SUMMARY, CONCLUSION AND SUGGESTIONS

The present investigation was carried out to understand two important dimensions of job i.e., job satisfaction and job performance of the managers working in pharmaceutical industry in the state of Himachal Pradesh. The major focus of this study was to assess association of socio-economic factors with job satisfaction and job performance. This study is structured to five chapters: Introduction, Review of Literature, Research Methodology, Results, Discussion and the last one is Summary and Conclusion. In the first chapter, brief backgrounds of the concepts of job satisfaction and job performance which are related to the present study were described. The theories of job satisfaction were also described and analyzed. The present era is of industrialization where every country is experiencing the effect of liberalization, privatization and globalization. In this globalized world, job is not only a main source of income but also an important component of one’s survival. In today’s scenario, there is a cut-throat competition in the market place where two main things may play a major role for the survival of a business firm: first, satisfaction of the employees and second their performance. The present study focused on both these aspects. Job satisfaction is the outcome of convergence of individual expectations and perceived accomplishments from different factors of the job. The more equivalence between expectation and actual accomplishments stemming from a job, the greater is the satisfaction derived from it. When the feeling is stemmed from a job, the situation as a whole, it is termed as global satisfaction (Francis & Milbourn Jr. 1980). Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment. The scholar
(Lindsay 1995, Griffin 1997, Owei 1999) referred performance as an act of accomplishing or executing a given task.

The conceptual clarification of job satisfaction and job performance was extracted from theories propounded by David McClelland, Abraham Maslow, Frederick Herzberg, Vroom, Bergh and Theron, et al. From the analysis of theoretical works of these scholars it seems that the Two Factor theory developed by Frederick Herzberg is widely applicable to the job satisfaction of individuals in an industrial enterprise. Other theories are also important as each theory provides an understanding job satisfaction from a specific point of view. Herzberg’s theory represents an amalgam of various factors.

Beside the factors mentioned by Herzberg, some socio-economic and organizational culture in relation to job satisfaction and job performance were also taken into consideration. Socio-economic factors include: age, gender, education, experience, marital status and department whereas organizational culture include twenty variables: ability, achievement, activity, advancement, authority, company policy, compensation, co-workers, creativity, independence, moral, recognition, responsibility, security, social service, social status, supervision HR, supervision technical, variety and working conditions. Whereas in concern to job performance factors, namely, obedience, efficiency, punctuality, interpersonal communication, job knowledge and public dealing considered in the present study.

Job satisfaction and performance of employees are very important to individuals, organizations and society. All these aspects are interrelated and may influence each other. Job satisfaction, viewed as one of the outcomes of organizational operations, can be a reflection of effectiveness and efficiency. Organizations influence individuals’ life satisfaction via job satisfaction, which in
turn contribute to the well being of society. As far as the job performance is concerned, it encompasses both behavior and results. In other words, job performance is an index of appraised behavior that is the result of integrated functioning of individual. Job performance means the execution of a specific duty, role or function within a given organization. It is already stated that the terms such as job satisfaction, job performance, individual growth, organizational growth, and societal growth are interrelated. In this scenario, to retain the skilled and higher performer individuals is a very crucial issue in this corporate world. Because in present time, on one hand, jobs demand knowledge, skills and good performance; and, on the other hand, employees aspirations also changes with the passage of time. So, the present employee has also become more demanding, because of increased professionalism. In this context, it can be said that job satisfaction and job performance are very important for individuals and as well as for an organizational concern. Since the success and growth of any organization largely depends on satisfaction and performance of employees. It is also true in case of the state of Himachal Pradesh where workforce has shown continuous increase in employment in private sector from the year 2008 to 2012. The maximum increase of 9.5% was there in the year 2008-09. During the year 2009-10, 2010-11 & 2011-12 employment has increased by 4.75, 4.98 and 2.80 percent respectively, (Annual Area Employment Markets Report given by Directorate of Employment Government of Himachal Pradesh 2011-12). Over the years pharmaceutical industry in Himachal Pradesh has emerged as an important component of state’s economy.

