DISCUSSION

This chapter discusses the findings, their comparative analysis with the established studies in this field of enquiry and possible explanations. The major findings pertaining to socio-economic variables, organization cultural attributes and job satisfaction and job performance are as given below;

- The age, gender, education, marital status, work experience, and department did not have statistically significant relationship with job satisfaction.

- Relationship between socio-economic variables such as age, gender, education, marital status, work experience, department and the job performance of managers found to be statistically insignificant.

- The organizational cultural attributes such as ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, security, social services, social status, moral values, recognition, responsibility, supervision-human relations, supervision-technical, variety, and working conditions were found to have very high correlation with job satisfaction ranging from 0.84 to 0.91.

- Influence of organizational variables such as obedience, efficiency, punctuality, interpersonal communication, job knowledge and public dealing on job performance of managers was moderately significant with correlation values ranging between 0.60 to 0.69.

- Job satisfaction and job performance showed moderately significant correlation as its value was 0.635.
Age was found to have no significant relationship with the job satisfaction of the managers. This is also supported by the findings of the studies conducted by Thakkar (1995), Rathava (1998), Green (2000), Ellickson (2002), Jackie Mamitsa and Ramasodi (2010), Mulky (2011) and Ram (2013). These researchers found that there is no association between age and job satisfaction. However, finding of the studies conducted by Okpara (2004), Nezaam Luddy (2005) and Kamal Raj (2009) are contrary to the findings of this study. They found that there is significant relationship between age and job satisfaction.

Findings of the present study that the age has no association with job satisfaction may be due to the fact that majority of the respondents in the sample fall in the age group between 25-30. Age-wise this group seems to be homogenous in terms of their maturity and exposure to work. Another reason may be the development of professionalism in younger generation. They may have imbibed similar outlook of life and work ethics.

Gender has not showed any significant relationship with job satisfaction of the managers. This finding is contrary to the results of the researches namely, Shariq (2011), Shallu Sehgal (2012), Tang and Talpade (1999). Although, there are some other studies conducted by Green (2000), Ellickson (2002), Jackie Mamitsa and Ramasodi (2010) and Luddy (2005) who witnessed that job satisfaction of individuals is influenced by gender.

A few possible explanations behind this finding may be that industry provides equal remuneration, promotion and other benefits irrespective of gender. Another reason may be that organizational policies developed by the entrepreneurs are in tune with rules and regulations of the state government which give equal consideration without any kind of discrimination. Another reason may be that the females working in industry may tend to equally participate in all activities of the industry equal to their male counterparts. It can be safely perceived that pharmaceutical industries do not assign roles as per gender of the employee and treat them at equal level.
Present study witnessed that education of individual is not significantly associated with their job satisfaction. This finding goes with the results of studies conducted by Green (2000), Jackie Mamitsa and Ramasodi (2010) and Luddy (2005). There are some scholars namely, Johnson and Johnson (2000), Crossman and Abou-Zaki (2003), Kh Metle (2003), Mulky (2011) and Shallu Sehgal (2012), who have found that there is a significant relationship between education and job satisfaction. Finding of this study may be attributed to the fact that majority of the respondents (97%) were highly educated i.e. graduates and post graduates. It may also be due to the fact that companies provide equal facilities whether intra-mural or extra-mural to all irrespective of one’s education, without any discrimination.

No statistically significant relationship between marital status and job satisfaction was found in the present investigation. It is also supported by Thakkar (1995), Green (2000) and Jackie Mamitsa and Ramasodi (2010). But the studies conducted by Ahmed et al. (2003), Cimete, et al. (2003), Kuo and Chen (2004) and Sharma and Jyoti (2006) reported that marital status influences one’s job satisfaction.

These observations may be due to cultural differences which exist between India and other countries. Another reason may be career orientation among the youth. In present era, the younger generation is very much career oriented, very energetic, highly knowledgeable and very enthusiastic to learn and even more responsible, too. The other reason may be that unmarried managers considered in this study may also exhibit same maturity level as that of married people. It may be so because unmarried employed persons have to look after his /her parents and other kins in the family due to which he/she also share responsibilities at home and hence may have become equally mature to their married counterparts.

Present study reports that there is no significant relationship between work experience and job satisfaction. Similar results were reported Rathava (1998) and Mulky
(2011) also reported similar results. But Brady (2001), Drafke and Kossen (2002), Oshagbemi (2003) and Raj (2009) reported that there is significant association between tenure of service and job satisfaction i.e. longer the tenure of service, higher the job satisfaction. The finding of this study, i.e., there is no significant association between working experience and job satisfaction may be accounted to the fact that companies included in the sample of the study were key players of pharmaceutical industry in Himachal Pradesh and generally it may be noticed that big companies provide better working conditions, good remuneration, career advancement opportunity, healthy work environment and organizational culture etc. Due to this it may happen that people working in these companies feel great and happy with their job, irrespective of their tenure of service or in other words, ‘the work experience’.

Present research reported no statistically significant relationship between working in different departments and job satisfaction. This finding of the study supports the findings of the studies carried out by Smita Chattopadhyay and Gupta (2005), Jackie Mamitsa and Ramasodi (2010), Mulky et al. (2011). This finding might have occurred due to the fact that the selected companies share similar work culture in terms of working conditions. It is worthwhile to point out here that industries under study provide equal intra-mural or extra-mural facilities to their employees without any discrimination based on the department.


