CHAPTER- I

INTRODUCTION

Human resource is the most valuable and indispensable factor to run the business organization smoothly, effectively and efficiently at all the situations. Traditionally, the success of organizations was judged on the basis of its ability to generate profit, high quality of goods and services, but now the companies are realizing the benefits of employees having great job satisfaction. Satisfied employees with tend to be more creative and innovative. This helps business to flourish and bring positive changes. Thus makes the organizations to compete at international level.

If an organization has motivated, competent and convenient workforce for their employees, the credit goes to Human Resource department. The blame also goes to the same department if the opposite occurs. The Human Resource department of an organization can contribute the Quality of Work Life (QWL) of the employees through better recruitment and hiring, induction, training and development, safety and health, fair remuneration, welfare, better communication channels and other practices like opportunity to growth, recognition, and security etc. In the other hand QWL refers to the favorableness of
job environment for peoples. Better QWL leads to motivation and satisfaction of an employee.

According to Harison, “Quality of Work Life is the degree of work in an organisation which contributes to the material and psychological well being of its members”. It is true that no man is fully satisfied even if he has the highest paid job and other technical satisfaction. A satisfied, happy and hard working employee is the biggest asset of any organisation. This may due to proper utilization of manpower. At the same time, serious job dissatisfaction results in stress and tension. It is usually the cause of a variety of physiological problems.

Job satisfaction is the major contributor to the success of an organisation. It is very difficult to say that whether the employees are satisfied or not. The actual formal study of job satisfaction was not materialised until 1930s, but the study of workers’ attitudes began much earlier. Elton Mayo started a series of studies known as Hawthorne Studies in the year 1920 carried out by the Western electric Company at their Hawthorne plant. The Hawthorne studies were the First Research Project to attempt to quantify employees’ attitudes and correlate attitude with overall work efficiency. The real importance of job satisfaction is
debatable as current attitude surveys demonstrate that it all depends on
the temperament and the magnitude of the maturity of mind.

Job satisfaction refers to a person’s feeling of satisfaction on the
job. According to Armstrong (2006), “The term job satisfaction is the
attitude and feelings of people having about their work”. Job
satisfaction reflects employees’ overall assessment of their job through
emotions, behaviors and attitudes about their work experience.
Satisfaction with one’s job has theoretical and practical utility linked to
important job outcomes such as attitudinal variables, absenteeism, and
employee turnover and job performance.

Job satisfaction is an amalgamation of intrinsic and extrinsic
satisfaction of the particular job. Intrinsic satisfaction means what the
worker do the job and the entire task related to the job performed.
Extrinsic satisfaction is related to the working conditions around
supervisors, pay and relationship among coworkers. Job satisfaction
largely influenced by job expectations of the people basically a pay,
security, independence, prestige etc.

Job satisfaction is most important aspect in professional field also.
Job satisfaction reflects employees’ overall assessment of their job
through emotions, behaviors and attitudes about their work experience.
From the past studies it was founded out the number of dissatisfaction about job has spread over among people coming under all age and income brackets.

Satisfied employee will be a happier employee, creative employee and increases the productivity of an organization. Hence employee satisfaction is a compulsory part in the job and it leads to the every individual’s performance. Positive and favorable attitude towards the job indicate job satisfaction and Negative and unfavorable attitudes towards the job indicate job dissatisfaction.

A high rate of job dissatisfaction is directly related to a turnover rate. Dissatisfaction may lead to stress or poor fitness between employee and job. An employee who has no interest in his / her job in which he / she begin in a work may initially put forth his or her best effort. However, this employee will often become bored with the work. The employee may continue to come to work, but his or her efforts will be minimal because of he / she has discouragement with their jobs. There are numerous reasons why employees can become discouraged with their jobs and resign including stress, lack of communication within the company, lack of recognition or limited opportunity for growth.
Today’s business environment faces the major challenges such as Economical conditions, Technological changes, Organizational re-engineering, shortened length of tenure and outsourcing. The pharmaceutical industry also is reflective of these challenges. To face these all situation well, there is in need of job satisfaction among the workers they are working in an organization. It is very important of every organization to maintaining and retaining the appropriate employees within the organization and keeping them satisfied. It results the employees enjoys their jobs and having great levels of job satisfaction.

An individual who sells goods and services to the needy people is called a Sales person. The success of a sales person is usually measured by the amount/ volume of sales during a given period. Sales representative is a salesperson or agent (whether or not under the direct control of a firm) authorized to solicit business for a firm, and compensated usually through a commission or salary, or a combination of both. Pharmaceutical Sales Representatives are sales peoples employed by pharmaceutical companies to persuade doctors to prescribe their drugs to patients. Medical sales representatives are usually based in a particular product or medical area. They may make presentations
and organise group events for healthcare professionals, as well as working with contacts on a one-to-one basis.

Job satisfaction is an important variable in an organizational behaviour and sales management. This study explored the impact of person-job fitness and person-organization fitness on the basis of job satisfaction, organization commitment and turnover targets of Medical Sales Representatives in Tiruchirappalli District. These constructs have till now not been explored in emerging market contexts. The survey showed that person-job fitness had a strong positive relationship with job satisfaction and person-organization fitness had a positive relationship with organizational commitment. Job satisfaction has a positive influence on organizational commitment and a negative influence on turnover targets. The differences in job satisfaction across age and experience categories were not significant but salespersons with higher educational qualifications reported lower levels of job satisfaction.

There is hardly any research about the job satisfaction of salespersons working in emerging markets even though job satisfaction is one of the core constructs in management and is the most extensively studied variable in industrial psychology and organization behaviour. This is surprising because of two reasons. (i) The enormous business
potential in emerging markets is being recognized and addressed by both
global and local firms (Gadiesh, Leong and Vestring, 2007).

(ii) Firms from emerging markets are making their presence felt in
countries outside their home markets (Khanna and Palepu, 2006). Both
developments require the dedicated efforts of salespersons in securing
marketplace success for their firms.

Salespersons are important resources for every organization.
Therefore the overall investment in the sales force for large firms can be
of the order of billions of dollars (Zoltners et al, 2001). Salespersons
work at the boundary between the firm and its environment and are
subjected to uncertainty and incompatible expectations from different
groups outside and within the firm.

The salesperson’s role is critically important in the revenue
generation activities of firms and the salesperson’s performance has a
major impact on many positions within the firm. Therefore the job
satisfaction of salespersons has attracted considerable research attention
in the marketing and sales area over the last thirty years.

Salesperson’s job satisfaction has been explored both at the global
and facet level. Global measurements focus on a person’s overall
satisfaction with the job, while facet measures look at satisfaction with
various aspects of the job such as pay, supervision, etc., (Churchill, Ford and Walker, 1974).

A number of antecedents and consequences of salesperson’s job satisfaction have been identified in the marketing literature. Antecedents have been classified as individual differences, role perceptions, organizational variables, and job/task variables (Brown and Peterson, 1993). Consequences of job satisfaction identified in the literature include organizational commitment, propensity to leave, turnover and organization citizenship behaviour (Brown and Peterson, 1993; Donovan, Brown and Mowen, 2004). Although there is rich body of research on salespersons job satisfaction, most of this research has been carried out in developed countries. There is hardly any research on the job satisfaction of salespersons working in emerging markets. Hence there is lack of clarity on whether the models of job satisfaction which have been validated in developed countries can be generalized to emerging markets and it would be useful to have more studies about salesperson job satisfaction in emerging markets.

Person-environment fit theory has been widely used in the organizational behaviour area to study individual and work outcomes (Kristof-Brown, Zimmerman and Johnson, 2005). The person-
environment fit research stream also encompasses consequences of job satisfaction like commitment and turnover intentions. The person environment fitness constructs are relatively simple to operationalize. So this perspective is quite appropriate for exploratory studies in emerging market contexts.

The study will contribute to the sales management literature by identifying significant direct paths between person environment fitness constructs, job satisfaction and its consequent constructs. The important duty of managers is to measure the person environment fit and job satisfaction of the employees working in an organisation.

**Background to the Research**

This study focuses on “Job Satisfaction and Self – Perceived Performance” among Medical Sales Representatives with Special Reference to Tiruchirappalli District. This chapter mainly focuses with the background to the research, the problem statement, objectives of the study, the paradigm perspectives of the research, the research methodology and the layout of the chapters.

People are a vital component of the production factors of an organization (Storey, 1995). A variety of factors influence their work lives. These factors affect their performance and ultimate productivity
(George, 2000). Job satisfaction is a key factor in productivity. Employees’ satisfaction levels are reflected in their intrinsic and extrinsic willingness to put their labour at the disposal of their employer (O’ Malley, 2000).

Job satisfaction is certainly not the only factor that causes people to produce at different rates (Daniels, 2001). In addition to being influenced by the level of satisfaction, performance is affected by a worker's ability as well as a number of situational and environmental factors such as mechanical breakdowns, low quality materials, an inadequate supply of materials, availability of stock, and market forces (Gower, 2003).

Nevertheless, in the case of lower-level jobs where little ability is required, job satisfaction seems to be one of the key determinants of performance (Edward, 1994; Gower, 2003).

In an effort to satisfy the needs of employees, many managers make use of incentive programmes, despite the fact that research has consistently confirmed that no amount of money will translate into sustainable levels of job satisfaction or motivation (Toloposky, 2000).
This certainly applies to sales representatives since most of them complement their salaries with incentives such as commission schemes (Dorrian, 1996).

