

Factors influencing job satisfaction & its impact on job loyalty, a study on Management Faculty

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ABSTRACT

In last, few years in the major organization, the employee's satisfaction and job satisfaction apparent to be a prerequisite for spirited levels of quality and organizational success has become a major objective (Garcia-Bernal et al. 2005). In the most of researches, it is define that if the ambience of an organization is fit ,it provokes an employee to work for the organization in a stipulated time with values and thereby person morale is high, than the degree of job satisfaction is positive.

The Loyalty of the employees mean that he/she is willing to work in that organization where he/she has already worked as an Employee, therefore they tries their best for the success of the organization and thinks that, to do work in that organization it is the best option for him.. It is just like a behavior of citizenship who tries to increase the value of firm, its image as well as develop interest in outsiders mind and create an ideal image in the mind of our potential customers of that organization.

The main objective of the study was to evaluate the underlying factors effecting Job satisfaction & its impact on Job loyalty, a study on Management faculty. To design, develop and standardize a measure to evaluate factors influencing Job Satisfaction and employee's loyalty. To suggest factors that influence job satisfaction and loyalty of Employees in an organization. And to open new avenues for further research.

1. Introduction

Job Satisfaction

For almost all organizations, employees are the vital resource and they represent an important investment, if they are satisfied and loyal to their jobs. Based on the organization's policy, management develops their bonus packages, appraisal and work system and training programs. Basically, these are designed to gain their loyalty for the organization and which leads to highest satisfaction level to their jobs. The longer an employee works in an organization the more valuable it will be and they will be loyal and satisfied with their jobs. From the past researches, the key organizational objective is Job satisfaction and is essential for higher competitive level and organizational success. Defining the "Satisfaction" is, "final state of a psychological process". There is no worldwide definition of "job satisfaction", but it is a multi-dimensional concept which includes asset of favorable or unfavorable feelings, which the employees perceive from their jobs. (Davis and Enstrom, 1999).

Job satisfaction is a new term, which tells that how much any person is satisfied and contented with their job. In past times jobs are not available like today's. People's jobs are already fixed what their ancestors were doing or what profession they belong to. Job satisfaction can also be observed general attitude of the employee towards his or her job. This shows that how much an employee is satisfied by his or her job. Loyalty as defined in Encyclopedia Britannica (1998) is how much a person have attachment to a particular object, further that object can be anything; a person, a group of persons, an ideal, a particular job, or any cause which makes him or her to show devotion.

Loyalty itself expresses by the persons struggle for doing good things for that particular object, such actions that shows his or her interest in that object. Employees' loyalty is often viewed as the attitude towards a particular organization". Meyer & Allen (1991) however argued that loyalty is not so much the attitude that is important in organization but the action is of great impact. Solomon (1992) establishes that employee's loyalty is the eagerness to stay touched with the organization. Employee loyalty is an organizational citizenship behavior that reflects the all evince to the organization to the promotion of its interests and image to the outsiders. We can say that an employee is loyal to his or her organization when he shows commitment and believes that it is the best option for him or her to work for the organization.

Job satisfaction depends on several different factors such as satisfaction with pay, promotion opportunities, fringe benefits, job security, relationship with co-workers and supervisors, etc.

Job satisfaction may lead to cost reduction by reducing absences, task errors, conflicts at work and turnover.

As work is an important aspect of people's lives and most people spend a large part of their working lives at Work, understanding the factors involved in job satisfaction is crucial to improving employees' performance and productivity.

Factors affecting the level of job satisfaction are;

1. Working Environment.
2. Fair Policies and Practice.
3. Caring Organization.

4. Appreciation.
5. Pay.
6. Age.
7. Promotion.
8. Feel of Belongings.
9. Initiation and Leadership.
10. Feel of Being Loved.
11. Safety and Security.
12. Challenges.
13. Responsibilities.
14. Creativity in Job.
15. Personal Interest and Hobbies.
16. Respect from Co-Workers.
17. Relationship with Supervisors.
18. Feedback.
19. Flexibility.
20. Nature of Work

Working Environment

It is essential to provide employees with a work environment which is conducive to their overall development. They need an environment which is healthy and safe and which caters for both personal comforts and facilitates doing a good job. If the working conditions are good, the personnel will find it easier to carry out their jobs.