In addition to this the world of work is characterized by workforce diversity which takes into account differences between people in the different industries of the country. In this scenario, organizations are becoming
heterogeneous in terms of employee compositions based on age, gender, ethnic
group, physical ability/disabilities, etc. As diversity exists in the workforce,
similarly diversity in job also exists in term of technology, work processes and
products offered by the organization. Understanding of such diversity is crucial
in the context of job satisfaction and job performance.

Therefore, job satisfaction continues to be an area of continued interest for
the researchers in the field of organizational behavior. This is because individual
and organizational achievement depends upon job satisfaction of employees. It
was clear from the review of literature that the organizational culture and socio-
economic factors affect job satisfaction and job performance of employees.
Hence the review of literature justified the need for present study. In this
backdrop the present study entitled ‘A study on Job Satisfaction and Job
Performance of Managers in Pharmaceutical Industry in Himachal Pradesh’ was
conducted with the following research questions:

1) What is the level of job satisfaction and job performance among the
managers of pharmaceutical industry in Himachal Pradesh?
2) What is the influence of socio-economic factors on job satisfaction and job
performance of the managers?
3) Does organizational culture attributes affects job satisfaction and job
performance of the managers?
4) Is job satisfaction related to one’s job performance or vice versa?

By considering the above mentioned research questions following objectives
were framed for the present study purpose:

➢ To know association between socio-economic and demographic variables,
and job satisfaction;
To measure association of organizational variables with job satisfaction;
To study association of socio-economic variables with job performance;
To find association of organizational variables with job performance;
To measure relationship between job satisfaction and job performance;
To provide suggestive measures to enhance job satisfaction and job performance of managers.

Hypotheses:
On the basis of explanation of the concepts, theories and review of literature following hypothesis were formulated and tested in this study:

$H_0$: 1 Socio-economic factors and job satisfaction have no significant relationship.
$H_0$: 1 (a). There is no significant relationship between age and job satisfaction.
$H_0$: 1 (b) There is no significant relationship between gender and job satisfaction.
$H_0$: 1(c) There is no significant relationship between education and job satisfaction.
$H_0$: 1 (d) There is no significant relationship between marital status and job satisfaction.
$H_0$: 1 (e) There is no significant relationship between experience and job satisfaction.
$H_0$: 1(f) There is no significant relationship between working in different departments and job satisfaction.
H₀: 2 Organizational factors and job satisfaction are not related significantly.

H₀: 3 Socio-economic factors and job performance are not similar in nature of relationship.

H₀: 3 (a) There is no significant relationship between age and job performance.

H₀: 3 (b) There is no significant relationship between gender and job performance.

H₀: 3 (c) There is no significant relationship between education and job performance.

H₀: 3 (d) There is no significant relationship between marital status and job performance.

H₀: 3 (e) There is no significant relationship between experience and job performance.

H₀: 3 (c) There is no significant relationship between working in different departments and job performance.

H₀: 4 Organizational factors and job performance are not related in a significant manner.

H₀: 5 Job satisfaction and job performance have no significant relationship.

The review of previous studies on job satisfaction and related aspects revealed that the question of relationship between socio-economic factors and job satisfaction; and relationship between job satisfaction and job performance was explored by a number of scholars in India. (Joshi 2004; Davar and Ranju Bala 2012, Shallu Sehgal 2012, Ram 2013). Some studies were also
conducted in other countries (Judge et al. 2001, Rehman 2009 and Adeyemi 2011).

It is observed that the socio-economic and organizational variables were most often considered by these scholars to understand this relationship. From the review, a few important insights emerged. These are: 1) Majority of the studies were conducted in foreign countries namely, the United States of America, United Kingdom, Istanbul, Kuwait, Taiwan, South Africa and Philippines etc. Some studies were also conducted in different regions of India, such as, Uttar Pradesh, Kolkata, Bangalore, Chattisgarh, Tamil Nadu, Delhi, Himachal Pradesh and Maharastra. But in India there seems to be scarcity of such studies as compared to studies conducted in foreign countries. 2) Majority of these studies used teachers as informants, however, some other studies focused on sales persons, nurses, managers etc. 3) The questionnaire method was most preferred for data collection.

