



Job Satisfaction of Employee's in Pharmaceutical Firms: A Case Study of Uttarakhand

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Abstract

In the economic development of a country Pharmaceutical sector plays a vital role. This study attempts to evaluate job satisfaction of employees in different pharmaceutical companies of Uttarakhand. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigates the impacts of pharmaceutical type, work experience, age and sex differences on the attitudes toward job Satisfaction. The result shows that salary, efficiency in work, fringe supervision and co-worker relation are the most important factors contributing to job satisfaction. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level. The nature of business operation, the work culture and the level of job satisfaction have undergone lot of changes for the pharmaceutical companies. As a business proposition initiated huge investment, whereas majority of their stocks is going down bringing a high level of apprehension related to job security among its employees. This research paper highlights some of these problems and presents a picture of level of job satisfaction among employees of pharmaceutical companies. It also identifies unique issues of job satisfaction in the companies. Pharmaceuticals Companies are selected for the research because they are currently undergoing continued expansion. In order to gain competitive advantage and adapt to the dramatic changing environment, it is important for them to achieve management efficiency by increasing employee satisfaction in the organisation. Hence, this research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction. This paper presents a comprehensive diagnosis of job satisfaction indices of pharmaceutical business, the factors causing the dissatisfaction and suggestions to improve them.

Keywords: Job Satisfaction, Job Dissatisfaction, Motivation, Pharmaceutical Sector

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1. INTRODUCTION

Job satisfaction describes how content an individual is with his or her job. It is a relatively current term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. Job satisfaction is a very important attribute which is frequently measured by organizations. For the measurement of job satisfaction commonly used rating scales where employees report their reactions to their jobs. Questions are related with pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1 - 5 scale where 1 represents "not all satisfied" and 5 represents "extremely satisfied".

2. BACKGROUND OF THE STUDY

In organization process management of people is an important aspect. This emanated from the recognition that the human resources of an organisation and the organisation itself are synonymous. A well-managed business organisation normally considers the average employees as the primary source of productivity gains. These organisations consider employees rather than capital as the core foundation of the business and contributors to firm development. Organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employees satisfaction for the achievement of firm goals. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates.

However, even with the widespread recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this. The earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment (Hill & Wiens-Tuers 2002). With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees (Woodruffe 2000) applied through the underlying principle of continuous organisational learning. Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life (Champion-Hughes 2001) that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organisational commitment. This means that achieving motivation and job satisfaction to develop organizational commitment is not simple or easy and works according to

the context of individual firms. Although, there are best practices within industries, it is up to the individual organisations to determine which human resource strategies meet its needs and objectives. To determine the manner that individual industries develop and achieve organizational commitment through job satisfaction and motivation, the study has investigated in-depth the human resource strategies of Zaneka Healthcare, Planet Herbs Lifesciences and Ambient Biocam Pvt Ltd.

3. STATEMENT OF THE PROBLEM

Employees are the precious asset of an organization, the satisfaction of all employees in their work is very important. Job satisfaction is a part of life satisfaction. It is the favourableness within which employees view their work. It expresses the amount of agreement between one's expectation of the job and the reward that the job provide. It has been observed the employee's dissatisfaction with certain conditions of the job leads conditions of the job causes serious industrial problems and, on the other hand, employee's satisfaction with job leads organizational goal of productivity.

4. OBJECTIVE OF THE STUDY

The objective of the study is as follows:

- To assess the satisfaction level of employees in Pharmaceutical industry.
- To identify the factors which influence the job satisfaction of employees?
- To identify the factor which improves the satisfaction level of employees?

5. SCOPE OF THE STUDY

This study emphasis in the following scope:

- To identify the employees level of satisfaction upon that job.
- This study is helpful to that organization for conducting further research.
- It is helpful to identify the employer's level of satisfaction towards welfare measure.
- This study is helpful to the organization for identifying the area of dissatisfaction of job of the employees.
- This study helps to make a managerial decision to the company.

6. LIMITATIONS OF THE STUDY

- The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be assured.
- The researcher was carried out in a short span of time, where in the researcher could not widen the study.
- The study could not be generalized due to the fact that researcher adapted personal interview method.

7. REVIEW OF LITERATURE

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral, etc. Researchers have attempted to identify the various components of job satisfaction, measure the

relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity.