Fair Policies and Practice

Individuals who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs. Very often employees are demotivated and dissatisfied with their jobs because unfair policies and practices prevail at their place of work.

Caring Organization

Care can be shown in various ways, but it takes into consideration career development, adult treatment, being taken seriously and being appreciated for a job well done. When people feel that the organization; for which they are working, cares for them and takes actions to improve their work and lives, they are happy, and this creates higher satisfaction.

Appreciation

When one gets acknowledged in front of everyone, it gives up a boost to their morale. When appreciation leads to encouragement, the ultimate result is reflected in the efficiency of work automatically.

Pay

Money not only helps people attain their basic needs but is also instrumental in providing upper-level need satisfaction. Employees often see pay as a reflection of how management views their contribution to the organization.

Age

Various studies carried out in this field have shown that job satisfaction tends to increase with age. That is older employees tend to report higher satisfaction, and younger employees say the lowest job satisfaction rates.

Promotion

In recent years, with the flattening of organizations and accompanying empowerment strategies, promotion in the traditional sense of climbing the hierarchical corporate ladder of success is no longer available as it once was.

Feel of Belongings

If an employee feels that he is considered as an important part of the team, he belongs to the organization then there are higher chances of job satisfaction.

Texting Or mailing an employee on his/her birthday, communicating the crisis to even at the ground level employee, making special efforts during festive seasons, all these small little gestures make an employee believe that he or she belongs to the firm.

Initiation and Leadership

If an employee is given an equal number of opportunities to show their talent, take the lead and initiate then the chances of having a higher level of job satisfaction is more. Suppose in an organization; no employee is asked to give suggestions, nobody is bothered to inform them of the decision.

Feel of Being Loved

One feels like coming to the office and performing the job. If the environment is not friendly, office politics is at its peak, and malpractices are done, then all these factors together leave no stone unturned in discouraging an employee from not coming to the office.

Safety and Security

These days companies are taking endless measures in order to see that an employee is catered a different kind of facilities like health care and medical checkups. There are a few institutions that also provide insurance policies at a lower rate.

Challenges

There are few types of employees who love to experiment; they like it when the challenging job is assigned to them. To them, the challenge is always associated with ability and capability.

They feel that if an employee is given a challenging job, it means that the leader trusts his or her capacity to fulfill the expectations.

Responsibilities

This suggests that when an employee is given a bigger responsibility it makes him or her conscious about the fact that the employers think him or her as a capable and trustworthy candidate. Jobs where responsibility is involved always carry a higher level of satisfaction.

Creativity in Job

Job satisfaction is always higher wherever creativity is involved. The creative freedom gives a sense of fulfillment whenever any project is complete. It makes an employee feels as if the project belongs to them for their creativity is there. Even if it is just a creative sentence that they have put in, means a lot to them.

Personal Interest and Hobbies

People who pursue their hobbies and interest as their career, gain the highest level of satisfaction in whatever they do at their workplace.

Respect from Co-Workers

A hostile work environment with rude or unpleasant coworkers is one that usually has lower job satisfaction. Managers need to take a step and mediate conflicts before they escalate into more serious problems requiring disciplinary action.

Relationship with Supervisors

A participative climate created by the supervisor seems to have a more substantial effect on workers' satisfaction than does participation in a specific decision.

Effective managers know their employees need recognition and praise for their efforts and accomplishments.

Feedback

Effective feedback will help the team members know where they are and how they can improve. Authority also needs to know what kind of feedback the team members respond to best.

Flexibility

The gift of time is one of the most appreciated workplace perks. Smart people work best when they can choose their schedule. Flexible hours can increase engagement and productivity.

Nature of Work

The nature of work can define the willingness to work. Most individuals have a liking for certain tasks and would prefer to handle these tasks. One should make sure that he/she is going for firms where he/she gets to apply the skills, abilities, and knowledge to the fullest.

Objectives of the study

The main objective of the study was to evaluate the customer perception towards internet banking.

1. To find out the underlying factors effecting Job satisfaction & its impact on Job loyalty, a study on Management faculty.
2. To design, develop and standardize a measure to evaluate factors influencing Job Satisfaction and employee loyalty.
3. To suggest factors that influence job satisfaction and loyalty of Employees in an organization.
4. To open new avenues for further research.