In the present study descriptive research design was adopted. This study was conducted in two districts namely Solan and Sirmour in the state of Himachal Pradesh. A group of top fifteen pharmaceutical companies, namely, Ranbaxy Laboratories, Cipla, Torrent Pharmaceuticals, Dr Reddy’s Laboratories, Panacea Biotec, Gopal Lifesciences, Morepen, Mankind Pharmaceuticals, Fem Care Pharma Limited, Indo Co Remedies, Promed, Alkem, Ozone Ayurvedics, Abyss Pharma Private Limited, Dabur, Zydus Cadila were included in the present study. These companies were almost similar in terms of size, turnover, infrastructure and human resource. There were 383 managers in these fifteen companies who were included in the sample. The nature of sampling, therefore, was non-probability and convenience. The unit of study was the manager.
The general information about socio-demographic attributes such as age, gender, education, marital status, work experience, and department of the respondents and organizational climate of the companies was personally collected through interviews help of questionnaire developed for this purpose. Besides this, job satisfaction of the respondents was measured by using Minnesota Satisfaction Questionnaire (MSQ) developed by David J. Weiss et al. (1967). Job performance was assessed by administering Job Performance Questionnaire developed by Bharti Gandhi (2002) to the respondents.

The data were available from 281 managers who willingly cooperated into participate in the study. The data were analyzed on computer with the help of SPSS Version-16.0 software to make findings of the present research more errorless and easier to analyze. Descriptive statistics such as frequencies, percentages, mean and Standard Deviation were applied to draw findings. To check association between dependent and independent variables the Chi-square test of ‘Goodness of Fit’ was performed. To ascertain relationship between socio-demographic, organizational variables and job satisfaction the Karl Pearson’s correlation were used.

From the statistical analysis of empirical data, some pertinent findings with regard to job satisfaction and job performance emerged. The summary of findings is given in the following paragraphs:

- Age wise distribution of respondents showed that highest number of respondents (48.8) were in their middle ages i.e. 30 years and above.
- About one-third (74.0%) of the respondents were males.
- Overwhelming majority (97%) of the participants were highly educated. They were either graduates or postgraduates. It reflects that companies hire people who possess good education.
In terms of experience, highest percentage of the respondents i.e. 42.3 was in their current job for the last 5 years or less.

Majority of the respondents (65.8%) were married which shows they more mature and responsible enough to understand job satisfaction and provide right information.

Highest (27.4%) proportion of respondents belonged to production department.

Findings pertaining to socio-economic variables and job satisfaction or job performance of the 281 respondent are;

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

- Association between socio-economic variables such as age, gender, education, marital status, 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.

On the basis of the above results, following hypotheses of the study were
accepted;

- There is no association between socio-economic variables and job
  satisfaction.
- No association exists between socio-economic variables and job
  performance.

Beside these, following three hypotheses were rejected;

- Organizational variables of the job satisfaction are not significantly
  associated with job satisfaction.
- Organizational variables and job performance are not related in a
  significant manner.
- Job satisfaction and job performance have no significant relationship.

An attempt was made to examine findings of the present study in the
context of various theories of job satisfaction. As mentioned in the introductory
chapter a number of scholars: Abraham Maslow, Frederick Herzberg, David
McClelland, Vroom, Bergh and Theron, et al., propounded theories of job of
satisfaction. In the essence of the theories given by various scholars it can be said
that theory given by Maslow is based on needs of people. This theory reports that there are five types of human needs which are associated with their satisfaction. The author is also of an opinion that these needs fall in a hierarchical order which range from basic needs to a high order needs. The Content Theory is a mix of the works of David McClelland and Abraham Maslow. They attempted to explain why humans need change. This theory explains specific factors, namely, growth needs, need for achievement, affiliation, need for power etc. that motivate, energize and sustain an individual’s behaviour. Whereas in the crux of Expectancy Theory given by Vroom, it seems that people may perform their job better and be satisfied if they believe that their efforts will be rewarded. The Equity Theory posits that people compare the ratio of their outputs to inputs to similar ratio of their counterparts. The Job Characteristic Model developed by Theron, et al., focuses on some other aspects which are related to job satisfaction of individuals. These are: skill variety, task identity, task significance, autonomy and feedback. This theory covers the important aspects of individual’s satisfaction, namely, variety, authority or autonomy.