Vroom (1964), postulated a model of job satisfaction which reflects valence of the job for its incumbent. He argued that the strength of the force on a worker to remain on his job is an increasing function of valence on his job.

Locke (1976), stated job satisfaction as a pleasurable positive state resulting from one's job and job experience. Individuals show pleasurable positive attitude when they are satisfied with their job.

Srivastava and Pratap (1984), studied job satisfaction and organizational climate among executives and supervisors, reported a significant positive relationship between the overall climate and job satisfaction. Job satisfaction was also found related to various individual dimensions of organizational climate such as leadership, communication, interaction, influence in decision making, goal-setting and control.

Singh, S. (1990), pointed out that the job satisfaction is a part of life satisfaction, the nature of one's environment off-the-job. Similarly, a job is an important part of life, job satisfaction influences one's general life satisfaction as an effective reaction, feeling of employees with job, supervision, co-workers salary/pay and his/her current and future career progress. The causes of employees' satisfaction are restricted to implant factors alone but they sum the whole gamut of men's need and aspiration.

Memoria, C. B. (1993), stated that job satisfaction is the collection of tasks and responsibilities regularly assigned to one person while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge.

Board, L. M. (2007), described that to achieve the organizational qualitative and quantitative goals and enhancing employees performance effective intrinsic and extrinsic incentives must be given to employees. Monetary, non-monetary benefits (given to employees), recognizing their work and developing good and healthy employee and employer's relationship is a key factor in motivation is achieved by accomplishing personal goals and objectives, which motivate employees and enhance job satisfaction.

Gupta and Sharma (2009), have classified the various factors influencing employees satisfaction under two groups. An environmental factor, which includes leadership and planning in the organization, individual participation, recognition and reward, team work and cooperation and training and Physical factors which includes corporate culture, communication, working conditions and other dimensions.

Narayanan and Zafar (2011), in their research identified that the major factors influencing job satisfaction are sex of the employee, experience, treatment by supervisors, work environment, emotional intelligence.

In other words, a little satisfaction from each service encounter leads to overall satisfaction with the service. Various studies discussed shows that job satisfaction has been studied with relevance to co-worker behavior supervisor behavior, pay and promotion, organizational factors and other work related factors. In some studies the employees were highly satisfied or otherwise. The aim of the study is to determine the factors affecting employee job satisfaction in pharmaceutical Companies.

8. RESEARCH METHODOLOGY

8.1 Research Design

The researcher used descriptive type of research design deals with describing the characteristics of a particular individual or of groups, descriptive research describes the state of affair as it exit at present. It includes surveys and fact finding inquires of different kind. In this study the researcher is analyzing the employee's job satisfaction by among the selected Pharmaceutical firms in Uttarakhand.

8.2 Sampling Design

Simple random sampling technique was employed by the researchers to select the sample respondents. Sample size of the study consists of 200 respondents.

8.3 Data Collection

The researcher used both primary and secondary data to collect the details from 200 respondents were working in pharmaceutical firms with the help of well structured questionnaire. The primary data are supplemented by spat of secondary sources of data. The secondary sources being published research and general articles collected from various journals, books and internet etc.

8.4 Analysis and Interpretation

The data after collection have been processed and analyzed in accordance with the outline and down for the purpose at the time of developing research plan. Technically speaking, processing implies editing, coding, classification and tabulation of collected data, so that they are amenable to analysis. The term analysis refers to the computation of certain measures along with searching for pattern groups. Thus, in the process of analysis, relationship or difference should be subjected to statistical tests of significance to determine with what validity data can be said to indicate any conclusions. The analysis of data in a general way involves a number of closely related operations, which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions. In this study the researcher followed above process carefully and it is presented in this paper.

8.5 Findings

This section will try to highlight and discuss the results and the findings based on the analysis done on the data collected from respondents. This research focuses on the factors affecting employee job satisfaction in selected pharmaceuticals company. The discussion then will try to accomplish all the objectives of the study. In this instance, for simplicity of analysis and findings, this part focuses on the levels of employee job satisfaction in Pharmaceuticals Company and discussion. Pharmaceuticals company survey responses are the frequencies that simply refer to the number of times various sub categories of certain factors occur (in this study, the demographic factors) from which the percentage and the cumulative percentage of their occurrence can be easily calculated. The descriptive statistics present the feel of the data that gives preliminary ideas how good the scales are, how well the coding and entering of data has been done, and the central tendency of the research variables.