2. Literature Review

2.1 Factors affecting Job Satisfaction & Job Loyalty in an Organization

In this study we mainly have to focus on satisfaction level of job and Job loyalty & the factors affecting job satisfaction. With some other variables which have been discussed here which affect satisfaction level on job.

2.2 Job satisfaction and loyalty

The Loyalty of the employees mean that he/she is willing to work in that organization where he/she has already worked as an Employee, therefore they tries their best for the success of the organization and thinks that, to do work in that organization it is the best option for him. He/she decided not to leave and nor any plan to go in some other organization. It is just like a behavior of citizenship who tries to increase the value of firm, its image as well as develop interest in outsiders mind.

According to Garcia –Bernal et al (2005), "The last state of psychological Process is called satisfaction". We should be defined job satisfaction in that context which is may be accepted as: The feelings of the employees and attitude in relation with job components such as the environment where he work, work place conditions, rewards such as salary and bonuses and job itself .

In last, few years in the major organization, the employee's satisfaction and job satisfaction apparent to be a prerequisite for spirited levels of quality and organizational success has become a major objective (Garcia-Bernal et al. 2005). In the most of researches, it is define that if the behavior of the organization and environment of the organization is fit and the environment of the person dominates it. It means the employees do their work in given time, values and characteristics of a person is high, than the degree of job satisfaction is positive.

According to the Walker (2005), relationship between job satisfaction and job loyalty would be positive if the organization provides different opportunities such as learn, grow and clear established career path.

There is strong correlation between employee satisfaction and employee loyalty based on these variables, recognition and rewards, working conditions, relationship with supervisor teamwork. According to the Mc Cusker & Wolfman (1998); McGuinness, (1998); Selnow & Gibert, (1997); Vardi et al, (1989) there is relationship between job satisfaction and job loyalty on the basis of these values honesty, trust, respect for others etc.. So on the basis of previous research there is positive relation between job satisfaction and job loyalty.

H1. Job satisfaction has a positive impact on the job loyalty.

2.3. Participation in decision making

According to Knoop (1995), giving the power to make decision with them to meet ultimate objective of Participation in Decision making (PDM). Participation in decision making means to provide an opportunity and give importance to their employee thinking whether they are at unequal hierarchy. Acc. to previous research suggest that high level of job satisfaction can be gained from participation in decision making. It's very important to note that employee like to participate in decision making and this participation lead to job satisfaction. Participation in decision making aims to fulfill the need of employee's ego and employee behavior which has be more cooperative towards organizational objectives and goals.

According to job satisfaction has been increased by PDM. We can say that when employee involved as a part of important information and planning processes, his level of satisfaction will be high and higher motivation will lead to higher job satisfaction. The previous research shows that job satisfaction, increase due to participation in decision making. There are relationships that are showed between participation in decision making and how they influence on job satisfaction. give a statement in his research shows that when the employee participate in decision making their level of absenteeism decreased, improved performance, organizational commitment greatly improved and job turnover decreases, whether job satisfaction increased.

PDM have greater impact on job satisfaction because employee know his importance and feel power when they have authority to contribute its mental skills in any decision for the betterment of organization. PDM directly or indirectly effect the job satisfaction. PDM will also lead to influence to job characteristics, like effort, reward and performance, and job characteristics influence the job satisfaction.

H2: There is a significant relationship of PDM and job satisfaction.

2.3. Empowerment

Now days due to the high national and international competition the employers are showing positive behavior towards employee empowerment. different authors has described the concept of empowerment from different sides such as Hales and Klidas (1998) has explained the concepts from the relationship and belongings aspects they said that the empowerment means to give knowledge , facts and authority to the colleagues. Empowerment includes giving employees freedom of actions to make decision how they go about their daily activities. All the business related and research related persons believe that the persons who are employees are the competitive advantage for the organizations.

The concept of giving authority and freedom to the people who are employee can be searched easily from different places, as per companion approach (Lewin, 1951) join two categories of work in a planned process. There are several other processes that are focusing on enhancing the authority and participation in decision making in one's job. it is fact that before 1990 the idea of giving authority to the employee could only be approached by means of articles in which certain information or we can say the knowledge is given for instance partake management , how to control the standard of product , personal development and strategic planning.

