

Using Technology to increase Work Satisfaction in Legal Industry

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Abstract

Work satisfaction is a feeling of contentment among the employees which they gain out of their work or job. The accomplishments in the jobs of the employees lead them to feel satisfied in their work and motivate them further to do better.

The job that legal professionals have and the nature of it require extraneous physical and mental efforts; and dealing with high pressure makes the legal profession all the more challenging. The demand and expectations from a professional in the legal profession are also high. Such high expectations can lead to stress and strain and this sometime leads to job dissatisfaction. The paper will see the various reasons because of which the work satisfaction is low and will try to come up with solutions that can be implemented through technology to bring down the strain and stress.

The paper will see the trend in work satisfaction in the legal industry through a survey conducted among the lawyers working in the law firms, in the courts and in various law offices and would try to decipher the reasons behind the level of work satisfaction in the legal industry.

The paper will aim to understand work satisfaction among professionals in the legal industry, understand the reasons behind such it and will try to come up with solutions to increase the work satisfaction among lawyers. Such solution would majorly be those that can be implemented through technology in order to make the tasks of legal professionals easier. This will be done by thorough analysis and understandings of the reasons for low work satisfaction, identifying the gaps that can be filled and bringing the transformational changes to make the tasks of the legal professionals easier. The focus majorly would be to eliminate the focus of legal professionals from the mundane tasks in order for them to give importance to the tasks that are intellectual in nature and requires more attention.

The paper would consider free time available at the hands of these professionals and the income generated by them as the major parameters on which the work satisfaction of the lawyers would be gauged. These would be mentioned as the primary parameters. To help build the strength of the parameters taken, the data relating to the age of the lawyers, number of years of experience, number of working days, time off, time for recreational activities and the cities in which they live in are taken into account. Such parameters would be called the secondary parameters. The reasons for taking such parameters into account will be duly explained in detail in the course of discussion of this research paper.

The premise, thus, in discussing about the problem at hand and coming with practical solutions is that eliminating the mundane tasks would give better sense of accomplishments and would also reduce the time required to be given in the job to a great extent.

This would thus lead to greater satisfaction among the professionals in the legal industry.

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I. INTRODUCTION

Work satisfaction in simple words is the feeling of contentment from the job role that a person is employed in doing. Work satisfaction or work satisfaction

For any law graduate to practice in India, he or she is required to obtain a license from the Bar Council of India. From more than 900 law colleges in India[1], thousands of law students graduate each year. These graduates then represent themselves in

the court of law or officers of the judicial bodies. Apart from them, many law firms have also emerged where the lawyers now work. The domain has entered into new and untapped arenas making legal profession all the more important. The legal profession has a strong hold on the commercial aspect of any business or activity with the advent of global industries venturing into India and as a result of globalisation, privatisation and liberalisation, and an even stronger hold in the area of constitution and other conventional areas of this field. It is the intermingling of the provisions of several legislations that lead to a cohesive result and help provide justice to the concerned party. Given such a scenario, its role of a lawyer encompasses the understanding of provisions of several legislations at once, understanding the gravity of the case, the mental trauma of the client and the need to provide justice within a specified timeframe. Such a role requires the physical, mental and emotional presence of these professionals and be ready to face the turmoil of constant pressure of work considering every second as the zero hour. This makes the profession multidimensional in nature.

Every year around 2300 students graduate from the prestigious National Law Universities itself and thousands more from other law colleges across the country.

II. DATA AND METHODOLOGY

A. Data

The research paper majorly relies on the survey conducted and data gathered from the lawyers across India and spans between the age of 22 years and 35 years.

The research paper is empirical in nature in the sense that the results are drawn on the basis of the data gathered and analysis made further.

Following is the break-down of the age groups of the respondents with 47.2% belonging to the age group of 22-25 years, who are typically the young graduates and new to the profession, age group of 25-30 years, who are the ones with initial years of experience and 30-35 years who are expertise in the field of law. The age group chosen is due to the

reason that these are the ages that struggle the most in attaining work satisfaction and are most affected and influenced by the technology.