High degree of correlation between organizational variables and job satisfaction may be due to the fact that these factors provide favorable environment, healthy work
culture, comfort and working conditions to individuals. Presence of these variables may encourage people to perform well at his or her job and be happy with one’s job and absence or low emphasis may lead to dissatisfaction. If these variables are seen through theoretical point of view then it may be true that improvement in these variables leads to increase in individual’s job satisfaction.

In the context of job performance, age was found to have insignificant relationship with job performance. This finding is similar to the finding of the study conducted by Thomas and Daniel (2008) and Savitri Sharma (2012). In-spite of these findings, Sumita Chattopadhyay and Gupta (2005), Jurgan, et al., (2008), Kaushal and Yashmin Janjhua (2011), Ahmed, et al., (2012) reported significant relationship between job performance of employees and their age.

The age range of the respondents included in this study was 24 to 52 years. This age range technically constitutes an adult group. Since, the adults have almost similar orientation towards life, and hence they exhibited no significant variation in terms of job performance. Second reason may be that in present time people are well skilled and they have many aspirations from their job, and to achieve these it is must to show high performance. In present time, everyone wants to grow in particular field and to achieve his or her targets irrespective of one is old or young.

Gender was found to have no statistically significant influence on job performance of the respondents. Myaskousky et al. (2005) and Savitri Sharma (2012) also reported the similar results. But there are some researchers who affirmed that there is significant influence of gender factors on job performance of employees (Jurgan et al. 2008, Ahmed et al. 2012 and Chiliya 2012). No association between gender and job performance in this study may be due to the females being more career conscious in present times, want to be more self dependent and hence assert to perform equal to their male counterparts. Earlier in the Indian culture, females were more concerned with domestic affairs only but
due to changes in their education, awareness and reservation etc., their participation in all walks of life has increased. As a result, they give fair competition to males.

No statistically significant relationship was reported between education and job performance in the present research. This finding goes with the result of the study conducted by Posner (1992). The researcher reported that performance of employees was not influenced by education But Ahmed, et al., (2012) and Chiliya (2012) found contrary results to the present findings. Empirical findings of the present study did not prove any association between education and job performance. This may be due to the fact that around 97 percent of managers in industry was highly qualified, i.e., graduates and post graduates. It may also be due to the inclusion of one class of employees i.e. managers only in the study. It may be not true, if a study is oriented to compare the performance of two working classes, some influence of education may appear.

Present study summarized that marital status has no statistically significant relationship with job performance of managers working in selected pharmaceutical industry in Himachal Pradesh. Savitri Sharma (2012) has also reported similar findings that there is no association between marital status and job performance. But this finding of the study is contrary to the results of studies conducted by Kaushal and Yasmin Janjhua (2011) and Ahmed et al. (2012). Generally it may be assumed that the married person becomes more mature and responsible than unmarried. But real life situations may also make a person mature and responsible. So sometimes it may not matter whether a person is married or not, to become mature and responsible. Due to large scale unemployment in India people become more careers oriented even from their schooling and opt only those courses for training which lead them toward their career goals.

It is reported in the present study that relationship between job performance and duration of work experience is not statistically significant. This finding of the study is in line with the studies conducted by Posner (1992) and Savitri Sharma (2012). But the
researchers Brady (2001), Smita Chattopadhyay and Gupta (2005) and Chiliya (2012) found that experience influences job performance. It may be due to the fact that youngsters of today may have less exposure to the work as compared to a middle-aged person having more experience of service. But this generation may have the zeal to prove themselves and also have keen interest to learn new things. These things may overcome their weakness of minimum work experience. That is why they reported insignificant difference in their job performance.

No statistical significant difference was found in the job performance of managers as per different departments. This may be due to one thing that employees hired by the entrepreneurs are skilled, well educated, and trained in their respective field.


Another major finding of the present research was that there is moderate degree of correlation between job satisfaction and job performance. The similar result was found in the studies conducted by Pretty et al. 1984, Iaffaldano and Muchinsky 1985, Judge et al. 2001, Rehman 2009, Adeyemi 2011 and Davar and Ranju Bala 2012). This may be due an individual’s feeling that one’s expectations are met and efforts well rewarded. In such situation an individual is supposed to be a good performer due to motivation. Similarly if a person is good performer and his or her performance is recognized by the
entrepreneur then he or she will be rewarded and in that case that particular individual is supposed to be satisfied.

In nutshell, it can be pointed out that the organizational factors are more important in the job satisfaction and job performance of the managers belonging to pharmaceutical industries included in this study. This is because of statistical lines these factors such as ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision-human relations, supervision-technical, variety, working conditions for job satisfaction and obedience, efficiency, punctuality, interpersonal communication, job knowledge and public dealing for job performance have shown high degree of correlation in case of job satisfaction and moderate correlation in case of job performance. Both the job performance and job satisfaction are also moderately correlated with each other. It is encouraging to observe that socio-economic variables such as age, gender, education, marital status, work experience and department did not influence job satisfaction and job performance in a significant way. This means that, in pharmaceutical industry covered in this study, the socio economic characteristics which once considered exerting strong influence on one’s satisfaction and performance are slowly losing ground and thus giving way to organizational culture which may be perceived as more rational in contemporary world of work. This can further be perceived as healthy sign in growth and development of pharmaceutical structure in the state of Himachal Pradesh.