If we took a view of articles in which the concept of employee empowerment is used as a key term we can see that this concept hasn't specific direction or limitation it can be used to explain individual as well as the organizational one (Honold, 1997). If we want to get desired results such as effectiveness of organization and management according to the leadership aspect we can achieve these results by empowering our subordinates this action is also called employee empowerment.

Another direction of employee empowerment in the detailed examination of inside authority and command of an organization showed that by giving information about facts and authority to the subordinate enhance the organizational effectiveness.

Its fact that lot of definitions on the concept of employee empowerment is available but the mutual consensus on the all aspects of the concept is not available. a research shows the relationship among different constructs for instance it is believe that as the authority of the employee increased his internal motivation is also increased and by increasing level of job satisfaction the job stress can be decreased. A research shows that the employee empowerment and job satisfaction has positive relationship

H3: There is a significant relationship between empowerment and job satisfaction.

2.4. Reward and Recognition

Many types of programs exist for the reward and recognition of the employees. According to Bowen (2002) a reward is something given or received against for a service. Benefits received by the workers doing their jobs are included in reward. In simple words, a tangible gift which is given to one who has contributed something in organization. It can be of any form, a candy or monetary base. Reward can be given formally or informally or for completion of specific task. The acknowledgment of one's contribution to the organization in the eyes of public is called recognition (Bowen, 2002). One of the vital factors, which effect the job satisfaction, is reward and recognition. Maurer (2001) emphasized that we should consider the link between organizational successes as the consequence of employee job satisfaction.

Reward and recognition is proved key factors, which influence the employee job satisfaction. No reward system and lack of recognition for completing the tasks, is the result of poor system, which is prevailing in typical organizations, such system that hinders in the way of supervisors to encourage their workers for doing a good job. Simply, poor reward and recognition system reduces job satisfaction. Cronin and Becherer (1999) emphasized that there is significant relation between reward and recognition and Job satisfaction as study conducted on nurses. There exist two major categories of reward; **extrinsic and intrinsic**. In our study our focus revolves around extrinsic factors of reward system.

Helms (2006) emphasized that extrinsic reward such as money and promotions are motivating factors for employees. Extrinsic reward as described by many researchers are all those tangible reward that organizations try to provide their workers for keeping them motivated and satisfied, like promotion, benefits, job security, pay, better working conditions. For getting good results, management should develop such reward and recognition system, which will enhance satisfaction of employees.

H4: There is significant and positive relationship between reward and recognition and job satisfaction

2.5. Work Place Environment

In the beginning, physical environment of working was generally termed as "working conditions." Herzberg (1966) stated these working conditions as ventilation, lighting, tools, space, and other related environmental features, the amount of work and the facilities of the institution. Some other studies also analyzed the lighting effect, air quality and other parameters on physical health like fatigues, headache, pain, eye and nose, throat, skin irritation.

Some other researches acknowledged about human responses to the environment by different ambient conditions. The lighting, temperature and air quality, and noise includes in ambient conditions. Ludden (1972) calculated ten factors and studied about the eight factors of working environment with job satisfaction.

For the office environment lighting is very essential component, Brill (1984) analyzed that appropriate quantity of light and the lighting's quality are not independent factors. Brill (1984) also indicated that environmental conditions of air and temperature affect a person's perception of comfort. Sundstrometal measured that disorder by noise from combined sources correlate inversely with composite measures of both environmental and job satisfaction.

Donald and Siu (2001) created the link between workplace environment, mental and physical well-being of employee and job satisfaction. Many other researchers also found the significant and positive linkage between environmental satisfaction, indoor environment and the job satisfaction.

Brill et al. (2001) analyzed that all the factors of workplace environment together accounts for 24% on job satisfaction level. But this study does not include work experience factors. On the other side Ellison and Logon (2002) studied 14 factors as prospective predictors and explaining about 52% of variance for job satisfaction. However, Lee and Brand (2005) did not find any relationship between environmental factors and job satisfaction and argued that it is due to missing the mediating relationship.

Based on this information, there appear to be many diverse factors that affect job satisfaction from physical work environment. Several studies have been conducted but there is still need to enhance the job satisfaction from work environment.

3. Research Methodology

3.1 Research Methodology

The Study- The study that has been done is exploratory in nature with study technique utilized for information for data accumulation.

Population-The population for the study was for the Management faculty who helped us to find out the factors affecting Job Satisfaction & what is its impact on Job Loyalty.