However it is not easy to determine if employees experience job satisfaction. Cockburn and Haydn (2004) suggest that the main problem might be that employees within organisations do not discuss the level of their job satisfaction, nor do they admit that their jobs might not be satisfying. Hence managers also find it difficult to determine whether job satisfaction is experienced in the workplace.

Statement of the Problem

A number of factors had been identified in previous studies as responsible for the extent to which dissatisfaction is associated with Sales persons’ Job Structure and Compensation. The impact of these factors varied and is quite associated with Medical Representative’s beliefs, management factors and tolerance levels. These factors could enhance work performance including top management emphasising on administrative style, work load, feedback about performance and support from superiors. Moreover, job satisfaction is related to the physical and mental well being of employees, i.e. Job satisfaction has relevance for human health. An understanding of the factors involved in job
satisfaction is relevant to improve the health of a significant number of people. Therefore, apart from its humanitarian utility, it appears to make three work engagement (Vigor, Dedication, absorption) to consider whether and how job satisfaction can be improved. Hence, the needs to identify variables within the organizational climate that can help to improve the job satisfaction of Medical Sales Representatives working in Trichirappalli District.

Most of the previous studies have made attempt to explain a worker’s job satisfaction as a function of the individual’s personal characteristics and the characteristics of the job itself. Variables such as age, gender, marital and parental status, educational status, hours of work and earning figures were identified as key factors that determine job satisfaction of Medical Sales Representatives. Gender level in the organization and educational status are often included as individual characteristics in studies of job satisfaction, but no conclusive findings with regard to the levels of satisfaction between the Pharmaceutical Company and Sale Representatives have been found. Therefore, this study hopes to establish the relationships that exist between the different variables of organizational climate and job satisfaction among the Medical Sales Representatives in working in Trichirappalli district.
Objectives of the Study

The objectives of the study have been divided into General and Specific objectives these are:

General Objectives

This study aims to understand the level of job satisfaction of sales representatives’ using two important person-environment fit constructs. The study investigates the job satisfaction of Medical Sales Representatives working in the Medical market. The Specific Objectives of the study are:

1. To study the Demographic Profile and Awareness Level of the Respondents.
2. To find the Relationship that exists between Organizational Climate and Medical Sales Representatives.
3. To understand the Factors those Influence the Level of Job Satisfaction among Medical Sales Representatives.
4. To identify the Reasons to Switch Over from one Company to another.
5. To ascertain the Degree of Overall Job Satisfaction prevailing among the Medical Sales Representatives.
Significance of the Study

The focus of this study is centred on Medical Sales Representative within the Tiruchirappalli district. When the employees’ needs are met in proper way they would be happy, strive to maintain the excellence of their organisation and it leads to achieve success of an organisation. The study is to determine the factors that influence the job satisfaction in the organisational climate among the Medical Sales Representatives. The study is important as it will highlight the factors that Sales Representatives view as enhancing job satisfaction within their organizational climate. The management will find the research helpful in improving staff morale and bringing about job satisfaction of their employees. An educator who achieves success in his or her job and whose needs are met in the work place would be a happy employee that would strive to maintain excellence. In addition, the study also recommends adoptable policies and strategies for mitigating organisation correlates with job dissatisfaction.
Research Model and Hypotheses Development

Chart 1.1

The Chart depicts the research model developed by the researcher and it hypothesized relationships among its variables which are all developed based on work engagements, job satisfaction and performance literature.
Hypothesis

The following Hypotheses were framed to keep the focus of the entire study and to clearly guide the analysis of the data.

1: There is no significant relationship between Vigor and the Level of Job Satisfaction of Medical Sales Representatives.

2: There is no significant relationship between Dedication and the Level of Job Satisfaction of Medical Sales Representatives.

3: There is no significant relationship between Absorption and the Level of Job Satisfaction of Medical Sales Representatives.

4: There is no significant relationship between Vigor and the Level of Self-Perceived Performance of Medical Sales Representatives.

5: There is no significant relationship between Dedication and the Level of Self-Perceived Performance of Medical Sales Representatives.

6: There is no significant relationship between Absorption and the Level of Self-Perceived Performance of Medical Sales Representatives.
Research Methodology

The study is to enquire into the Level of Satisfaction among Medical Sales Representatives; an analytical study was done in order to know the critical factors that cause satisfaction or dissatisfaction among them. For the purpose of the present study, Tiruchirappalli District of Tamilnadu has been purposely chosen as it has well established reputed health care institutions of assorted in nature.

The Survey method was mainly used through questionnaire to collect the data needed to analyze the problems of this study. Majority of the questions were adapted from a job satisfaction. In the questionnaire, there were close-ended questions to measure the factors of Job Satisfaction, Motivation and Turnover Targets. A Pilot Study was conducted to establish the adequacy and reliability of the wordings, contents, question sequencing and bias of the questionnaire. Respondents were requested to answer the questions in self administered and structured questionnaire. The researcher utilized same structured questionnaire for both the Experienced and Non- Experieneced Medical Sales Representatives. The questionnaire was presented personally to all respondents by the researcher. This was to enhance uniformity of responses bearing in mind the degree of variations in perception of what
the organizational climate may be referred to by the Representatives.

**Research design**

The Researcher has adopted Convenience Descriptive Research Design to study the factors Job Satisfaction, Motivation and Self- Perceived Performance and Overall Satisfaction Level of Medical Sales Representatives are key dimensions in pharmaceutical industry sector. The questionnaire was divided into Five Parts. In the First Part of the questionnaire contains the information related to different Socio-Economic and demographic criteria. In the Second and Third Part of the questionnaire provide for the respondents to evaluate the parameters on Self -Perceived Performance and Job Satisfaction Level of a 5 point scale like (“1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = strongly agree”). The Fourth Part deals with the Switching over Behaviour and the Fifth Part covers Overall Satisfaction of Medical Sales Representatives working in Tiruchirappalli District.

**Sampling design**

The Universe for the study is comprised the 3000 number of Medical Sales Representatives working in Tiruchirappalli District. The sample was grouped as Experienced and Non- Experienced Medical Sales Representatives. In each cluster, a sample of 250 experienced
sales Representatives, and 250 non-experienced sales representatives were approached at the convenience of the researcher. Therefore totally the 500 respondents were the sample size of the Primary Data.

**Determination of Sample Size**

Determination of sample size is very important to the Research, because too large samples may waste the time, resources and money of the researcher, while small sample may lead to inaccurate results. So every research is needed an accurate size of the sample.

**Sample Size Calculator**

![Sample Size Calculator](source: www.surveysystem.com)
Sample Procedure

Simple random sampling is used (a technique of probability sample) to select respondents.

Instrument Used for Data Collection

(i) A five points “Likert Scale” has been used in the questionnaire to collect required primary data from the respondents.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

(ii) Web Portal, Company Reports, Information provided by Human Resource Department, Magazines, and Journals were the sources for the collection of Secondary data.

Data Analysis

Standard Editing and Coding procedures have been maintained in this stage. Collected Primary Data are being Tabulated and Analyzed according to the demand of the research objectives with the help of different statistical tools. In the questionnaire, there will be close-ended questions to measure the Factors Job Satisfaction, Motivation and Turnover rate of the employees of Pharmaceutical companies. There was used 05 (Five) points Likert Scale (which was mentioned early). After
Getting points, it is found out Mean, Median and Standard Deviation through the MS Excel.

**Period of the Study**

The study covers recent Three years from 2011 to 2014, for analysis of Secondary Data relating to various aspects of History and Marketing strategy of Medical Sales Representatives at Tiruchirappalli District. The Primary Data relating to the opinions of Representatives collected from January 2014 to February 2015.

**Types of Data and Collection of Data**

Both Primary and Secondary Data have been collected and referred for the purpose of this study. The study is mainly based on Primary Data which were collected from the field survey using pre-tested questionnaire. Secondary Data were collected from various sources such as Journals, Magazines, Publications and various Websites including the official websites of Pharmaceutical Companies. The Published Research Reports and Market studies also helped the researcher to probe into the problem.

**Data Evaluation**

The data collected were not simply accepted as it contained unnecessary information and over or under emphasized facts. Therefore
only relevant data were included in the thesis, which helped in achieving the objectives of the thesis.

**Level of Significance**

After examining the Construct Validity of the Instrument, the Data was Collected, Tabulated, Processed and Analyzed with reference to each of the Specific Objectives, with the help of appropriate tools of analysis. All tests were conducted at 5% level of significance. Analysis made to meet the purpose of each of the specific objectives and test the hypotheses.

**Statistical tools used**

The collected data was Consolidated, Tabulated and Analyzed by using relevant statistical tools like Frequency Distribution, Standard Deviation, Factor Analysis, Correlation, One Way ANOVA, Perceptual Mapping. The SPSS 16 package has been used for analyzing the data. The Interpretation of the study is done by using Tables, Graphs and Charts to giving the meaningful results.

**Pilot Study**

The questionnaire was given to few Research Experts for a critical view with regard to its content, format and sequence and their feedback were incorporated. Then questionnaires were distributed to 20 Medical
Sales Representatives for Pre-testing. Pre-testing was done to ensure Reliability and Validity of the questionnaire and checked whether the instrument was correctly framed in an understandable manner. Taking into consideration, the suggestions of the selected samples, the necessary modifications and changes were incorporated in the questionnaire after the Pilot Study. The respondents included in the Pilot Study were not included as samples for the final study.