8.6 Employees Job Satisfaction in Pharmaceuticals Company

This part discusses the respondents overall perception of employee job satisfaction in Pharmaceuticals Company and sub-dimensions such as pay and promotion, job security, work

conditions, fairness and relationship with co-workers and management. The findings are presented in frequencies and percentages.

Overall level of employee satisfaction in Pharmaceutical Companies

Factors influencing job satisfaction	Mean
Working Condition	61.2%
Pay and Promotion	57.4%
Fairness	60.2%
Job Security	56.6%
Relation with Co-workers	64.2%
Relation with Supervisor	54.4%
Average	59%

In terms of working conditions, pay and promotion, job security and relationship with co-workers the study found that the level of employee job satisfaction is “neither happy nor unhappy” and in terms of relationship with immediate supervisor the level of employee job satisfaction is “somewhat unhappy”. Overall level of employee satisfaction in pharmaceutical companies, the study found that the average mean is 59%, so the overall level of employee job satisfaction is “neither happy nor unhappy”.

9. DESCRIPTIVE STATICS

9.1 Level on Work Conditions

In terms of level on work conditions in pharmaceuticals companies, the study found that 92 respondent's perceived atmosphere to be “Neutral”. About 58 respondents perceived the work conditions to be “happy”, while 28 respondents perceived work conditions as “unhappy”. A few, 12 respondents rated the work conditions as “very unhappy” and “very happy” 10. At last, the mean score is 3.06, so the work conditions are “neither happy nor unhappy”. Looking at the mean score of 3.06, we can see that work conditions influence job satisfaction in pharmaceuticals companies.

9.2 Level on Pay and Promotion

In terms of level on pay back in pharmaceuticals companies, the study found that 88 respondents perceived pay and promotion to be “neither happy nor unhappy”, 36 of the respondents perceived the pay and promotion to be “somewhat happy” and 50 respondents perceived pay and promotion to be “somewhat unhappy”. Only a few 16 and 10 of the respondents rated the pay and promotion as “very unhappy” and “very happy”. At last, the mean score is 2.87, so the pay and promotion is “somewhat unhappy”. According to a mean score of 2.87, we can see that pay and promotion influences job satisfaction in pharmaceuticals companies.

9.3 Level on Fairness

In terms of level about fairness in pharmaceuticals companies, the study found that 68 respondents perceived fairness to be “neither happy nor unhappy”, 60 respondents perceived the fairness to be “somewhat happy”, while 48 respondents perceived fairness as “somewhat unhappy”. A few 14 respondents rated the fairness as “very unhappy” and 10 respondents are “very happy”. Finally, the mean score is 3.01, so the fairness is “neither happy nor unhappy”.



According to the mean score of 3.01, we can see that fairness influences job satisfaction in pharmaceuticals companies.

9.4 Level on Job Security

In terms of level on job security in pharmaceuticals companies, the study found that 92 respondents perceived job security in pharmaceuticals companies to be "neither happy nor unhappy", 32 respondents perceived job security in pharmaceuticals companies to be "somewhat happy", while 54 respondents perceived job security in pharmaceuticals companies as "somewhat unhappy". 14 respondents rated job security as "very unhappy" and 8 respondents were "very happy". Finally, the mean score is 2.83, so job security in pharmaceuticals companies is "neither happy nor unhappy". According to the mean score of 2.83, we can see that job security influences job satisfaction in pharmaceuticals companies.

9.5 Level on Relationship with co-workers

In terms of level on relationship with co-workers in pharmaceuticals companies, the study found that 60 respondents perceived relationship with co-workers to be "neither happy or unhappy", 56 respondents perceived the relationship with co-workers to be "somewhat happy" and 50 respondents "somewhat unhappy". Only 8 respondents rated the relationship with co-workers "very unhappy" and 26 respondents were "very happy". At last, the mean score is 3.21, so the relationship with co-workers is "somewhat unhappy". According to a mean score of 3.21, we can see that relationship with co-workers influences job satisfaction in pharmaceuticals companies.