Sampling Frame- The study has been conducted on Management faculty who have been teaching in different Management colleges or institute with different experience in

both, the government and private institutes or colleges. Their response toward their job at present.

Sampling Element- Individual experience that they have gained in their career has been used as the sampling elements of the study.

Sampling Techniques- Non-probability purposive sampling technique was used. The study would include equal representation on the demographic variable gender and proportionate representation on profession, and income to ensure that the demographic variables do not affect the results of the study and also to ensure that the results of the study are suitable for drawing generalizations for at least Kanpur region.

Sample size- For analyzing the job loyalty and impact of factors on job satisfaction level, a sample of 103 employees of management department were taken from different management institute, both from public and private sectors.

These samples have been taken from different institutions and organizations in Kanpur region. This research was taken as a non-probability sampling technique that was a convenience sampling.

Tools for Data Collection- Extensive review of literature have indicated that the variable of the study have been extensively studied in the western context, and therefore, standardized measures are available to evaluate the variable. However, the factors affecting job satisfaction & its impact on job loyalty in management field have been developing with time. Availability of different resources does make different perception with different working environment. Therefore, the expectations of the management faculty does vary with time also. Therefore, it is pertinent to develop measures that are suitable for evaluating the variables in Management. Questionnaire was based on the extensive survey of literature that was prepared after discussions with many of the faculty in different institutions and other factors that have been self-analyzed through experts in the area of Management. Separate measures were developed to measure the variable (customer perception) of the study. A standardized questionnaire which were self-made & contains of 20 questions and accordingly used for data collection. The responses were collected on a Likert type scale of 1 to 5 for the variable (1- Highly Satisfied & 5- Highly Dissatisfied).

3.2 Tools used for data analysis

Internal Consistency: Item to total correlation was applied on the data collected on all the variables for evaluating internal consistency of the measures. Item having lower than standard correlation coefficient was dropped from the measures.

Reliability: Reliability of all four measures was established separately. Cronbach Alpha reliability coefficient was calculated using SPSS 24 separately for all the measures. Reliability of factors identified through factor analysis also evaluated through calculation of Cronbach Alpha.

Factor Analysis: Principle component analysis was carried out with Varimax rotation and Kaiser Normalization. The measure was checked for sample adequacy and sphericity using KMO and Bartlett test. The factors extracted through PCA were named and described.

Consistency of all the factors in the questionnaires was checked through item to total correlation. Under this correlation of every item with total was measured and the computed value was compared with standard value (0.112815 for 100 respondents). The factors having item to total correlation lower than the critical value, were declared as inconsistent and dropped from the questionnaire.

4. Results discussion and analysis

4.1 Internal Consistency

Table 1: Item to total correlation for the measure evaluated

S.no	Item Code	Questionnaire	Value	Consistency	Result
1	P1	Are you satisfied with being busy at work most of the time?	.551	Consistent	Accepted
2	P2	Are you satisfied working in this organization as it gives you the chance for doing different things with time?	.513	Consistent	Accepted
3	P3	Does your organization allows you the freedom to use your own judgment for the work you perform?	.697	consistent	Accepted
4	P4	Are you satisfied with the care done by your organization?	.553	Consistent	Accepted
5	P5	Are you satisfied with the way the organization policies are put into the practices?	.490	Consistent	Accepted
6	P6	Are you satisfied with the salary that you get for the work you do for the Organization?	.600	Consistent	Accepted
7	P7	Did you get the chance for advancement in this organization?	.664	Consistent	Accepted
8	P8	Are you satisfied with the working conditions of the organizations?	.579	Consistent	Accepted
9	P9	Are you satisfied with the surrounding behavior in the organization?	.673	Consistent	Accepted
10	P10	Do you get appraised for the work you do for the organization?	.487	Consistent	Accepted
11	P11	Does your company helps you to take initiatives to group tasks & be a Leader?	.506	Consistent	Accepted
12	P12	Are you satisfied with the relationship of the upper management?	.535	Consistent	Accepted
13	P13	If you are given the opportunity to start over again, what type of work you will prefer to do?	.584	Consistent	Accepted
14	P14	Would you be happy to spend the rest of your career with this organization?	.614	Consistent	Accepted
15	P15	Are you "emotionally attached" to this organization?	.595	Consistent	Accepted
16	P16	Do you feel like the organization is like "part of the family"?	.520	Consistent	Accepted
17	P17	Are you loyal with your organization policies?	.677	Consistent	Accepted
18	P18	Do you feel valuable at the organization?	.709	Consistent	Accepted
19	P19	Would you leave the organization soon?	.590	Consistent	Accepted
20	P20	Are you satisfied with job regarding all considerations?	.790	Consistent	Accepted