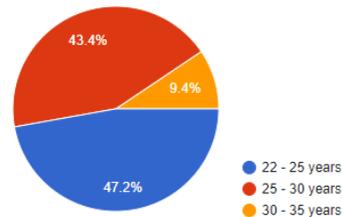


Fig.1

Age group of the respondent legal professionals

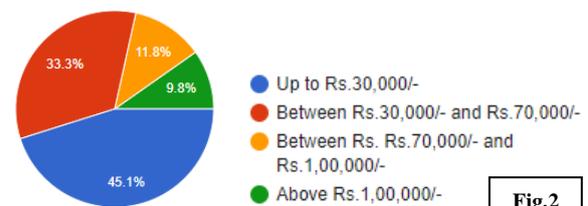


Fig.2

Income of the respondent legal professionals

With respect to the number of years of experience, 85% of the respondents have 0-3 years of experience, 11% of the respondents have 3-5 years of experience and only 4% of the respondents of 5-10 years of experience. The income groups are also divided.

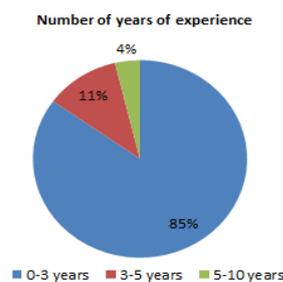


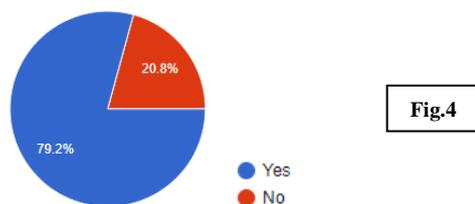
Fig.3

The presumption is that with increase in the number of years of experience, income also increases, and hence increases the work satisfaction. The validity of the presumption will be seen through regression analysis of the same.

Apart from this, the work satisfaction will also be seen through the time off given to the lawyers and how much they are able to go for recreation or participate in recreational activities with their co-workers. Here, the presumption is that the work satisfaction is directly proportional to the time off given and the time they get for recreation. The

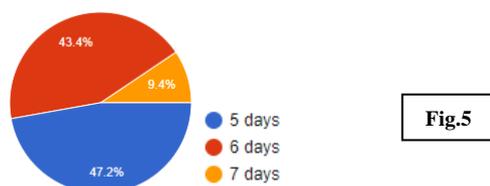
validity of the presumption again would be checked through analysis of the data received.

The primary and secondary parameters together will help understand the situation relating to work satisfaction among the lawyers and help come up with solutions to increase level of work satisfaction.



Getting time off from work

Fig.4 shows the number of people who get time off from work which is 79.2% and the people who do not get time off from work which is 20.8%.



Number of working days per week

Fig.5 shows the number of working days of the respondents. Although 47.2% of the respondents work only for 5 days a week, there are a significant number of people working for 6 days a week which is 43.4% and 9.4% of people who work 7 days a week. This means that there are some legal professionals do not get time off from work.

These are some factors that lead to stress among the legal professionals. Reducing the number of stress would mean higher satisfaction among the professionals. The paper would see the relation between these factors and try to reason them out with high or low stress that the legal professionals have.

B. Methodology

The paper will use correlation and regression to analyse the data collected. Correlation is a tool to determine the relationship between the variables or the parameters. It is the degree with which two variables are consistently related, both in degree and in direction. But it is not able to measure the cause of the relation established[2]. The value derived lies

between 1 and -1. a value farther than zero denotes a strong relation between the variables, while the value near to zero denotes a weak relation between the variables. Also, a positive value denotes that there is a positive relationship between the variables, which means that the direction of change in the variable is same, while a negative value denotes a negative relationship meaning the change takes place in the opposite direction to each other upon change in the values.

The formula that is used to derive the value of a correlation coefficient is given below:

$$r_{xy} = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2 \sum(y_i - \bar{y})^2}}$$

Another statistical tool to be used is regression.

Regression analysis is used to build mathematical models to predict the value of one variable from knowledge of another. It helps in predicting the value of the dependent variable from the information given of the independent variable. This is used because the statistical tool of correlation alone. Although correlation helps in understanding the degree with which the variables are dependent on each other, it is not enough as it is not enough to predict the behavior[3].

