Kuwait Research Journal of
Business Management (KRJBM)

ISSN Print: 2790-6590 | ISSN Online : 2790-6582 Open Access

A Study on Employees' Job Satisfaction with Reference to Eftihia India Consulting

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Article History
Received: 15.11.2025
Revise : 20.11.2025
Accepted: 01.12.2025
Published: 13.12.2025

DOI:10.61705/KRJBM.1.4.2025.35.37

Keywords: Job Satisfaction, Employee Retention, Work Environment, Career Growth, HR Practices

Abstract: This study investigates the level of job satisfaction among employees at Eftihia India Consulting during a 45-day internship period (June–July 2025). The research explores factors such as compensation, career growth, work environment, leadership, and work-life balance. Primary data was collected from 25 employees using structured questionnaires, supported by secondary information from company records and HR policies. The findings reveal that while 64% of employees are satisfied or highly satisfied, dissatisfaction persists in compensation and career development. The report recommends strategic interventions including compensation benchmarking, structured career paths, employee engagement programs, and transparent communication. The study highlights that employee satisfaction is vital for motivation, retention, and long-term organizational success.

Introduction

Employee job satisfaction is one of the most widely studied concepts in human resource management, as it directly influences productivity, performance, and employee retention. A satisfied workforce not only performs better but also contributes to the long-term sustainability of an organization. In today's competitive global economy, the role of HR consulting firms has expanded significantly, with companies relying on external expertise for recruitment, training, and employee engagement strategies.

The HR industry in India has been experiencing rapid growth, driven by globalization, the emergence of startups, and evolving labor laws. Organizations are focusing heavily on talent acquisition, development, and retention to remain competitive. Eftihia India Consulting, based in Gurgaon, is one such HR consultancy firm employing 25 staff members specializing in recruitment, HR policy design, training, and engagement strategies. While the firm provides professional HR services to other organizations, assessing its internal employee satisfaction is equally important to ensure credibility and operational effectiveness.

This study attempts to analyze the level of job satisfaction of Eftihia India Consulting employees, identify factors affecting satisfaction, and propose actionable recommendations. The research is expected to benefit both the company and HR professionals in understanding how satisfaction drivers influence retention and organizational climate.

Literature Review

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Job satisfaction has been a central topic in organizational psychology and HR management for decades. According to Locke (1976), job satisfaction is defined as 'a pleasurable emotional state resulting from job appraisal.' This definition emphasizes the subjective perception of employees regarding their work environment and rewards.

Smith, Kendall, and Hulin (1969) developed one of the earliest frameworks for measuring satisfaction, highlighting the role of pay, supervision, and co-worker relationships. Hackman and Oldham's Job Characteristics Model (1975) further demonstrated that core job dimensions such as skill variety, autonomy, and feedback are essential predictors of satisfaction and motivation.

Robbins and Judge (2019) argue that satisfaction levels influence not only individual productivity but also organizational citizenship behaviors, absenteeism, and turnover rates. More recent surveys by SHRM (2023) highlight that career development opportunities, pay equity, and work-life balance remain top priorities for employees worldwide. In the Indian context, studies by Aswathappa (2022) and Mamoria & Gankar (2021) underline that younger employees are highly motivated by learning opportunities and fair recognition systems.

This research builds upon these frameworks by applying them in a practical case study of Eftihia India Consulting, offering both academic insights and practical HR recommendations.

Objectives of the Study

The primary objective of the study is to assess employees' job satisfaction levels at Eftihia India Consulting and propose actionable strategies for improvement. Specific objectives include:

1. To measure satisfaction across dimensions such as compensation, supervision, career growth, and work environment.
2. To identify demographic differences (age, gender, experience) in employee satisfaction.
3. To examine relationships between job satisfaction and key factors such as recognition, training, and leadership support.
4. To recommend HR strategies aimed at enhancing employee satisfaction, retention, and motivation.

Research Methodology

Research Design: The study employed a descriptive research design with a quantitative approach. A structured questionnaire consisting of demographic details and 10 Likert-scale items was distributed to employees.

Sample: The population consisted of all 25 employees of Eftihia India Consulting. The entire workforce was surveyed, making the sample comprehensive.

Data Collection: Primary data was gathered through questionnaires distributed physically and electronically. Secondary data included company records, HR manuals, and industry reports.

Tools of Analysis: Responses were analyzed using percentages, frequency distributions, bar charts, and pie charts to interpret satisfaction trends.

Data Analysis and Observations

The survey results provide insights into the demographic composition of employees and their satisfaction levels across various dimensions.

Demographic Profile:

- Gender: 60% male, 40% female, showing moderate gender balance.
- Age: 48% are 26–35 years, 24% below 25, 20% aged 36–45, and 8% above 45, indicating a predominantly young workforce.
- Experience: 70% have less than 5 years of experience, reflecting a relatively new employee base.

Satisfaction Levels:

- Overall: 64% satisfied/highly satisfied, 20% neutral, and 16% dissatisfied.
- Compensation: 36% employees dissatisfied, highlighting salary as a concern.
- Career Growth: 40% reported neutral or negative views on career opportunities.
- Work Environment: 72% highly satisfied, reflecting strong teamwork and culture.
- Leadership & Supervision: 72% satisfied, suggesting effective managerial practices.

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- Work-Life Balance: 60% satisfied, though some reported occasional workload stress.

Discussion: The analysis suggests that while organizational culture, teamwork, and supervision are strengths, compensation and career advancement remain weak areas. Addressing these gaps can significantly improve employee morale and reduce turnover risk.

Findings

1. The workforce is young, adaptable, and moderately gender-diverse.
2. Overall satisfaction is positive, but compensation issues persist.
3. Work environment and supervision are organizational strengths.
4. Lack of structured career growth opportunities creates uncertainty.
5. Work-life balance is generally positive, but improvements can reduce stress further.

Suggestions and Recommendations

Based on the analysis, the following strategies are recommended:

1. Compensation: Benchmark salaries with industry standards, introduce performance-linked incentives, and offer non-monetary benefits.
2. Career Growth: Define clear promotion criteria, provide training workshops, and initiate mentorship programs.
3. Employee Engagement: Conduct team-building activities, recognize employee contributions formally, and encourage peer-to-peer appreciation.
4. Work-Life Balance: Introduce flexible work hours, wellness initiatives, and stress management workshops.
5. Communication: Organize monthly town halls, encourage open-door policies, and improve internal communication channels.
6. Retention: Conduct exit interviews, introduce loyalty bonuses, and prioritize internal promotions.

Conclusion

The study concludes that Eftihia India Consulting maintains a moderately satisfied workforce with strengths in supervision and workplace culture. However, compensation dissatisfaction and limited career development pathways present challenges. Implementing a balanced HR strategy that combines financial rewards with non-financial motivators will lead to improved job satisfaction, stronger retention, and enhanced organizational performance.

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