**Reliability**

Reliability refers to the Consistency or Repeatability of the questionnaire for further analysis. The Reliability of the questions was empirically examined in order to understand the coherence in the responses made. Reliability of the scales was ensured with Cronbach’s alpha coefficient. The coefficient varies between the values 0 to 1. If the score is closer to the value ‘1’, the internal consistency in the questionnaire is perfect and if the score is closer to ‘0’, there is poor internal consistency among the questions in the scale constructed.

Cronbach’s alpha measures a single one-dimensional latent construct.
Cronbach’s alpha can be written as a function of the number of test items and the average inter-correlation among the items. Cronbach’s \( \alpha \) is defined as

\[
\alpha = \frac{N}{N-1} \left( 1 - \frac{\sum_{i=1}^{N} \sigma_{Y_i}^2}{\sigma_X^2} \right)
\]

where \( N \) is the number of components (items or test lets), \( \sigma_X^2 \) is the variance of the observed total test scores, and \( \sigma_{Y_i}^2 \) is the variance of component.

Cronbach’s alpha can be interpreted as the percent of variance the observed scale that would explain hypothetical true scale composed of all possible items in the universe. Alternatively, it can be interpreted as the correlation of the observed scale with all possible other scales measuring the same thing and using the same number of items.

The Cronbach alpha score for the factors that influences the level of Job Satisfaction among Medical Sales Representatives was calculated to be 0.906 which is greater than 0.7 it can be seen that the factors chosen are quite good and relevant. Thus, the internal consistency of the questionnaire is good enough to proceed for further
data collection and analysis. (The all reliability outputs is enclosed along with annexure).

**Conceptual and Operational Definitions of Work**

**Job satisfaction**

Job Satisfaction related to employee’s Personal evaluation of jobs against those issues that the essentially considerable to them. As emotions and feelings are involved in such assessments, employees’ levels of job satisfaction may impact significantly on their personal, social and work lives, and as such, also influence their behavior at work.

Churchill, Ford and Walker (1974) defined Sales Force’s Job Satisfaction as all characteristics of the job itself and the work environment which salesmen find rewarding, fulfilling and satisfying or frustrating and unsatisfying. The measurement of Medical Sales Representative job satisfaction scale was adapted from Al-Dmour and Awamleh (2002). The scale measures the Medical Sales Representatives' affective state relative to served Job Facets, including the Supervisor, the Work itself, the Company, Pay, Promotional opportunities, and Co –workers.
Motivation

Motivation is defined as an urge in an individual to perform goal directed behaviour. Therefore, motivation cannot be inflicted from outside but it is an intrinsic desire in a man to achieve the target goal through performance or activity.

Motives are expression of person’s need. Hence, they are personal and internal. Incentives on the other hand are external to the person. They are made part of work environment by management in order to encourage workers to accomplish task. The motivational model indicates that a sense of felt deprivation generates needs and such needs create tension in an individual. The individual perceive and makes cost benefit analysis on the ways and means of releasing such tension. Once such perception is cleared, individual pounces upon the activities and achieves some results. If it is success he feels rewarded and falls in the cycle of motivation again. If it is failure he feels punished and once again after due modification of ways and means pounces back on the cycle or feels frustrated. Therefore, motivation leads to a goal directed behaviour.
Self Perceived Performance

Self-Perceived Performance is an important determinant of behaviour in many settings that are characterized by imperfect self-knowledge. In the workplace, especially in the early phases of employment, individuals rarely have a precise idea of how suited they are for a particular task or career, and their prospects of advancement in it. In educational settings, students are often unsure about their propensity to succeed in a particular course or area of study, and tend to develop an academic self-concept over time. In the presence of imperfect self-knowledge, individuals tend to use previous successes and failures to learn about their unknown traits such as Ability. Perceived ability, in turn, determines the return to taking a particular course of action, and affects crucial decisions such as whether or not to undertake a task, how much effort to exert, and whether to persevere or drop out in response to a failure. Given the effects on behaviour, how much and what kind of interim performance information to give agents in order to influence their beliefs and maximize the potential for future success is an important organizational question. The issue of performance feedback, in fact, has long been a central issue in the management literature Ilgen, Fisher and Taylor (1979), Morrison and Cummings (1992)).
Bagozzi (1980a) defined Salesperson's Performance as the actual events resulting from their effort. The common indicators of performance are: total volume of sales achieved, new business generation, achieving the targets, improvement over the past year, and sales relative to others. Self-Perceived Performance is conceptualized as sales representatives’ assessment of the quantity and quality of the tasks they accomplish (Schermernhorn, 2001).

The measurement of Medical Sales Representatives’ Self-Perceived Performance is based on the previously tested and reliable five Items scale that was designed by Al- Dmour and Awamleh (2002). The scale measures the Medical Sales Representatives’ perception regarding the following 5 dimensions: (1) Achieving Sales Targets, (2) Sales Volume, (3) Medical Sales Representatives’ Satisfaction with their Performance, (4) The Company's Appreciation for Medical Sales Representatives' Achievement, (5) Medical Sales Representatives' Performance related to co-workers in their company.

**Vigor**

Vigor is assessed by 6 items that measures Activation and Energy, Mental Resilience at Work, the Willingness to Invest, Effort in one's work, and Persistence in the face of difficulties (Schaufeli et al, 2002).
Dedication

Dedication is assessed by 5 items that measures the Sense of Significance that employees drive from their work, the Feeling of Enthusiasm and Pride about one’s job, and the Feeling of Inspiration and Challenge. (Schaufeli et al, 2002)

Absorption

Absorption is assessed by 6 items that measures the Degree to which employees are cognitively concentrated and happily engrossed in their work in a persistent way where time passes quickly and the employees have difficulties with detaching themselves from work. (Schaufeli et al, 2002)
Limitations of the Study

The following are the limitation of the study.

❖ The study is limited to Medical Sales Representatives who are deals with Tablets, Capsules and Liquids. The study does not cover the Managers, Supervisors and Wholesalers.

❖ The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can’t be assured.

❖ The research is confined to Tiruchirappalli district only, so the result might be indicative not conclusive.

❖ The findings of the research are based on what the respondent have stated as true. As the study is planning to conduct on Medical Sales Representative professionals in Tiruchirappalli district, so the same result may not hold true for other areas.

❖ The study confined those Medical Sales Representatives who has switched over from one Medical Company to another. This study not considers those who have chosen a different field after leaving the Medical field.
Chapter Scheme

Chapter I: Introduction

This chapter presents an introduction to Job Satisfaction and Self-Perceived Performance, Importance of the Study, Statement of the Problems, Objective of the Study, Hypothesis of the Study, Scope and Significance of the Study, Research Model, Research Methodology (Sampling Design of the Study, Period of the Study, Research Design, Data Collection, Data Evaluation, Statistical tools used, Pre–testing and Pilot study, Reliability, Level of significance),Conceptual and Operational Definition of the Work, and Limitations of the Study.

Chapter II: Review of Literature

This Chapter presents the Review of Previous Literature.

Chapter III: Theoretical perspective of the study area and profile of the study area

This Chapter discusses the Theoretical Perspective of “Job Satisfaction and Self–Perceived Performance”. The theoretical perspective exclusively of Pharmaceutical Company and, Profile of Tiruchirappalli District.
Chapter IV: An Analysis of Job Satisfaction and Self Perceived Performance of Medical Sales Representatives’.

This Chapter presents the Analysis of the data, Results of the data analyzed were presented in Tables and Inferences drawn are mentioned.

Chapter V: Summary of Findings, Suggestion and Conclusion

A Summary of findings of the study is presented in this chapter.
CHAPTER – II

REVIEW OF LITERATURE

In this chapter, a literature review on Job satisfaction of Medical Representative and Organizational Climate and how organizational climate can influence the behaviour of employees within the workplace is made. Hence, the chapter intends to find out whether organizational climate can lead to job satisfaction or job dissatisfaction and show how managers can create an environment that will promote job satisfaction and motivation. It is also presents the achievement of organizational goals and objectives. This chapter also discusses factors that contribute to job satisfaction and describe how these factors affect the behaviour and work performance of employees.

Bagozzi (1978)\(^1\) found that sales person's job satisfaction is a function of the person, the interaction with others in his/her role set, and the situation or environment in which the person must transact. These variables were found to significantly affect job satisfaction.

Brown and Peterson’s (1993)^2 meta-analysis provided quantitative evidence that gave a fresh insight into job satisfaction research area. Their research revealed that role perceptions have the highest correlation with satisfaction followed by organizational variables and individual differences. These findings suggested that when a sales person's job satisfaction is an important organizational goal, steps to reduce role ambiguity and role conflict have the greatest positive impact.

Babakus et al (1996)^3 emphasized on what Brown and Peterson (1993) recommended. They suggested that in order to increase job satisfaction, managers not only need to reduce sales representative's ambiguity and conflict, they also need to increase their perception of organizational support through providing training programs and attractive compensation packages.

According to Cook (2008)^4, employee loyalty and satisfaction doesn’t necessarily mean that employees are engaged. Even though employees may be satisfied and involved with their job, and committed

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to their organization, they may not be motivated nor demonstrate pride, passion and energy to go the extra mile.

Churchill et al (1976)\(^5\) examined the influence of role perceptions and organizational climate on job satisfaction. The results showed that supervisory variables, authority structure, innovativeness demanded and interpersonal variables explained more than 40% of the variation in total job satisfaction. Therefore, salespeople are more satisfied with relatively high levels of structure, direction and support

Kahn (1990)\(^6\) developed the terms personal engagement and personal disengagement to describe the calibration of self in role. He defined personal engagement as harnessing of organization member's selves to their work roles; express themselves physically with emotional energy, and cognitive liveliness.