III. RESULTS

The data collected is analysed through correlation and regression methods to understand the relation between the factors or parameters.

The survey conducted collected the level of satisfaction the professionals in the legal field derived.

Of the total responses received, 37.7% responded to have the level of satisfaction from work to be 7 on a scale of 1 to 10, with 1 being the lowest and 10 being the highest, 24.5% responded to have the level of work satisfaction at 6, 18.9% respondent to have level of work satisfaction as 8 and 15.1% responded to have level of work satisfaction to be 9. This has been shown clearly in Fig.7 given below.

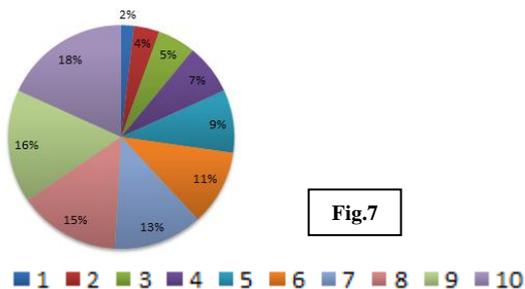


Fig.7

Level of Work Satisfaction

The level of satisfaction is derived majorly from the work life balance, nature of work and income of the legal professionals. Apart from that, a conducive work environment is also a factor contributing to the level of work satisfaction.

71.7% of the total respondents attributed nature of work to be the major reason, 49.1% of the total respondents as work life balance and 30.2% as income to be the major reasons for the work satisfaction derived.

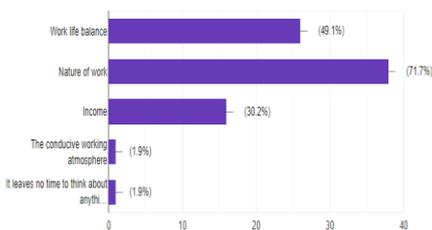


Fig.8

Factors influencing Work satisfaction

The correlation and regression is run on the following parameters:

- a. The level of satisfaction in work is gauged with respect to the income of the lawyers.
- b. The level of satisfaction in work is gauged with respect to the number of days per week of working
- c. The level of satisfaction in work is gauged with respect to the time given for recreation with co-workers

A. Satisfaction level with respect to income

The income was divided broadly into 4 categories. The monthly income of all the respondents is divided into 4 categories: below Rs. 30,000/-, between Rs. 30,000/- and Rs. 70,000/-, between Rs. 70,000/- and Rs. 1,00,000/- and above Rs. 1,00,000/-. The average of each is then taken out which are Rs. 15,000/-, Rs. 50,000/-, Rs. 85,000/- and Rs. 1,00,000/- (which is the same number taken

as there is no particular value that can be ascertained, and hence the minimum amount is taken).

For every category of monthly average income, the level of satisfaction is taken out. The general observation is that with increase in the income of the legal professionals, the level of satisfaction is also increasing. This can be seen as below:

Table 1

Monthly income in Rs. (average)	Work satisfaction (average)
15000	6.695652
50000	7.294118
85000	7.5
100000	8.2

Work Satisfaction per average monthly income

Here we can easily see that with the increase in the monthly average income, the level of work satisfaction is also increasing.

Correlation

The correlation coefficient of such values derived is also positive 0.861769971. Any value above 0.85 shows a strong correlation between the two variables. Here the value is above 0.85 which means that the monthly average income and the level of satisfaction have a strong correlation between them and changes positively with the change in income of the legal professionals.

Regression

On running the regression analysis on the same variables, keeping level of work satisfaction as the dependant variable and average monthly income as the independent variable, we see that the value of R square comes out to be 0.8992. This is a significantly high value and shows that the movement of the dependent variable is strongly dependent on the independent variable. This means that income plays a major role in giving a higher satisfaction in the work done by the legal professionals. The test run is also shown as below:

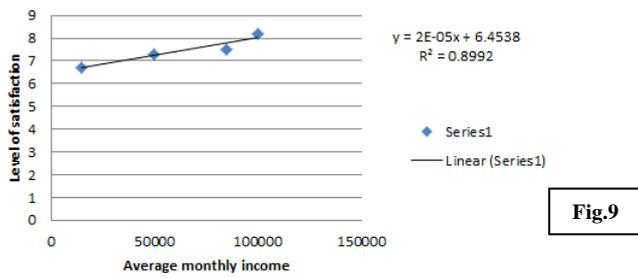


Fig.9

Analysis

Upon reading the results of both the statistical tests conducted, we find a strong relation between the two variables. With increase in the monthly income of the legal professionals, the level of satisfaction also increases.