9.6 Level on Relationship with Immediate Supervisor

In terms of level on relationship with immediate supervisor in pharmaceuticals companies, the study found that 54 respondents perceived relationship with immediate supervisor in pharmaceuticals companies to be "neither happy nor unhappy", 48 respondents perceived relationship with immediate supervisor as in pharmaceuticals companies to be "somewhat happy", while 68 respondents perceived relationship with immediate supervisor in pharmaceuticals companies as "somewhat unhappy". 24 respondents rated relationship with immediate supervisor as "very unhappy" and 6 rated it as "very happy". Finally, the mean score is 2.72, so relationship with immediate supervisor in pharmaceuticals companies is "somewhat unhappy". According to the mean score of 2.72, we can see that relationship with immediate supervisor influences job satisfaction in pharmaceuticals companies.

10. CONCLUSION

Through job satisfaction, the service quality can be improved and increase employee satisfaction can be increased. In this regard, managers and policy makers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. This study tested factors affecting job satisfaction for pharmaceuticals companies. The results suggest that the factors had satisfactorily explained job satisfaction, if policy makers and managers want to enhance their businesses should focus on the factors that affect employee job satisfaction. Based on the results we are able to see that work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals companies employees' job satisfaction for the standardized values. Money is a good motivator, actually all employees' work for money, employees need the

money, a good salary and good compensations are key factors in satisfying the employee. The good pay back can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance for this sake we can increase the salary and compensation to motivate the employees. The factor of work conditions is also proven to have significant influence over the pharmaceuticals companies. The physical design of the place does have certain impacts on job satisfaction. Because the work conditions in the pharmaceuticals companies include the employee relationships and work environment, all these factors relate to employee job satisfaction. A good work conditions and good work environment can increase employee job satisfaction and the employees will try to give their best which can raise the employee work performance. The importance and the need is, therefore, describing or defining the physical environment by identifying those elements or dimensions that make up the physical environment. Therefore, in the questionnaires several elements have been defined such as cleanliness, lighting, noise, and furniture arrangements. These elements are the determinant of whether it affects employee's satisfaction. In pharmaceuticals companies, the employees hope they all receive equal treatment with respect to pay or promotion. If pharmaceuticals companies create a fair competitive environment, like fair treatment, fair compensation, fair work hours, these will improve employee job attitudes; fairness can also motivate employees to be hard working. After this consideration, we can see that fairness can increase employee job satisfaction; satisfied employees offer good services for the organization. This can increase organizational performance, so fairness is a key factor affecting job satisfaction in pharmaceuticals companies. In pharmaceuticals companies job security as an aspect of job satisfaction was more important to male employees than to female employees. Employees from medium and large-staff-sized organizations, compared with those from small staff-sized organizations, were more likely to cite job security as a very important contributor to their job satisfaction.

11. RECOMMENDATION

Opportunities for future study have emerged as a result of this study. In addition to overcome the limitations of data gathering, additional research is needed to observe the relationships between job satisfaction and work conditions, pay and promotion, fairness, job security, relationship with supervisor and co-workers. The limitations have contributed to the lack of arriving at many strongly statistically proven findings and conclusions. For future research the following suggestions should be considered:

- Qualitative investigators must conduct research regarding the job satisfaction of pharmaceuticals companies. This research method will provide a different perspective of employees, job satisfaction and contribute a more in-depth understanding of how employees view their job.
- It is suggested that for future research a proportionate stratified random sample be used to compare several public sector institutions using a larger sample.
- The research is needed to further investigate the potential relationships and affects these variables and other extraneous variables, such as role ambiguity, job level, contingent rewards and co-work have on job satisfaction.

Based on this study, and analysis of factors affecting pharmaceuticals companies' employee's job satisfaction, this paper makes the following recommendations to the policy makers and managers of the pharmaceuticals companies:

- Create favorable work conditions for the company. Guide the employee to communicate effectively, build a good interpersonal environment within the company, in order to create good work conditions.
- To improve fairness in pharmaceuticals companies, create a scientific performance appraisal system in the organization. Utilize the other developed countries' scientific performance systems, and use these systems to evaluate employee work performance and evaluate employee service quality.
- To improve the pay treatment of pharmaceuticals companies employees. Pharmaceuticals companies should improve the overall salary packages of employees; on the other hand, two shifts or three shifts is a way to reduce the workload of employees.
- Ensure right sizing strategy within the organization where have shortage of employees and train-up them appropriately for future positions.

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