Shirom (2003)\(^7\) has only conceptualized vigor but didn’t empirically test it, so this approach towards measuring work engagement is still new, thus, needs intensive investigation.

Banihani (2007)\textsuperscript{8} investigated the effect of antecedent factors (job characteristics, rewards, recognitions, supervisor support, distributive justice, resources and outside activities) on employee’s engagement, and the effect of employee's engagement on corporate performance after measuring the level of engagement among employees in the Jordanian publicly held corporations. The study found that Jordanian employees publicly held corporations are characterized as not engaged. It also showed that all antecedent factors are predictors of employee engagement, and that corporate performance is significantly affected by employee's engagement.

Vroom (1964)\textsuperscript{9} indicated that the relationship between job satisfaction and performance is weak, also Iaffaldano and Muchinsky (1985) in their meta-analysis found a weak positive correlation (R=0.17) between job satisfaction and performance. On the other hand, many studies found that it is not job satisfaction that produces high performance, but it is high performance that produces job satisfaction.


Michael (2006)\textsuperscript{10} presented that a satisfied worker may not be a productive worker and a high producer may not be a satisfied worker.

Cockburn and Haydn (2004)\textsuperscript{11} further contend that some employees might not even notice that they have job dissatisfaction. Research (Weallens, 2000) suggests that most employees know when they have job dissatisfaction. A number of employees may feel that acknowledging the existence of a satisfaction problem is tend amount to admitting failure. Hence many employees do not want to appear weak or incompetent to their sales managers.

Regarding burnout, Feldman (1993)\textsuperscript{12} contends that employees’ may be influenced by a variety of positive or negative stimulus, and one of the key influencing factors is the level of job satisfaction.

Maslach (1982)\textsuperscript{13} concludes that employees who have lost interest and are less satisfied in their job, who just go through the motions, are always tired, having colds, flu and headaches, can be suffering from burnout.


According to Perlman and Hartman (1982)\textsuperscript{14} and Miller (2000), the burnout condition usually begins with a mismatch between the demands of the job and the abilities of the individual. This mismatch causes stress. Stress induces anxiety and exhaustion, which provoke either action to resolve the problem, or burnout, which is a form of psychological escape. The burnout employee becomes cynical and works mechanically (Huczynski & Buchanan, 1991; Garman et al, 2002).

According to Newstrom and Davis (1997)\textsuperscript{15}, job satisfaction is a set of favourable feelings and emotions with which employees view their work. Schermerhorn, Hunt and Osborn (1994: 144) see job satisfaction as the degree to which individuals feel positive or negative about their jobs. According to this definition, the individual expresses satisfaction as he interacts with his work environment and attaches meaning to what is happening around him.

Dr. R. Anitha (sep. 2011)\textsuperscript{16} studied the Job Satisfaction of Paper Mill Employees with Special Reference to Udumalpet and Palani Taluk.


Satisfaction level of the employees was measured on the basis of employees working conditions, rewards, welfare measures & job security. 100 employees were selected after considering time and cost. The method of simple random sampling was undertaken for the research purpose. The Convenience method of sampling is used to collect the data from the respondents. The collected data had been analyzed by using Percentage Analysis & Chi Square Test.

Halil Zaim, Selim Zaim\textsuperscript{17}, measured Employee’s Satisfaction in Small and Medium Sized Enterprises, by using factors such as pay and benefits, peers, management, working environment and superiors. The survey instrument was composed of questions relating to employee’s satisfaction and loyalty. A multi-item scale was developed to operationalise the employee’s satisfaction construct in a manufacturing context. In the second part of the survey instrument, a single question regarding employee’s overall evaluation of organization loyalty was asked. Each item related to employee’s satisfaction context and employee loyalty was rated on a five-point scale, ranging from “very low” to “very high”. The sample of the study was selected randomly.

\textsuperscript{17} Zaim Halil, Zaim Selim, “Measuring Employee Satisfaction in Small and Medium Sized Enterprises”, Faith University, Turkey
from the database of Turkish Small Business Administration (KOSGEB). The study focused on the textile industry including textile mill products and apparel. The findings showed that there is a positive linear relationship between all these five factors of employee’s satisfaction and employee’s loyalty. However, among these factors, pay and benefits was found to be the most important criterion followed by management and working environment.

Brikend Aziri, (2011)\textsuperscript{18} studied Job Satisfaction and found that Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. It is one of the major challenges for today’s organization. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al., 1985).

Robbins et al, (2003) defines job satisfaction as a subjective measure of worker’s attitudes - that is an individual’s general attitude to his or her job. A person with high job satisfaction holds positive attitude towards the job and one who is dissatisfied with it has negative attitudes towards it. Also suggests that if an employee’s attitude is wrong, he or she will not experience job satisfaction.

Ivancevich and Matteson (2005) define job satisfaction as an attitude that individuals have towards their jobs which stems from their perception of their jobs and the degree to which there is a good fit between the individual and the organization.

Griffiths (2003) attempted to summarize the various definitions of job satisfaction as follows: Generally, job satisfaction is the result of the individual’s perception of what is needed and what is received from different facts of the work situation. The closer the expectation is to what is actually received, the greater the job satisfaction. According to this author, job satisfactions sometimes refer to an overall feeling of satisfaction or dissatisfaction with the situation as a whole (global

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satisfaction). At other times job satisfaction refers to a person’s feeling toward specific aspects of the work environment facet satisfaction).

Goyal (1995)\(^2\) who studied the awareness of labour welfare facilities and brought out the relationship between labour welfare facilities and job satisfaction in her work titled “Labour Welfare and Job Satisfaction”. The study analyzed the impact of labour welfare measures on job satisfaction in the textile industries in Punjab, the extent of awareness and implementation of labour welfare measures among workers and the extent to which these measures have been successful to improve the workers’ lot. Further the study critically assessed the problems and suggested ways to improve the implementation of labour welfare measures. In her research a comparative study was made between six cotton textile industries in Punjab belonging to the private, public, and co-operative sectors. Based on random sampling, 350 textile workers in these sectors in Punjab formed the sample of the study. The results of the study revealed that majority of textile workers were satisfied with their job. However private sector units have the maximum number of satisfied workers whereas the cooperative sectors have

\(^2\) Goyal (1995), Author of employee and Job satisfaction in medical representative, chennai.
maximum number of workers dissatisfied with their jobs. The study highlighted a positive relationship between the level of satisfaction with the implementation of various labour welfare measures and job satisfaction. It was also revealed that the workers were satisfied with the labour welfare measures such as wages, housing facilities, and retirement benefits like gratuity and provident fund, and medical benefits. The maximum number of workers satisfied with these welfare facilities were from the private sectors. Moreover the percentages of workers who felt the absence of adequate quality of working conditions, and that the supervisors and co-workers did not help them in the hour of need were very low.

Opkara (2004) and Samad (2007) concluded that if workforce is satisfied with their job as well as the organizational environment including its colleagues, compensation, and leadership they will be more committed with the committed with their organization as compared to when they are not satisfied. The importance of these two areas cannot be overlooked because they are the key factors that influence employee’s turnover, employee’s performance, and their productivity. Satisfied and

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committed workforce is usually contributor and performer towards enhancing organizational productivity. On the basis of above given literature it is evident that employee’s compensation has some positive impact on the employee’s job satisfaction and organizational commitment. Organizations that have better compensation management system put a very positive impact on their employees.

Herzberg\textsuperscript{24} et al reviewed more than 150 studies and listed various job factors of job satisfaction as Intrinsic aspect of Job, Supervision, Working conditions, Wage and Salaries, Opportunities for Advancement, Security, Company and Management, Social aspect of job, Communication and Benefits.

Locke (1976)\textsuperscript{25} defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences and job satisfaction is attained when one’s values are compatible with one’s needs. For the purpose of this study, the concept of job satisfaction as proposed by Locke is used.


\textsuperscript{25} Locke (1976) “Employee job satisfaction” Vol 5, Issue 4
Riaz Adnan, and Muhammad, Ramay. (2010)\textsuperscript{26} conducted a study to find out the antecedents of Job satisfaction in telecom sector. The research was conducted to identify the factors that lead to job satisfaction and commitment of employees working for telecom sector in Pakistan. Through questionnaire survey responses from 221 employees working at managerial and non-managerial positions were collected, which showed the significant association of supervision and collegial atmosphere and open communication on job satisfaction. The correlation results show the high association of performance appraisal system with career development and management, which indicates that if employees are promoted on the basis of performance, then it increases job satisfaction. Secondly, communication is also found highly correlated with job satisfaction and job commitment, pertaining that open flow of communication not only provides satisfaction but also confers a sense of loyalty and identification with the organization. Thirdly, job satisfaction was found most significantly related with job commitment in this study.

According to the study conducted by Gunlu, Ebru; and Aksarayli, Mehmet (2010)\textsuperscript{27} on Job satisfaction and Organizational commitment of hotel managers in Turkey, the findings indicate that extrinsic, intrinsic, and general job satisfaction have a significant effect on normative commitment and affective commitment. In addition, the findings suggest that the dimensions of job satisfaction do not have a significant effect on continuance commitment among the managers of large-scale hotels. When the characteristics of the sample are regarded, age, income level, and education have a significant relationship with extrinsic job satisfaction whereas income level indirectly affects affective commitment.