B. Satisfaction level with respect to time off

Given the nature of work of the legal professionals, there might be a requirement of giving more time to work. This sometimes become a demotivating factor leading to less satisfaction derived from the work.

The data collected will analyse whether the time off given to the legal professionals are enough for them. This will be based on relating work satisfaction with number of days of work and work satisfaction with time available for recreational activities with colleagues.

a. Satisfaction level with respect to number of working days per week

The number of days the legal professionals usually work for are either 5 days, 6 days or sometimes even 7 days a week as well. Again, an average of the responses from each category for work satisfaction derived is taken to run the statistical analysis.

The values arrived at are:

Table 2

No. of working days per week	Work Satisfaction (Average)
5	7.16
6	7.130435
7	6.8

Work Satisfaction per number of working days/week Correlation

The correlation coefficient of the data given above when calculated came out to be -1. This means that there is a negative correlation between the variables taken. This means that level of work satisfaction is dependent on the number of working days per week but it is affected negatively which means with the increase in one variable, the other decreases.

Regression

Upon running the regression analysis, the value of the R square comes out to be 0.8111. This value has come when the independent variable taken is the number of working days per week and the dependent variable is taken as the level of work satisfaction derived by the legal professionals. The value of 0.8111 is significantly high showing that there is a strong reliance of the dependent variable on the independent variable. The same has been shown in Fig.10 below as well.

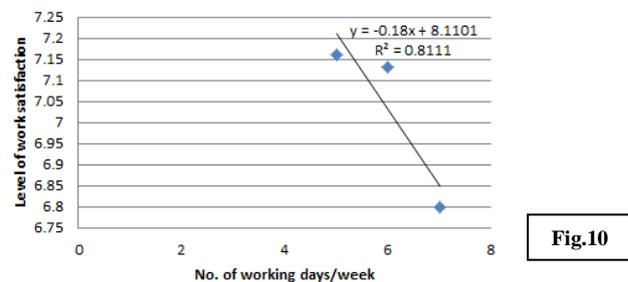


Fig.10

Analysis

Upon reading the result of both the statistical tests conducted, it is clear that the level of satisfaction derived is highly dependent on the number of working days per week. As the number of working days increases, the work satisfaction decreases.

b. Satisfaction level with respect to time available for recreation

This relates to the frequency of recreational activities with colleagues every two weeks. In a profession like law, it is imperative for the professionals to maintain cordial relations with colleagues and peers as such cordial relations help them in their profession as well. Thus, this also becomes a major factor in determining the work satisfaction of the legal professionals as such recreational time is linked with how good the relationship with colleagues and peers are. The same would be gauged through the statistical tests.

Correlation

The correlation coefficient for the variables taken namely the frequency of getting recreational time with colleagues and the average of work satisfaction of each category came out to be 0.734044. This shows a positive correlation between the two variables meaning that the change in one variable would lead the other variable as well to change in the same direction as the former one. But the value is below 0.85 which means that although there is a correlation between the two variables, there is not much strength with which they move when the values are changed.

Regression

Among the two variables, the frequency of having time for recreational activities is the independent one and the level of work satisfaction derived is a dependent one. The value derived of the R square upon running the test came out to be 0.1912. This value is significantly low and means that there is a weak correlation between the two variables. The dependent variable does not show reliance on the independent variable.

