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## “A Review on Employee Job Satisfaction in Indian Pharmaceutical Sector”

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**Abstract:** The Indian Pharmaceutical industry plays an imperative role in strengthening the economic progress. The purpose of this study is to evaluate the level job satisfaction of employees in various pharmaceutical companies. The present study focuses on the relative significance of job satisfaction factors and their effect on the overall job satisfaction of employees. It also explores the impacts of Indian pharmaceutical nature, work practice; demographic differences on the approaches toward job Satisfaction. The outcomes of study show that compensation, work efficiency, and employee relations are the most significant factors contributing to job satisfaction. The summative job satisfaction of the employees in pharmaceutical industry is at the constructive stage. The present study highlights some of the problems and presents a status of job satisfaction level among employees of pharmaceutical companies. Indian Pharmaceuticals industry is currently undergoing continued expansion, hence the research is mainly commenced to investigate on the importance of aspects such as pay and promotion, working environment and conditions, pay and promotion, job security, employee relationship and fairness in the job satisfaction. The study presents an inclusive conclusion of job satisfaction manifestations of pharmaceutical sector along with the factors causing the job dissatisfaction & suggestions for improvement of job satisfaction.

**Keywords:** Job satisfaction, working Environment, Pharmaceutical industry.

### I. INTRODUCTION

Spector (1997) defined job satisfaction as “the way people feel about their workplaces and the different aspects thereof. It is the degree to which people like or dislike their workplaces”. Job satisfaction is considered to be the determinant of an employee satisfaction or dissatisfaction with their work in any organization (Anghelache, V., 2015; Platania, S. et al., 2015). The studies have pointed out that job satisfaction can be associated with numerous factors, some belonging to the external atmosphere while others being decisively individual. Byrne (1994) and Maslach et al. (2001) describe the key component of job satisfaction is as “burnout experience level”. The researchers labeled as burnout the employee’s inability to function effectively in the existing working atmosphere. It is a condition which includes: emotional fatigue, reification, and diminished personal success. Hence, burnout becomes the adverse effect of long exposure of the stressed work environment (Platis, C. et al. 2015; Perelygina, E.B. et al. 2013).

There are various factors which affect a person’s job satisfaction level. Some of the factors are related with working environment, compensation and benefits and sovereignty, nature of job, and leadership style (Anghelache, V., 2014).

The Indian Pharmaceutical sector has become one of the most contributing sectors in the global economy through its efficient scientific manpower, innovative approaches, low cost of production, and low research and development (R&D) cost. The Indian Pharmaceutical industry is growing at pace of 9- 10 % (Indian Pharmaceutical Annual Report 2016) annually. There are various factors are responsible in the growth of pharmaceutical sector in which the Human Resource (HR) practices is one of the most contributing. These Human Resource (HR) practices enhance internal competencies of an organization and make it efficient to face current or future confronts. The globalization process has created the intense competitive environment for business; in the impact of such pressure the long term endurance of business is dependent on the ability to get better constantly. Organizations have to gear up with innovative and unique Human Resource (HR) Practices to endure and prosper in this highly competitive environment.

### II. LITERATURE REVIEW

**Ostroff (1992)** took the sample of 364 schools in his study and investigate the relationship between employees’ attitudes and organizational performance. Ostroff concluded that aggregated teacher attitudes such as organizational commitment and job satisfaction were simultaneously correlated to school performance in terms of performance outcomes such as student academic accomplishment and teacher turnover rates. Across 12 organizational performance manifestations, the enormity of the correlations between teacher job satisfaction and organizational performance ranged from 11 to 54, and the mean value was 28. Conclusions of the study were strongest for teacher work satisfaction; thus, the institutions with the satisfied staff achieve better than the organizations with less satisfied staff.