The study conducted by the Chartered Institute of Personnel and Development (CIPD) in (2009)\textsuperscript{28} reports that job satisfaction among employees in UK has increased despite of recession. CIPD suggest that rise could be attributed to the fact that people are more likely to adopt a grin and bear it attitude during recession. The survey also suggests that there are some underlying problems that could cause weakened morale in the near future. 75\% of respondents have stated that their organisation


\textsuperscript{28} Charted Institute of Personnel and Development (CIPD) in 2009.
has been affected by the recession with half of them reporting an increase in work-related stress as a consequence.

Mahmoud AL-Hussami (2008)\textsuperscript{29} conducted a study on Nurses' Job Satisfaction: The Relationship to Organizational Commitment, Perceived Organizational Support, Transactional Leadership, Transformational Leadership, and Level of Education in South-Eastern United States. The findings indicated that there was a strong correlation between job satisfaction and organizational commitment. Job satisfaction and organizational commitment were found to be significantly related in all 20 of the correlation items. The results suggested that the nurses' strongest attitudes towards organizational commitment and job satisfaction were their feelings of strong loyalty to their organization and satisfaction with the job itself. Also nurses' job satisfaction and perceived organizational support were determined to be significantly related. A correlation of (N=55), $R (55) = .93$, $P < .05$ was obtained between job satisfaction and organizational support.

Mosadeghrad, A.M; Ferlie, E. and Rosenberg. (2008)\textsuperscript{30} undertook a study to find out the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees. The result indicated that hospital employees are moderately satisfied and committed. Employee’s job satisfaction and organizational commitment were closely interrelated and correlated with turnover intention. As job satisfaction and organizational commitment have strong correlation with turnover, it is very important to reinforce them by applying the right human resource policies.

Adeyinka Tella; C.O Ayeni; and S O Popoola (2007)\textsuperscript{31} conducted a study on Work Motivation, Job Satisfaction, and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. The findings of this study reveal that a correlation exists between perceived motivation, job satisfaction, and commitment, although correlation between motivation and commitment was negative. No difference was observed in the perceived motivation of professional and non-professional library personnel. Moreover, findings also show


\textsuperscript{31} Adeyinka Tella; C.O Ayeni; and S O Popoola (2007). The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology, 63(1), 1-18.
that differences exist in the job satisfaction of library personnel in academic and research libraries, and that no relationship exists in the organizational commitment of library personnel based on their years of experience.

According to the study conducted by Smeenk; Elisinga; Teelken J.C (2006) among Dutch university employees revealed that compensation, training and development, positional tenure and career mobility have significant effect on organizational commitment. Age, organizational tenure, level of autonomy, working hours, social involvement and personal importance significantly affect the employees organizational commitment in the hegemonic faculty.

According to Morrison (1993), dissatisfactions are present in the organization. Herzberg called them hygiene or maintenance factors because they are motivated by the need to avoid unpleasantness. Marriner–Tomey (1996) admitted that dissatisfaction occurs when people perceive that they are being treated unfairly with salaries, benefits, incentives, job security, supervision and poor interpersonal

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relationship. When people are highly motivated and find their job interesting and challenging, they will tolerate dissatisfaction (Chung, 1997). A reward system that is not clear to all employees leads to dissatisfaction; hence it is important for employees to know the criteria and procedures that are followed in rewarding them for their good work. Marriner–Tomey further stresses that poor planning, poor communication, inadequate explanations of decisions affecting jobs, unclear rules and regulations, unreasonable pressures, excessive work, understaffing, uncooperative heads of departments/units, non-academic duties are all sources of dissatisfaction within the organization. Chung (1997) again sees dissatisfaction as arising from two aspects – external and internal barriers. This means that job dissatisfaction can arise from the individual himself. The internal barriers include intelligence – this is necessary for a person to be able to make decisions in his or her place of work, and skills – this refers to the ability of the employee to perform the job by using acquired skills.

Richter and Boshoff (1997)\textsuperscript{34} said job satisfaction is the match between what the employee wants from the employer and the job and what he receives. It is the extent to which the job meets the individual’s

needs, expectations and requirements. It is further indicated that if employees are happy, it would lead to higher productivity, improved physical health and promotes a more positive attitude towards the organization. This results in staff remaining at the same institution instead of leaving their workplace frequently.

Luthans (1985)\textsuperscript{35} quotes a comprehensive definition given by Locke. A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. Job satisfaction is a result of employees’ perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of affect produced by individual’s perception of fulfilment of his needs in relation to his work and the surroundings.

Abd-Alhamid (1992)\textsuperscript{36} aimed at investigating job satisfaction among employees at Jordanian pharmaceutical factories and to determine its causes. The study concluded that work interrelationships was the main source of employee's satisfaction and that job satisfaction was influenced by the organizational climate, age and gender. On the

\textsuperscript{35} F.Luthans (1985) Organizational Behavior, McGill Illinois

\textsuperscript{36} Abd-Alhamid (1992), Examining Job Satisfaction for Jordanian Pharmaceutical Companies Unpublished Master Thesis, Al Al Bait University (Arabic Reference)
other hand, there is only one study that investigated work engagement in Jordan. This research has theoretical and managerial implications. The interdisciplinary nature of this research constitutes an important theoretical contribution. Previous research examined the influence of personal factors, role perceptions and organizational variable on sales force job satisfaction and performance. This research extends the factors that influence job satisfaction and performance beyond organizational behavior and examines the influence of motivational theories (i.e. work engagement) in the context of personal selling. Furthermore, this study will enlighten more comprehensive research towards work engagement in other professions and other industries in order to develop the Jordanian human assets, especially which a 5% increase in work engagement forecasts a 0.7% increase in operating margin.

Porter and Lowler (1969)\(^{37}\) suggested that satisfaction will affect a worker’s effort, arguing that increased satisfaction from performance helps to increase expectations of performance leading to rewards, Carroll, Keflas and Watson (1964) found that satisfaction and productivity are interrelated in which each affects the other. They suggest that performance leads to more effort because of high perceived

expectancy. Effort leads to effective performance, which again leads to satisfaction. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship.

Smith and Cranny (1968)\(^{38}\) reviewed the literature and concluded that satisfaction is associated with performance as well as effort, commitment and intention. In the Hawthorne studies (1966) the evidence from the Relay Assembly test room showed a dramatic tendency for increased employee’s productivity to be associated with an increase in job satisfaction

Ajzen, (1991)\(^{39}\) suggests that attitudes regarding a behavior lead to intentions to perform, and then to actual performance of the behavior. When considering the relationship between satisfaction and performance, if satisfaction with the job does not have to do with performance behaviors, then the attitude will not necessarily lead to these behaviors. For example, an employee with low performance might be very satisfied at work because she/he is extroverted and enjoys the opportunities that the job offers in terms of being able to interact with


other people. In this situation, the employee bases her/his attitude on the social aspect of work rather than on task performance, thus satisfaction with the job would not necessarily lead to higher levels of performance.

Ott and Van Dijk (2005)\(^{40}\) provide a unique study which combined data of employee and client satisfaction. Their findings suggest that employees’ satisfaction with their organization is a better predictor of client satisfaction than employees’ job satisfaction. The authors suggest based on their findings, that job-related training is the activity most relevant for client satisfaction, despite showing no relation with job satisfaction. Their study also demonstrated the volatile relationship between employee and client satisfaction which can be in conflict.

Ryan, Schmitt, and Johnson (1996)\(^{41}\) investigated similar relationships between aggregated employee’s attitudes, firm productivity, and customer’s satisfaction. The authors measured these

\(^{40}\) Ott, Marlies, and van Dijk, Han (2005), Effects of HRM on client EI satisfaction in nursing care for the elderly. Employee Relations 27, 4, 413-424.

relationships at two points in time from 142 branches of an auto finance company. Results indicated employee’s morale was related to subsequent business performance indicators, customer satisfaction sentiments, and turnover ratios. These researchers attempted to study the causal relations among the variables; however, their attempts lead to mostly inconclusive findings. Interestingly, they did find evidence suggestive of customer satisfaction as a causal influence on morale (a finding that is opposite of the directionality assumed by the literature). Although a tentative finding, Ryan et al. (1996) discussed several possible explanations for it. For instance, the customer satisfaction index was monitored closely by unit managers and success or failure likely translated into management practices that influenced employees’ job attitudes. Moreover, the researchers speculated that the particular setting may be unusual, in that customer satisfaction might be inversely related to the amount of contact with the organization.

Schneider et al. (2003)\textsuperscript{42} has report analyses of employee’s attitude survey data aggregated to the organizational level of analysis. These authors explored the relationships between several facets of

employee’s satisfaction and organizational financial and market performance using data from 35 organizations over a period of eight years. Thus, in contrast to previous studies, Schneider and his colleagues’ study was able to make some inferences about directional causality. Their results showed consistent and statistically significant positive relationships between attitudes concerning satisfaction with security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS). Although these findings are consistent with applied researchers’ and managers’ implicit beliefs, their study was not without some surprises. One of the more surprising findings was related to overall job satisfaction and the performance criteria. Results demonstrated that the causal directionality flows from financial and market performance to overall job satisfaction. This latter result does not deny the fact that there were significant relations going from overall job satisfaction to ROA and EPS; nevertheless, the reverse direction relationships tended to be stronger in magnitude. Moreover, the relationship between satisfaction with pay and the performance indicators appeared to be reciprocal in nature. The obvious strength of this research study is the longitudinal nature of both the aggregated employee’s data and the financial and market performance data. By
collecting longitudinal data on both sets of variables, these researchers were able to examine and begin to disentangle a set of very important but complex relationships.