The same has been shown in the graph below:

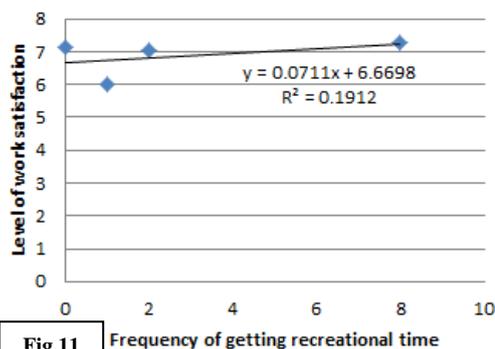


Fig.11

Frequency of getting recreational time

Analysis

Upon analyzing the results of both the statistical tools, i.e., correlation and regression, it is seen that although there is a weak reliance of the dependent variable on the independent variable, the correlation coefficient shows some correlation between the two variables. This means that although the variables are correlated, the data available is skewed and is not linear in nature. The data is scattered and thus cannot be fitted into one line. In such a case, the data will follow a curved line and would lead to

heteroscedasticity. This happens when there is high variance in the data available.

C. Interpretation

The analysis of the above data shows that there is strong and direct reliance on the on the income and number of working days on deriving work satisfaction, while getting time for recreational activity is not strongly related to it.

Also, considering only the level of work satisfaction derived by the legal professionals, the average comes out to be 7.113207547 and the median comes out to be 7. And through the data collected via the survey, 71.7% of the respondents attributed nature of work to be the most significant factor for work satisfaction, followed by work-life balance which is 49.1% and then income which is 30.2%.

This shows that however the respondents are invested in their jobs and roles as legal professionals, it is not enough to attain higher level of work satisfaction. Work life balance and income also plays a part. The average level of work satisfaction is 7.113207547 and the median 7, which is not so high. The reason for this is lesser satisfaction derived from lower income and getting less time off in the manner of having time for recreation with colleagues and having to work for more number of days. This in turn leads to less of work-life balance.

IV. DISCUSSION

With the understanding of the data and upon analysis of the same, it is clear that although the legal professionals are keen on doing their work and derive high level of work satisfaction from the nature of job they are doing, there is still some lag in the sense that these legal professionals are not getting enough time for themselves and there is less work-life balance.

A solution to this is incorporating more technological interference in the legal industry than is at present. There are platforms like SCCOnline and Manupatra that provide access to the database of all the existing caselaws, Taxmann, LexisNexis and Thomson Reuters to provide with databases online to help with speedy research. Several research

journals are also available like Hein Online and Jstor providing with legal research to help aid the legal professionals in their work. But apart from the databases built, there is not much that exists that could significantly aid the legal professionals in their work.

The idea is to reduce the time taken by the legal professionals in doing their job by shifting the reliance of procedural work to automated processes and use of AI. Such steps would greatly help in completing the tasks within a stipulated time and putting more efforts and time on tasks that are more related to cognitive abilities than the procedural aspects. Inclusion of AI for trend analytics, to connect the legal industry with other fields like psychology, sociology, economics and political science to count a few, that have a direct impact on deciding the course of action, use of AI to aid in conversion of texts from white and black to software to ease the drafting processes are some examples through which the redundancy of the process oriented tasks can be removed.

This would significantly reduce the time taken in doing a job and would give more time to the legal professionals to have a work-life balance.

Not only this, but reducing the dependability on process oriented tasks would allow these professionals to take more tasks and build a larger client base allowing them to generate more income than before. Such an inclusion of technology in the legal field would help the legal professionals gain more work satisfaction than they are having now, as the pressure of work on them reduces and more work gets done within less time.

V. CONCLUSION, LIMITATION AND FUTURE SCOPE

The paper has focused on work satisfaction that the legal professionals derive from their work, what are the factors that most likely affect the level of work satisfaction and what could be done to improve the level of work satisfaction based on the analysis done and the factors that come out strongly as affecting it.

The nature of job being the most important factor says for itself that the legal professionals enjoy the kind of work that they do. Despite that, the level of work satisfaction is not up to the mark given other major factors like income and work-life balance.

Using technology in the process oriented tasks, legal analytics, connecting law with other fields for better and holistic decision making and AI in drafting processes would allow the legal professionals to focus on the more important tasks and reduce the time of completion of work, allowing them to take up more work from clients and build larger client base.

One limitation of such inclusion is that such changes would although impact the young professional positively, but the same would not be the case with the older generation who have less idea about the use of technology and have ease in doing their work in the traditional way. But the scope in future is immense as reliance on technology in every field increases. The use of the same would become evident and a must. The current generation would be leading from the front in coming years and would be playing a major role.

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