**Harter et al. (2002)** conducted an analysis to examined aggregated employee job satisfaction attitudes and employee commitment. The study based on 7,939 business units in 36 companies. The researchers concluded positive associations between employee satisfaction- commitment and the

organizational outcomes in terms of profit, productivity, employee turnover, and customer satisfaction. Moreover, these researchers investigated the realistic utility of the pragmatic associations. For example, business divisions in the apex quartile on the employee engagement measure acquiesced 1 to percentage points higher prosperity. Corresponding conclusions were revealed for productivity, specifically business units in the top quartile on employee engagement had, \$80,000 to \$120,000 higher monthly revenue. Based on these figures, it appears that aggregated measures of employee engagement and employee satisfaction are significantly related to business outputs at extents that are imperative to many organizations.

**Luthans (1998)** has the prevalence of research confirmation specifies that there is no strong association between job satisfaction and productivity. For instance a inclusive meta-analysis of the research literature finds only 17 best estimate relationship between job satisfaction and productivity. According to his research it is not necessary that satisfied workers will yield highest productivity. There are many potential moderating variables, the most important of which appears to be rewards. If people receive plunders they feel are impartial, they will be more satisfied and this is likely exerting more efforts for greater performance. Also, latest research evidence indicates that satisfaction may not essentially lead to individual performance enhancement but does lead to departmental and organizational development. Finally there is a still substantial deliberate weather performance lead to satisfaction or satisfaction lead to performance.

**Kaliski (2007)** concluded that job satisfaction is a worker's sense of accomplishment and achievement on the job. It is generally alleged to be directly related to outcomes as well as to personal welfare. Job satisfaction involves doing a work/ job one enjoys, doing it in well manner and being compensated for one's efforts. Job satisfaction auxiliary implies keenness and contentment with one's work. Job satisfaction is the key component that leads to income, promotion, acknowledgment, and the accomplishment of other goals that lead to a feeling of fulfillment.

**Ryan et al. (1996)** the study explored the relationships between cumulative employee attitudes, organizational outcomes along with customer satisfaction. The researchers measured these relationships by conducting analysis in the 142 branches of an auto finance company. Results showed that employee morale was connected to subsequent business performance indicators, turnover proportions, and customer satisfaction. In the research analysis showed that the customer satisfaction index was supervised strictly by unit managers and failure or success possibly interpreted into management practices that inclined employees' job attitudes. The major limitation of the study is that the data for study was collected from a single organization which restricts the general inability of the outcomes.

**Bowen et al (2008)** explored that job satisfaction and motivation factors are evidently correlated and consistently

used interchangeably in practice. Researchers further explained that job satisfaction expresses or measures the degree of a person's satisfaction in his/ her job while motivation clarifies the driving forces behind the carrying out of particular a job. Herzberg as cited in Dinham and Scott (1998) explains that both phenomena are positively linked and influence each other. He continues to give illustrations by saying that inferior order needs otherwise known as sanitation factors and higher order needs also known as motivators as also concerning satisfaction and dissatisfaction flowing from these and the need to engender long term career satisfaction. He continues to give illustration by saying that higher order needs also known as motivators and lower order needs otherwise known as hygiene factors as also relating to satisfaction and dissatisfaction.

**Hoole et al. (2003)** discussed that the relations of Job Satisfaction and Motivation may due to their close related aspects. Some of the organizational factors motivate an employee to put additional efforts and at the same time fulfil his/ her emotional demands which leads to job satisfaction. Researchers also discussed the relating factors between Motivation and Job Satisfaction such as Job Security, Power, compensation and benefits etc.

**P. Majumder et al. (2000)** has Found in their study that male and female employees of apparel industry work around 12 hours a day, there is absence of leave and weekly holiday facilities. They found that although the employees were paid for overtime work on weekly holiday, no alternative holidays were given to these employees whereas the employees in other export and other industries take benefit in almost all weekly holidays. Prospects of promotion for the employees in the garment industry are disparaged. The work environment and working conditions in the garment factories are poorly ventilated, overcrowded, congested. As a result of these sub-standard working conditions garment employees in Bangladesh are exposed to harmful substances and dust. The workers, especially in the operation and sewing section, who are mainly female, constantly breathe in these hazardous substances. Most of the garment factories do not have satisfactory fire shield measures and toilet amenities are also very poor. The study established that garment workers in Bangladesh suffer from the absence of cafeteria, lack of pure drinkable water. Moreover the workers are not getting any fringe benefits including health care, transportation, accommodation, allowance, and emergency funds.