According to Holbeche and Springett (2003), people’s perceptions of ‘meaning’ with regard to the workplace are clearly linked to their levels of engagement and, ultimately, their performance. They argue that employees actively seek meaning through their work and, unless organisations try to provide a sense of meaning, employees are likely to quit. The research findings suggest that many people experience a greater search for meaning in the workplace (70 per cent) than in life in general (ibid). There are numerous possible reasons for this, for example, it may be because people generally spend longer at work than on other parts of their lives. Holbeche and Springett (2003) argue that high levels of engagement can only be achieved in workplaces where there is a shared sense of destiny and purpose that connects people at an emotional level and raises their personal aspirations.

Gubman, E. (2004) study of engagement identified both emotions and rationality as core components. They found that emotional factors

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are linked to an individual’s personal satisfaction and the sense of inspiration and affirmation they get from their work and from being a part of their organisation. For example, a key element here is having a sense of personal accomplishment from one’s job. In contrast, the rational factors generally relate to the relationship between the individual and the broader corporation, for instance the extent to which employees understand their role and their unit’s role, in relation to company’s objectives. It was found that scores for key aspects of rational engagement are generally higher than those for emotional engagement.

Loyalty Research Center (2002) defines, employee’s loyalty as employee’s belief that they have no regrets in working in their organization and they consider it as the best choice for them. Employees can represent an important investment and vital resource for all organization because the salaries, bonuses and employees’ benefits can enhance the employee’s hard work and loyalty to the organization. So, there is a considerable expense for replacing an employee whether he/she is holding a high position or low position in the organization since the employee’s loyalty is not easily built up in the organization.

Al-Anzi (2009)\textsuperscript{46} study result shows over 90% respondents say the quality of their working environment affects their mood and attitude about their work. Almost 89% respondents believe that the quality of their working environment is very important to them regarding job satisfaction. Given that roughly one in six employees considers his or her workplace unhealthy, it is worth examining specific job characteristics to determine the extent to which they correlate with employees' perceptions of healthy work environments.

According to Kreisman (2002)\textsuperscript{47} career development is important to retain employee because the availability of skill development opportunities and career movement are “key attractors” of organizations. If an organization does not recognize the individual’s needs and desire to grow, then “development” becomes a primary reason for resignation.

According to Mehta, Singh, Bhakar, and Sinha (2010)\textsuperscript{48}, career development is the most important determinant of employee’s loyalty. According to Merchant (n.d.), career development means an individual can be finding a place in an organization where she/he can express

excellence and contribute to the goals of the organization and respected position in which they could advance through promotions and upward mobility. Career development consists of concerted efforts directed towards assessing workers’ performance, identifying likely career paths for that employee, designing and implementing different forms of training and experience to prepare that person for more advanced job. Besides that, career development has both personal and organizational dimensions. In organizational level, it is a planned program designed to match individual and organizational needs. Examples of program included are recruitment policy that encourages a full exchange of information between the applicant and the organization prior to hiring as well as promotion policy that considers the needs and objectives of the organization and employees. According to Ginzberg, Ginsburg, Axelrad and Herma (n.d.) career development is influenced by the educational process, the emotional factor and individual values. The researchers also state that individual will pursue their career goal through the educational experiences.
Kristen Gregory, the Importance of Employee’s Satisfaction (2012)\(^{49}\), says that Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees’ satisfied with their careers should be a major priority for every employer.

Mosammod mahamuda parvin in factors affecting employee’s job satisfaction (2011)\(^{50}\) Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person’s parent. Employee’s Job Satisfaction and Engagement (2011) by The Society for Human Resource Management (SHRM): Organizations understand that employee’s job satisfaction and engagement are important to their business sustainability.

Alam sageer, D. S. (2012)\(^{51}\) surveyed more than 1400 American organizations. Their research indicated that employee’s satisfaction,

\(^{49}\) The Importance of Employee Satisfaction Kristen Gregory(2012) Employee Job Satisfaction and Engagement The Society for Human Resource Management (SHRM) 2012
\(^{50}\) MosammodMahamudaParvin,factors affecting employee job satisfaction Australian Journal of Business and Management Research Vol.1 No.9 [113-123] December-2011
motivation and keeping high output have certain significance in the evaluation of company’s performance.

A. Sabarirajan, T. Meharajan, B. Arun (2001)\textsuperscript{52} analyzed the study on employee’s welfare in Medical Industry. The study shows that 15\% of the employees are satisfied with their welfare measures. 39\% of the employees is average with their welfare measures. 16\% of them are in highly dissatisfied level. This study throws light on the impact of welfare measures on QWL among the employees of Medical Industry Mumbai."

While describing the Welfare in Indian Industrial Sector, A.J. Todd (1933) was analyzed that the labour welfare is the voluntary efforts of the employers to establish, within the existing industrial system, working and sometimes living and cultural conditions of the employees beyond what is required by law, the custom of the industry and the conditions of the market.

Jagadish (2004)\textsuperscript{53} opines that the ITES-BPO employees will have a bright international career and he compares it to the bank employees of ‘60s and ‘70s when nationalization was just completed and the employees managed to reach middle and senior level management posts

\textsuperscript{52} A. Sabarirajan, T. Meharajan, B. Arun (2001), “employee relationship” page No. 54-62. Asia Pacific Journal Research

later since banks grew. All these studies make one thing certain: the growth opportunities are what the employees of the BPO sector are now scouting for. Keeping these views in mind, the present study titled “Employee Satisfaction with Career Development Practices: A Comparative Study of Indian and Foreign MNC BPO Firms” is undertaken.

Lambert et al. (2001), in his analysis scholars speculate that employee turnover can be predicted using comprehensive measures of job satisfaction; otherwise stated, high job satisfaction is associated with low employee turnover. Moreover, research shows that the relationship between job satisfaction and actual employee turnover is moderated by intentions. Schwepker (2001) noted that positive and statistically significant relationships have been reported in dozens of studies exploring leaving intentions and actual leaving behavior. In other words, intention to leave a job is an immediate precursor to actually leaving. For this reason, turnover intention has been incorporated into most employee turnover models in the published literature. Turnover intention is defined as an employee’s intent to find a new job with another employer within

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the next year. Generally, it is accepted that job satisfaction and employee turnover intention are inversely related.

Chong, Eggleton and Michele (2006)\(^{55}\) examined the multiple roles (i.e., cognitive, motivational and value attainment) of participative budgeting and the combined effects of these three roles on subordinates’ job performance. This paper proposes that participative budgeting affects job performance via three intervening variables, namely, role ambiguity, organizational commitment and job satisfaction. The results support the multiple roles of participative budgeting and the indirect effect of participative budgeting on subordinates’ job performance through role ambiguity, organizational commitment and job satisfaction.

Graham and Nafukho (2010)\(^{56}\) seek to introduce a conceptual model that illustrate presumed association among work climate relationships, job satisfaction, organizational commitment, turnover intentions, retentions, crash rates, and numerous residual costs. They state that organizational commitment when compared to turnover, has received limited attention in transportation safety research among truckload organization. This study raises the level of awareness that


there is much work to do relate to gaining a comprehensive knowledge of variables that influence driver safety outcomes and the appropriate interventions necessary to elevate organizational commitment and retention.

Raveendran Nair (2004)\textsuperscript{57} in his study identified the bank managers’ perceptions of motivational requirements, measuring their level of satisfaction and evaluating their commitment to the organisation which will provide useful guidelines in framing human resource development policies in the service industry of banking. He found that the factors of job satisfaction emerged as the pertinent predictors of commitment. The different forms of commitment of managers are related with their level of job satisfaction.

Heslin (2003)\textsuperscript{58} in his study ‘job satisfaction and organizational commitment’ stated that employees’ productivity is largely related to their level of job satisfaction and in fact the turnover rate can be reduced with a higher level of organizational commitment. There is relatively strong relationship between job satisfaction and organizational commitment.

Behson (2002)\textsuperscript{59} sought to determine whether the specificity of the supportive measures influenced the outcomes. This study examined whether general measures of organizational supportiveness and more focal supportiveness measures differentially predicted important organisational outcomes. The results suggest that the more specific measures of supportiveness did account for variance in work family specific outcomes. However, the specific measure did not account for variability in job satisfaction and affective commitment beyond the more general measure of organizational supportiveness.

Springer (2002)\textsuperscript{60} investigated the potential mediating role of job satisfaction between job stressors – namely role overload - quantitative, roll over load – qualitative and lack of career development – as a source of stress on the one hand and various facets of organizational commitment, namely, affective, continuance and normative. Path analysis revealed that role overload – quantitative directly and negatively influences both job satisfaction and career development as a source of stress directly and negatively influences job satisfaction. Findings also


\textsuperscript{60} Springer (2002). Job satisfaction as a mediator of the relationship between job stressors and affective, continuance and normative commitment: A path analytical approach. International Journal of Stress Management, 9 (2)
suggest that job satisfaction mediates the influence of role overload – quantitative on various facets of organizational commitment.

Fisher. A (2001)\textsuperscript{61} argued that there are other motivators that do not promote a sense of growth because they do not provide significant meaning to the worker. These include group feelings, job security, and status, feelings about fairness, unfairness, pride and shame. Based on the above findings, the researcher’s observation in the workplace is that the mentioned factors are important to employees. Employees do raise dissatisfaction if the organization does not provide job security, status and when unfairness is exhibited.