Table1 shows that all the items/measures are consistent and therefore all are accepted

4.2 Reliability

Cronbach Alpha, methods have been applied to calculate reliability of all items in the questionnaire. Reliability test using

SPSS software and the reliability test measures are given below:

Table 3: Reliability statistics for customer perception of internet banking

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.905	.904	20

It is considered that the reliability value more than 0.7 is good and it can be seen that in almost all the reliability methods applied here, reliability value is quite higher than the standard value, so all the items in the questionnaire are highly reliable.

Factor Analysis

Factor analysis is a statistical approach used to describe variability amongst discovered, correlated variables in terms of

a doubtlessly lower variety of unobserved variables known as factors. For example, it is far feasible that variations in six determined variables specially replicate the versions in unobserved (underlying) variables. Element evaluation searches for such joint variations in reaction to unobserved latent variables. The determined variables are modeled as linear mixtures of the potential elements, plus "errors" phrases. Factor evaluation looks for independent dimensions, which limits its applicability in organic sciences. Fans of aspect analytic techniques believe that the facts received about the interdependencies among found variables may be used later to lessen the set of variables in a dataset. Factor analysis is not always used to any big degree in physics, biology and chemistry but is used very heavily in psychometrics personality theories, advertising, product control, operations research. Customers of factor evaluation believe that it enables to deal with facts sets where there are huge numbers of determined variables, which can be notion to mirror a smaller range of underlying/latent variables.

It is an address that requires a sample size. It is based on the alternation cast of the variables involved, and correlations usually charge sample measurements before they stabilize.

KMO (Kaiser Meyer Olkin) Test of Sample Adequacy and Bartlett's Test of Sphericity

KMO & Bartlett's Analysis of Sphericity is a measurement of sampling capability that is recommended to assay the case to capricious arrangement for the assay getting conducted. In a lot of bookish and business studies, KMO & Bartlett's analysis play an important role for accepting the sample adequacy. While the KMO ranges from 0 to 1, the world-over accustomed basis is over 0.6. A 0.6 to 0.7 value shows average sample adequacy, a value between 0.7 to 0.8 shows good sample

adequacy, a value between 0.8 to 0.9 will show a very good sample adequacy and above 0.9 will be an excellent one. Also, the Bartlett's Analysis of Sphericity relates to the acceptance of the abstraction and thereby shows the authority and adequacy of the responses. For Factor Analysis to be recommended suitable, the Bartlett's Analysis of Sphericity have to be beneath than 0.05

Table 3: KMO and Bartlett's Test Statistics

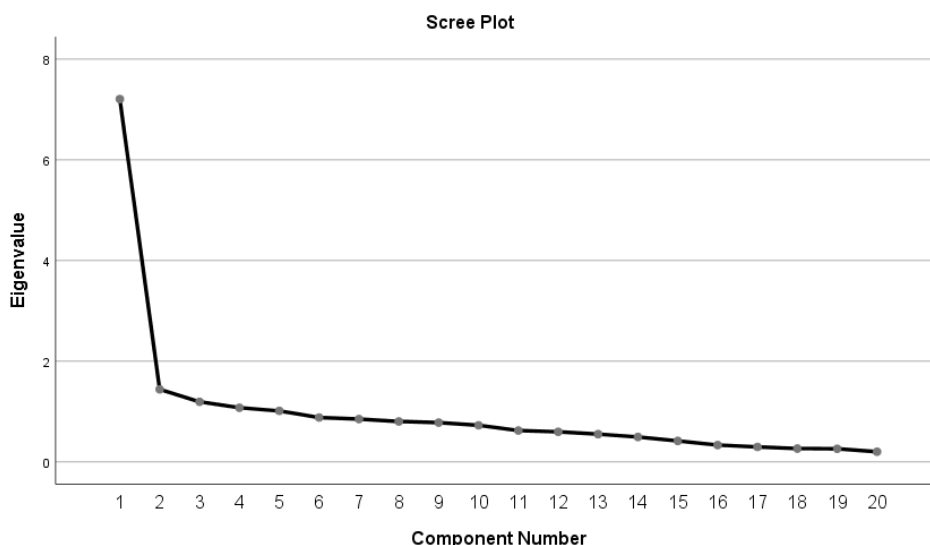
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.851
Bartlett's Test of Sphericity	Approx. Chi-Square	771.306
	Df	190
	Sig.	.000