#### **Variables on Which Job Satisfaction Depends**

On the basis of literature review, all variables responsible for Employee Satisfaction can divide in to two broad categories.

1. Organizational Variables.
2. Personal Variables.

## I. Organizational Variables

Organizational Variables play a vital role in the job satisfaction phenomenon. The employees in any organization spend most of their time at their workplace, so variety of organizational variables that conclude job satisfaction of the employees (Spector; 1997). The job satisfaction of employees in the organization can be gear up by systematizing and supervising the organizational variables (Ostroff; 1992). There are 10 variables come in the category of organizational variables.

### 1. Organization Development (OD):

Organizational development (OD) is a systematic and ongoing process to implement efficient change in an organization. An objective of organizational development (OD) is to make enable an organization in adopting better to the fast-changing peripheral surroundings of markets, regulations, and expertise. Organizational development (OD) begins with a careful organization-wide investigation of the current situation and of the future needs so that it can fulfil the mission work in efficient and effective manner and sustain itself over the long term (Harter et al.; 2002).

### 2. Compensation Policies

Compensation Policies are the most imperative variable for job satisfaction. Compensation can be explained as the amount of reward that an employee expects from his/ her job. Employees must be satisfied with competitive compensation packages and they should be satisfied with it when evaluating their pay packets with the employees who are working in the same industry (Kaliski; 2007, Ostroff; 1992, P. Majumder et al.; 2000). A sentiment of satisfaction is experienced by accomplishing fair and impartial rewards. Following points come under this class:

1. Wage and salary.
2. Reward and penalties.

### 3. Promotion and Career Development

Promotion can be reciprocated as a considerable attainment in the life. It delivers more pay along with the career development in terms of more authority, responsibility, status, and independence. Hence, the opportunity for promotion and career development establishes the degree of job satisfaction to the employee (Ryan et al.; 1996).

Following points come under the class of promotion and career development:

1. Equal opportunity of growth without gender discrimination.
2. Training program.
3. Opportunity for endorsement.
4. Opportunity for use skills and ability.

### 4. Job Satisfaction

Job satisfaction is the encouraging or discouraging situation with which an employee views his/ her work. It is mostly affected by the work environment. Job design is the biggest contributor of job satisfaction; jobs which are rich in the affirmative behavioural elements such as task identity, task significance, and autonomy contribute an employee's satisfaction (Kaliski; 2007).

Given below points come under the class of job satisfaction:

1. Job design
2. Task identity
3. Quantity of task.
4. Responsibility
5. Empowerment
6. Difficult level of task
7. Recognition

### 5. Working Environment & Condition:

Working conditions are one of the most important factors for getting highly motivated employee in which he/ she can feel wellbeing and reassure. However the poor and unsafe working conditions cause a dread of ill health in employees and ultimately the job dissatisfaction. Working environment is the workplace surrounding of an employee who consist of superior, juniors and sub ordinates. The degree of job satisfaction depends on the supportive or non-supportive working environment (Luthans; 1998, Hoole et al.; 2003).

There are following points come under the class of working conditions and environment:

1. Sentiment of secure and comfort working conditions.
2. Equipments and Tools.
3. Appropriate air ventilation and light facilities.
4. Appropriate safety measures.
5. Hierarchy management.
6. Dignity management among the employees.

### 6. Job Security

Job security is an employees' assertion that he/ she will keep his/ her current job. Job security is inversely proportional to the organizational attrition rate. Job security mainly depends on the employee's performance, government policies, success of business, and current economic and political environment (Ostroff; 1992).

Given below points come under the class of job security:

1. Target Accessibility.
2. Transfer Facility.
3. Leavers

### 7. Leadership Styles:

**The Leadership style is one of the measuring factors of satisfaction level of an employee.**

Employee satisfaction is significantly improved by democratic and supportive style of leadership because the managers with autocratic leadership style endorse respect, friendship, and kindness relationship with the employees. On the other hand the authoritarian and dictatorial leadership style conveys low level of employee satisfaction (Harter et al.; 2002).