Morgan, R.M. and Hunt, S.D (2004)\textsuperscript{62} said job satisfaction is the match between what the employee wants from the employer and the job and what he receives. It is the extent to which the job meets the individual’s needs, expectations and requirements. It is further indicated that if employees are happy, it would lead to higher productivity, improved physical health and promotes a more positive attitude towards the organization. This results in staff remaining at the same institution instead of leaving frequently.

\textsuperscript{61} Fisher, A., “Winning the Battle for Customers”, Journal of Marketing vol. 6, no.1, September, pp. 77-84, 2001

Brannigan, A. & Zwerman, W. (2001)\textsuperscript{63} viewed job satisfaction as a match between the employee's interest with the organizational goals. Job satisfaction includes aspects like satisfaction with work, supervisor, work conditions, pay opportunities and practices in the organization. In practice, the views of these authors are appropriate as employees generally feel satisfied when they receive good pay and good supervision.

Conley et al. (1989)\textsuperscript{64} reported from his study, as the job satisfaction of employees in any organisation is regarded as a main component of the work environment and it is one of the main factor to determine the organisational climate.

According to Chemiss and Kane et al. (1987)\textsuperscript{65} “The characteristics of the job such as pay, promotion, supervision, working conditions, and relationship with co-workers have been shown to be a components of job satisfaction”.

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Schneider, Gunnarson and Wheeler (1992)\textsuperscript{66} study indicates the work itself is the factor that correlates most highly with overall job satisfaction.

Sinha and Sharma (1962)\textsuperscript{67} explored the attitude towards union and job satisfaction on a sample of 100 workers of a light engineering factory. They found a significant negative association between the two and at the same time, age and marital status were significantly associated with job satisfaction.

In another study, Sinha and Nair (1965)\textsuperscript{68} reported that a satisfied worker is usually more skilled, is either fresh to the organisation or has put in many years in it and has a few dependents to support.

Natraj and Hafeez(1965)\textsuperscript{69} on a sample of skilled workers found that besides education and salary, age also was significantly related to job satisfaction.


Gadel (1953)\(^{70}\) studied a female samples of part time electrical workers who were of an average age of 41 years. They were compared with full time workers for their job satisfaction. The findings revealed that the part-time workers performed more satisfactorily, than younger full time workers with higher job satisfaction.

Vollmer and Kinney (1995)\(^{71}\) found negative relationship between educational level and job satisfaction.

Inconsistent findings have been reported pertaining to the relationship between educational level, intelligence and job satisfaction. Ash (1964)\(^{72}\) found no relationship between intelligence and job satisfaction.

Similarly, Suchr (1962)\(^{73}\) reported negative correlation between IQ and Morale.

\(^{70}\) Gaddel, M.S. Productivity and satisfaction of full and part time female employers, Personal Psychology, 1953, pp327-342.


Wild and Dawson (1972)\textsuperscript{74} examined the influence of certain biographical variables like age, marital status and length of service on the relationship between specific job attitudes and job satisfaction on a sample of 2543 female manual workers engaged in ten plants, in U.K. The results indicated that age and marital status had significant effect on the relationship of a specific job attitude and overall job satisfaction. In particular the relationship of the attitude towards pay, supervision, physical working conditions, mental versus physical work and social (peer) relations with job satisfaction appeared to be influenced by these two variables. Length of service also appeared a significant variable.

Amarchee (1972)\textsuperscript{75} used the reference group concept as focus of his study of 315 workers from a mining company. The assumption made in the study was that satisfaction was relative both to the social location of the workers and the significant people with whom the worker compares himself. It was found that the workers satisfaction is related more to reference group comparison than to level of skill and other

existential situations in the work place. Comparative reference group constitutes available theoretical scheme for analysing the patterns of satisfaction and / or dissatisfaction which industrial workers derives from participating in industrial productive activities.

Troxell (1954)\textsuperscript{76} used a checklist and found that income ranked third or workers in general but it ranked first for the labourers. In his study, those with higher income tended to place greater emphasis upon interesting and challenging work as factors related to job satisfaction. Workers with less schooling and lower income considered the factors of supervision as more important.

Mann and William(1962)\textsuperscript{77} observed in a study of the employees of a company where electronic data processing equipment had been introduced that the change brought about a general lightening of the task structure of the office, greater risks for individual jobs, greater need to understand the entire system and a greater degree of independence.

Form (1973)\textsuperscript{78} study on unskilled assembly workers, semi-skilled machine workers, skilled machine workers, skilled maintenance workers and craft work-tool workers, varied in work control. The results showed that there were small and inconsistent differences in the three areas of job satisfaction, namely satisfaction with work, factory employment and specific job routines according to the degree of plant mechanisation.

Ronan (1973)\textsuperscript{79} studied 241 employees to assess the relative importance of 18 job characteristics in relation to job satisfaction. He asked his respondents to rate the characteristics on a 7 point scale ranging from very important to not important. The findings revealed that while there were differences in the important ranging among three groups of employees costing of managerial, salaries and hourly employees, there was also substantial agreement. Some of the most marked disagreement was that job security was not important for salaried workers, but it was important to both managerial and hourly workers. However, in general, he found his data in good agreement with previous studies in showing importance of nature of work pay and job security.


Schaffer (1953)\textsuperscript{80} proposed the following theory: “Overall Satisfaction” will vary directly with the extent to which the needs of an individual can be satisfied. He investigated 12 needs using on 72 employed men, most of them were in professional and semi-professional occupational groups. It was found that there were two types of needs: 1. Needs which were passive in nature, 2. Needs which were aggressive. A high correlation existed between the persons to strongest needs and overall satisfaction.

Hulin (1968)\textsuperscript{81} considered the five factors of job satisfaction namely, pay, promotion, place of work, co-workers and supervisors and six independent variables, that is age, tenure of the job, tenure with the economy, job level, salary desired minus salary received on a sample of 150 male workers and 75 female workers employed in two plants. Multi regression analysis was done on the data to determine the validity of the two hypothesis of Herzberg that age and tenure borne U shaped relationship to job satisfaction. No support was found to these hypotheses.

Williamson (1994) \(^{82}\) studied “Expressive work orientation and perceptions of control: An analysis of Job satisfaction and commitment in four social service Job groups (Work orientation)”. Traditional models of job satisfaction and commitment were tested using data from a census of job groups in large state run social service bureaucracy. Results indicated that expressive orientation has a significant impact on job satisfaction, in addition to multiplying the impact of job commitment and job commitment were found to have positive relationships with job satisfaction and their inclusion in the model significantly improved its predictive capacity. These findings have strong policy implications for those who manage social service. Evidences presented that the presumption by management that pay is unimportant to social service workers makes them feel exploited and lower job commitment.

Geoferry N. Soutar, and John. R. Weaver (1973) \(^{83}\), described that the worker opinion survey, developed by cross, is a useful job instrument with many desirable features. However, it has not been validated to any


extent. The study examined the convergent and discriminant validity of the worker opinion survey in relation to the Job Description Index in a variety of ways. The results supported the validity of the workers opinion survey and strengthen its usefulness as a research instrument.

V.M. Selvaraj and M. Muthu Deivakani (2005)\textsuperscript{84} in their case study entitled “human resource development in co-operative milk supply society’ have revealed that healthy personality and education is a good sign of having high job satisfaction.

Anjaneyalu(1968)\textsuperscript{85} conducted a study of job satisfaction among secondary school teachers and its impact on the education of pupil with special reference to the state of Andhra Pradesh. This study sought to find out the reasons for dissatisfaction among teachers working under different conditions. A sample size of 1000 teachers was taken up using stratified random sampling technique in the Andhra Pradesh State. Questionnaires and interview techniques were used for data collection.

The main findings of the study were that the factors like frequent transfers, low standard of pupil, and interference of politicians caused dissatisfaction among teachers. Indiscipline among pupil, lack of parental co-operation, lack of job security, rigid and orthodox service conditions and too much domination by the management were found to be the chief factors of dissatisfaction.

Bernad and Kulandaivel(1976) studied job satisfaction among graduate teachers in Coimbatore District of Tamilnadu. The sample consisted of five hundred teachers drawn from fifty two high schools. It included 280 men and 220 women teachers. An attitude scale consisting of sixty items was administered. This study revealed that teachers were more satisfied than male teachers. Teachers of aided schools appeared to be better satisfied than the teachers from Municipal and Government Schools. Teachers coming from very high economic background showed job dissatisfaction.

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Dr.S. Chandra Bose and Dr.V. Madasamy(2009)\textsuperscript{87} in their article observed that it is through the satisfied effort of people that material and monetary resources are effectively utilized for the attainment of common objectives. The factor analysis conducted on the variables for job satisfaction reduced the total 29 variables into 8 important factors which are summarised as safety and welfare measures, incentives, overtime, selection policy, recruitment procedures, transport facilities and the peer relationship.

**Conclusion:**

The review of related literature revealed that the demographic variables like age, sex, educational level, economical background closely associated with value orientation. The other factors like wages place of work, social needs, management support and social support and recognition influence the job satisfaction. The review of related literature was very helpful to the researcher to formulate the objectives and hypotheses. It was also instrumental in gaining an in-depth knowledge of the two variables she has selected for the purpose of the study.