The results of Table 3 indicate that the test of KMO (Kaiser-Meyer-Olkin) for sample adequacy is okay as the test statistics is well above the minimum acceptable limit (>0.70) and also the Bartlett's Test statistics shows that it is significant at .000 level of significance which means that the data under study is not spherical and hence passes the Bartlett's test of sphericity.

4.3.2 Scree plot

The scree plot graphs the eigenvalue against the factor number. You can see these values in the first two columns of the table immediately above. From the third factor on, you can see that the line is almost flat, meaning each successive factor is accounting for smaller and smaller amounts of the total variance.

Figure 1 Scree Plot (SQ)



The above Scree plot graph shows that from all the factors concluded, you can see that the line is almost flat, meaning each successive factor is accounting for smaller and smaller amounts of the total variance.

Factor Analysis for Customer Perception

The raw scores of 20 items were subjected to factor analysis to find out the factors that contribute towards 'Factors for Job Satisfaction & Its impact on Job Loyalty'. After factor analysis eight factors were identified.

Table 6: Factor Analysis using Varimax Rotation Method of PCA (SQ)

Factor No.	Factor name	Eigen Value	% of variances Explained	Items converged	Factor Loading
1.	Improvements to make in organization	3.295	16.474	Do you feel valuable at the organization Does your organization allows you the freedom to use your own judgment for the work you perform Are you satisfied with being busy at work most of the time Are you satisfied with the way the organization policies are put into the practices Do you feel like the organization is like "part of the family" Are you satisfied working in this organization as it gives you the chance for doing different things with time	.676 .671 .667 .623 .539 .509
2.	Facilities towards job satisfaction	3.282	16.412	If you are given the opportunity to start over again, what type of work you will prefer to do Are you satisfied with the salary that you get for the work you do for the Organization Are you satisfied with the working conditions of the organizations Would you leave the organization soon Are you satisfied with the relationship of the upper management	.731 .731 .697 .582 .573
3.	Perception towards organization	1.856	9.281	Are you satisfied with job regarding all considerations Would you be happy to spend the rest of your career with this organization	.858 .563
4.	Resignation from Organization	1.835	9.177	Would you leave the organization soon	.778
5.	Organization surroundings	1.659	8.296	Are you satisfied with the surrounding behavior in the organization Did you get the chance for advancement in this organization	.787 .574

4.4.1 Description of Factors (SQ)

Improvements to make in organization: This factor is very much essential for the organization as there are continuous improvements to be done in an organization with the time. Determinant of research with a total variance of 16.404 Major element of this factor includes, "ITEM P18 Do you feel valuable at the organization, ITEM P3 Does your organization allows you the freedom to use your own judgment for the work you perform. ITEM P1 Are you satisfied with being busy at work most of the time, ITEM P5 Are you satisfied with the way the organization policies are put into the practices, ITEM P16 Would you leave the organization soon.

2) Facilities towards job satisfaction: This factor determine what are the facilities that are to be provided to the faculties of an organization. Determinant of research with a total variance of 16.412. Major elements of this factor include, ITEM P13 If you are given the opportunity to start over again, what type of work you will prefer to do. ITEM P6 Are you satisfied with the salary that you get for the work you do for the Organization. ITEM P8 Are you satisfied with the working conditions of the organizations. ITEM P19 Would you leave the organization soon. ITEM P12 Are you satisfied with the relationship of the upper management.

3) Perception towards organization: This factor shows the employees feels about the organization. Determinant of research with total variances of 9.281. Major element of this factor includes "ITEM P20 Would you leave the organization

soon. ITEM P14 Would you be happy to spend the rest of your career with this organization.

4) Resignation from Organization: This factor shows that when the employees are not satisfied with the institute rules & regulation they leave it. Determinant of research with a total variance of 9.177. Major elements of this factor includes "ITEM P17 Would you leave the organization soon.