### 8. Miscellaneous Factors:

There are some other variables which affect the level of employee satisfaction come in the class of miscellaneous Factors.

1. Group outgoing.
2. Support and feedback.

## II. Personal Variables

Employee job satisfaction is also derived the personal factors which maintain the motivation of employee to work effectively and efficiently. Personal Variables produce the psychological impression on employee that that produce the sentiment of job satisfaction (Davis K. et al.; 1985). There are 5 variable come in this class:

### 1. Personality:

In order to construct a harmony between employee and his/her job, individual's capabilities and personality must match to his/her job. The personality of an employee can be examined by his/ her psychological condition (Hajdukova, A et al.; 2015, Belias, D. et al.; 2015). Organizations are enough capable to bring the eligible and qualified people to the proper position only after long and exclusive trainings. If the capabilities and personality of the individual does not match to the job, it is not possible to make the individual right for his/her place (Tavousi, M.N.; 2015). The factors that conclude the satisfaction of employee and his/ her psychological conditions are attitude, perception and learning (Saleem, H.; 2015, Hashim, R.; 2015).

Given below points come under the class of Personality.

1. Proficiencies and personality of employee is correspondent for job.
2. Attitudes, Perception and learning of an employee.

### 2. Expectation:

Expectation level of an employee affects his/ her satisfaction level. The Expectation level of an employee is directly proportional to the job satisfaction (Ndlovu, T. et al.; 2009). Following are the points come in this class.

- 1) Employee expectation from job.

### 3. Age:

Age can be described as the important factor which affects the employee job satisfaction. The employee with the younger age has more enthusiasm and energy than the employee with the older age. Following points come under the class of age (Hoole et al.; 2003).

- 1) Employees with young age possess high energy and technically trained so feeling more job satisfied.
- 2) Employees with old age generally are resisting new technologies.

### 4. Education:

Education is the primary requirement for any job because it develops one's personality and helpful in the determination of employee job satisfaction. Education builds up and improvises individual understanding and evaluation process.

### 5. Gender Differences

The gender category and race of the employees plays imperative determinants of employee job satisfaction. Flaxen sex, Women are more liable to be satisfied than their equivalent even if they are employed in similar job (Ryan et al.; 1996, Harter et al.; 2002).

## Importance of Job Satisfaction:

### I. For Organization:

1. Increase productivity.
2. Increase customer satisfaction and revenue of organization.
3. Increase employee withholding.
4. Decrease the attrition rate and recruitment and training cost.
5. Improve employee cooperation.

### II. For Employee:

1. Employees are more dedicated to the organization.
2. Employees will concern about the superiority of their work.
3. Employees will produce and deliver greater value to the customer.
4. Their work is extra dynamic.

## III. CONCLUSION

The job satisfaction is very significant factor in the development of any organization. In the current scenario of globalization and competition the performance of a particular employee matter a lot. On the basis of outcomes of the study, it can be accomplished that the management must be cautious towards the working conditions and environment and the other important policies and practices related to employees. From the result of the study it is obtained that the key aspects that contribute to employee satisfaction are compensation, working conditions and environment, growth opportunities, fairness treatment. Money cannot be underestimated in the case of employee satisfaction. Hence the compensation plays a vital role in the job satisfaction of the employees. In the pharmaceutical sector, work greatly depends on the association between employees and the environment. Healthy and supportive work environment and individual relations motivate the employees to perform, therefore mounting the level of their performance.

## IV. SUGGESTION OF THE STUDY

1. Monetary motivation like plunder, honour may augment the level of job satisfaction in the job.
2. The management should provide freedom with the time limit to the employees for the task assigned to them.
3. The management should allow and support the employees for their further career development.
4. The employee management should take care of health of the employees by providing them medical and sick leaves.
5. Organization have healthy and cooperative working environment.

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