viewed 9 March 2022]. Available from: https://www.frontiersin.org/articles/10.3389/fpsyg.2017.00680/full

Appendix

Figure 1.1

```
library(readr)

download.file(

x <- read.csv("

education_sat <- tapply(data$JobSatisfaction, INDEX = data$EducationField, FUN = mean)

education_sat

boxplot((data$JobSatisfaction ~ data$EducationField),
    ylab = "Job Satisfaction", xlab = "",
    main = "Job Satisfaction Vs Education Field", las = 2)
```

Figure 1.2

```
library(readr)

download.file(

satmean <- tapply(data$JobInvolvement, INDEX = data$EducationField, FUN = mean)

satmean


barplot(satmean, las = 2, col = 'blue', ylab = "Job Involvement",
    xlab = "Education Field", main = "Job Involvement Vs Education Field")
```

Figure 1.1 and Figure 1.2 further code to support analysis

```
library(readr)
```