5) Organization surroundings: This factor shows what type of nature is going on in the organization. ITEM P9 Are you satisfied with the surrounding behavior in the organization. ITEM P7 Did you get the chance for advancement in this organization.

5. Implications, summary, suggestions & conclusions

5.1 Implications of the Study

- This research is intended to be useful for further research studies where researchers wants to understand the Factors that are influencing Job Satisfaction & its impacts on Job Loyalty, A study of Management Faculty.
- This study is also intended to be useful contribution in understanding the level of customer's perception on different facilities which make them more satisfied.
- This study is also intended to be useful contribution in understanding the level of service quality based on

Management faculty Perception according to their needs.

- All the levels of managements will be satisfied and will be benefitted with this study for understanding the level of Quality & solving issues for formulating/ maintaining/ innovating the service quality dimensions.
- Reference of study can also be help for the students for their research.
- Students for their further research may use the questionnaire of this study.

5.2 Suggestions of the Study

- The analysis is based only on 102 respondents. If we increase the number of customer, then results may be more accurate.
- For this study only one variable i.e. influencing Factors to Job Satisfaction & its impact on Job Loyalty is analyzed. Thus to get a good result at a broader perspective more variables could be included.
- The similar study could be carried out considering other organizations from other service sectors to generalize the result across service industry.
- The study resulted in the fact that there is some other factor also, which are had higher effects. So similar kind of study can be done to evaluate the effect of other variables on emotional intelligence.

5.3 Summary

The study has been divided into five chapters. The first chapter of this study was Introduction which includes four sub-parts namely conceptual framework, Review, Rationale and Objectives. In conceptual framework all definitions and introduction about the topic was there. In literature review all researchers have been mentioned which has been done previously, rationale has helped to understand the consumer perception towards internet banking i.e. why we are doing this research, then next part was objectives of this research which includes all the objects of this research, third chapter is research methodology, which includes study (exploratory in nature), sample design consisting population, sample design consisting population, sample size, sampling element, sampling technique and tool used for data collection (standardized questionnaire). The tools used Item to Total Correlation, Reliability and Factor Analysis have been applied. Fourth chapter contains Results and Discussion. Fifth chapter is Implications, Suggestions, Summary and Conclusion and in the end References and Annexure are placed.

5.4 Conclusion

The study has resulted in standardized and reliable measures of, the Factors that affect Job Satisfaction & its Impact on job Loyalty, A study on management Faculty. The measures are reliable as indicating by their reliability measure which is higher than 0.7.

Internal consistency was ok and acceptable with minimum threshold loadings 0.5. Then, Exploratory Factor Analysis was applied on the variable Factors that influence Job Satisfaction & their Impact on Job Loyalty, A study on Management Faculty. Before applying the EFA KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) with the 0.905(eigenvalue). The objectives of the study were to find out the impact of job satisfaction on employee loyalty among academicians and to find out the various factors underlying Job satisfaction and employee loyalty. The findings of the research conclude that there is a significant impact of job satisfaction on employee loyalty among academicians. The underlying factors of job satisfaction emerged from this study are career growth, motivation, work place environment and self-satisfaction. The underlying factors of employee loyalty emerged from this study are belongingness, job involvement and organisational commitment.

Principle Component Analysis was applied with Varimax rotation method, the results of which indicated that there were eight factors factor no. 1 Promptness and Efficiency with, 2 Perceived Ease of Use, 3 Perceived Service Quality, 4 Perceived Integrity, 5 Perceived Trust, 6 Intention to continue, 7 Technological Structure of banking Website, 8 Perceived Usefulness. The most important factor emerged was **Promptness and Efficiency** having highest Eigen value (2.942), second most important factor was **Perceived Ease of Use** having Eigen value (2.728), third most important factor was **Perceived Service Quality** having Eigen value (2.536) and other factors so on.

The overall data of the sample shows that the higher perception of customers towards the internet banking. This indicates that these factors which emerged as strong indicators and representative of the customer perception requires much more attention by the bankers, managers and all stakeholders of internet banking channels so that they could improve upon these service quality dimensions as perceived by the banking customers of at least the tier II cities like Mathura and specifically people living in big university campus like GLA University who are regular users of internet banking. Due attention should be given to these dimensions of service quality emerging out of the study.

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