After getting an insight into the works of scholars mentioned in preceding paragraph, it comes to the knowledge that each theory understands job satisfaction from a specific point of view. But Frederick Herzberg’s Two Factor Theory seems widely applicable in the context to the job satisfaction of individuals in an industrial concern. Moreover, this theory represents an amalgam of number of factors and some of these have also been considered by other scholars, singly or collectively.

Findings of this study on organizational cultural variables and job satisfaction and job performance draw close to Herzberg’s explanation which states that Hygiene factors which comprise of policies and practices,
remuneration, benefits, and working conditions leads to job satisfaction. However, in the present study 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 were considered and found to have positive association with job satisfaction of managers working in pharmaceutical industry in Himachal Pradesh. Similarly, other factors such as responsibility, self-esteem, growth and autonomy, creativity, achievement, recognition and creativity which are designated as ‘motivators’ in Herzberg’s language, were also found to have positive association with job satisfaction. Hence, it can be safely pointed out that these findings tend to converge in the direction of theoretical model given by Herzberg about more than six decades ago. In this study socio-economic and demographic factor such as age, gender, education, marital status, experience and department were taken to see their influence on job satisfaction and job performance. In statistical terms, these factors were found to have insignificant association with job satisfaction and job performance. Interestingly, none of the theories explicitly talks about the role of socio-economic and demographic factors in job satisfaction and job performance. In order to conform to Herzberg’s Two Factor Theory, there is need of pile of such studies on a large scale and in a controlled fashion.
Conclusion:

On the basis of foregoing description and discussion of the major findings of this study, a few conclusions may be drawn. First, inequalities in socio-economic factors do not lead to differences in job satisfaction and job performance of the managers of pharmaceutical industry in the state of Himachal Pradesh. It means, there may be some other socio-economic factors than those considered in this study, i.e., age, gender, education, marital status, work experience, and department which may be responsible for inter and intra-group variations in job satisfaction and job performance. Second, the job satisfaction and job performance of the managers may be determined to some extent by organization cultural variables, namely, 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 rather than the socio-economic factors. Third, job performance and job satisfaction influence each other in a moderate manner. Findings of this study cannot be extended to other industries in the state and other parts of the country due to limitations of non-probability sampling; however, it generates interest to explore this phenomenon on a larger scale and controlled samples.

To conclude it can be said 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 on statistical lines these factors 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.
CHAPTER 1

INTRODUCTION

It is encouraging to observe that socio-economic factors 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.

Suggestions for further research

This study provides information about the status of job satisfaction and job performance among sampled managers working in pharmaceutical industry in Himachal Pradesh assessed by using the Minnesota Satisfaction Questionnaire (MSQ) Long Form for job satisfaction and instrument developed by Bharti Gandhi for job performance. Due to scarcity of studies using this methodology, neither changes nor trends could be discerned. Therefore, it is recommended that such studies should be repeated in future.

The Minnesota Satisfaction Questionnaire (MSQ) and instrument developed by Bharti Gandhi for job performance both are standardized instruments that ranks individuals on job satisfaction, for example, how well one is satisfied in terms of one’s feeling of achievement. The MSQ does not identify the reason of an individual’s feeling of achievement etc. The knowledge of reasons which underlie one’s feeling of achievement may provide in-depth insight. Such an understanding can be gained through a qualitative study.
This study identified attributes that possibly influence managers’ job satisfaction and job performance. In this study only one class of employees was included in the sample. It is recommended that further studies continue in the quest to identify factors that influence job satisfaction and job performance of other employees, may be in other fields or other industries.