CHAPTER – III

THEORETICAL PERSPECTIVE OF THE STUDY AREA AND
PROFILE OF THE STUDY AREA

In this chapter an attempt has been made to describe the Theoretical Perspective of Job Satisfaction and also this chapter describes the profile of Tiruchirappalli District in terms of its Area, Population and Urbanisation, Level of Literacy, Infrastructural Facilities, Industrial Growth, Major Occupation and Employment to serve as a base for the study. And a brief profile of the study area and the status of Medical Sales Representatives and, Organisational Climate in Tiruchirappalli District.

THEORETICAL PERSPECTIVE OF JOB SATISFACTION

Job Satisfaction indicated the extent to which people like their jobs (Spector, 1997). The extents of liking of job have effect on the concern individual and his organization. It affects the quality of work-life and may also influence important work related behaviours and attitudes. Job satisfaction can be conceptualized as a set of attitudes about various facets of a job. The facets of the Job Satisfaction include satisfaction with benefits, co-workers, nature of the work itself, pay,
promotion, recognition, security, supervision etc. Antecedents of job satisfaction can be broadly classified as job characteristics, role variables, work schedules and personal antecedents. Person-Job Fit and Person-Organization Fit belong to personal antecedent category.

Job Satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beans that have their own wants needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee.

HISTORY OF JOB SATISFACTION

The term job satisfaction was brought to lime light by hoppock (1935). He revived 35 studies on Job Satisfaction conducted prior to 1933 and observes that Job satisfaction is combination of psychological, physiological and environmental circumstances. That causes a person to say. “I’m satisfied with my job”. Such a description indicate the variety of variables that influence the satisfaction of the individual but tell us nothing about the nature of Job Satisfaction. Job Satisfaction has been
most aptly defined by pestonjee (1973) as a job, management, personal adjustment & social requirement. Morse (1953) considers Job Satisfaction as dependent upon job content, identification with the co., financial & job status & priding group cohesiveness

One of the biggest preludes to the study of job satisfaction was the Hawthorne study. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers’ productivity.

These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Some argue that Maslow’s hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization.
IMPORTANCE OF JOB SATISFACTION – 7 STRATEGIES TO INCREASE JOB SATISFACTION

No one can deny the importance of job satisfaction in our lives. The fact that we spend a huge amount of our waking hours at work means job satisfaction will also play a huge role in our lives.

While employee look for the dream career or job that will make him happy, whatever job the employee are doing now must significantly contribute to his happiness. That is the crucial importance of job satisfaction.

It is true there are elements of work we cannot control. For example, Company Policies, Who our boss is, our salary level, our colleagues’ characters and relationships with them, and the conditions where we work.

There are steps that we can take in order to increase our job satisfaction level once we know the importance of job satisfaction.

1. **Know Thyself**

One way to increase job satisfaction is to know yourself. What are things that motivate you? Sure the company can do things and implement programs to increase staff motivation especially the companies that knows the importance of job satisfaction. But motivation
is also from within. It is inside you, only you know what keeps you awake at night and makes you jump out of bed in the morning. When you know yourself, it is easy to increase your own job satisfaction as you will know what works for you.

2. **Keep Challenging Yourself**

Work has to be challenging enough but not so overwhelming that you find it insurmountable. Challenges at an optimum level keep you going. Perhaps you find that your work is not challenging anymore. In that case, learn to get more projects that are challenging now since you know the importance of job satisfaction in your life.

3. **Cross Learn**

Make cross learning and increasing your competency at work a culture you adopt. That means learn other skills that are only expected from people in other departments. If you are a sales person, learn to read financial statements. Cross learning can keep you challenged and will also open doors previously not an option to you. By knowing that options are open you become more relaxed and feel better about yourself. That can increase job satisfaction.
4. Improve Other Areas of Your Lives

I have mentioned that the importance of job satisfaction is its contribution to a significant part of your happiness because you spend one third of your day at work. Interestingly, when you are unhappy with other parts of your life you will also bring it to work. It is usually easy to blame other parts of your life on the low level of job satisfaction you have. But the reverse is also true, if you are unhappy with some parts of your life, you may just blame it on your job. Analyze yourself; are there other parts of your life you can improve?

5. Stay Positive

Where have you not heard this before, right? Stay positive. It’s so easy to dish our advice to stay positive. And it is worth mentioning again. Whenever you feel you aren’t very satisfied with your job, learn to stay positive. There are many things to be thankful for when you have a job. Remain positive that things can change for the better. Look forward to good things like a possible promotion or salary increase or completion of a project. You may just see your job satisfaction level increase.
6. Know the Role of Work in Your Life

Work means different things to different people. Know the role of your job in your life. What does it allow you to do? Pay for the bills? Serve people in the community? Allows you time to pursue your hobby? Know what is the role of your job in your life and you will put it in the right context. That may just raise your job satisfaction level.

7. Work Allows for the Search of Purpose

I like to think that work allows me to search for my sense of purpose. Not many people are mindful enough to know what their purpose in this world is. Why not let work become a medium to allow you to search for that purpose? Imagine having eight hours a day just doing an exercise that slowly reveals what you are here in this world to do?

The importance of job satisfaction in contributing to your happiness in life is obvious. These are some steps you can deploy if you want to increase your job satisfaction and indirectly to the happiness in your life.
FACTORS OF JOB SATISFACTION

Intrinsic aspect of job

It includes all of the many aspects of the work, which would tend to be constant for the work regardless of where the work was performed.
**Supervision**

This aspect of job satisfaction pertains to relationship of worker with his immediate superiors. Supervision, as a factor, generally influences job satisfaction.

**Working conditions**

This includes those physical aspects of environment which are not necessary a part of the work. Hours are included this factor because it is primarily a function of organization, affecting the individuals comfort and convenience in much the same way as other physical working conditions.

**Wage and salaries**

This factor includes all aspect of job involving present monitory remuneration for work done.

**Opportunities for advancement**

It includes all aspect of job which individual sees as potential sources of betterment of economic position, organizational status or professional experience.
Security

It is defined to include that feature of job situation, which leads to assurance for continued employment, either within the same company or within same type of work profession.

Company & management

It includes the aspect of worker’s immediate situation, which is a function of organizational administration and policy. It also involves the relationship of employee with all company superiors above level of immediate supervision.

Social aspect of job

It includes relationship of worker with the employees specially those employees at same or nearly same level within the organization.

Communication

It includes job situation, which involves spreading the information in any direction within the organization. Terms such as information of employee’s status, information on new developments, information on company line of authority, suggestion system, etc, are used in literature to represent this factor.
Benefits

It includes those special phases of company policy, which attempts to prepare the worker for emergencies, illness, old age, also. Company allowances for holidays, leaves and vacations are included within this factor.

EFFECTS OF LOW JOB SATISFACTION

High Absenteeism:

Absenteeism means it is a habitual pattern of absence from duty or obligation. If there will be low job satisfaction among the employees the rate of absenteeism will definitely increase and it also affects on productivity of organization.

![Chart 2.1: Rate of Turnover and Job Satisfaction](image-url)
In the above diagram line AB shows inverse relationship between job satisfaction and rate of turnover and rate of absenteeism. As the job satisfaction is high the rates of both turnover and absenteeism is low and vice a versa.

**High Turnover**

In human resource refers to characteristics of a given company or industry relative to the rate at which an employer gains and losses the staff. If the employer is said to have a high turnover of employees of that company have shorter tenure than those of other companies.

**Training Cost Increases**

As employees leaves organization due to lack of job satisfaction. Then Human resource manager has to recruit new employees. So the training expenditure will increase.

**INFLUENCES ON JOB SATISFACTION**

There is number of factors that influence job satisfaction. For example, one recent study even found that if college students’ majors’ coincided with their job, this relationship will predict subsequent job satisfaction.
The work itself

The concept of work itself is a major source of satisfaction. For example, research related to the job characteristics approach to job design, shows that feedback from job itself and autonomy are two of the major job related motivational factors. Some of the most important ingredients of a satisfying job uncovered by survey include interesting and challenging work, work that is not boring, and the job that provides status.

Pay

Wages and salaries are recognised to be a significant, but complex, multidimensional factor in job satisfaction. Money not only helps people attain their basic needs but even need satisfaction. Employees often see pay as a reflection of how management view their contribution to the organization. Fringe benefits are also important. If the employees are allowed some flexibility in choosing the type of benefits they prefer within a total package, called a flexible benefit plan, there is a significant increase in both benefit satisfaction and overall job satisfaction.
Promotions

Promotional opportunities are seem to be having a varying effect on job satisfaction. This is because of promotion take number of different forms.

IMPORTANT MODEL THEORY

Christen, Iyer and Soberman (2006) provide a model of job satisfaction presented in Figure 1 in which the following elements are included:

✓ Job related factors,
✓ Role perceptions,
✓ Job performance and
✓ Firm performance.

Chart 3.2 - Christen. Lyer and Soberman Model of Satisfaction
Lawler and Porter (1967) give their model of job satisfaction which unlike the previous model places a special importance on the impact of rewards on job satisfaction, Figure 2.

Chart 3.3- Lawler’s and Porter’s Model of Job satisfaction

According to this model the intrinsic and extrinsic rewards are not directly connected with job satisfaction, because of the employees’ perceptions regarding the deserved level of pay.
Locke and Latham (1990) provide a somewhat different model of job satisfaction. They proceed from the assumption that the objectives set at the highest level and high expectations for success in work provides achievement and success in performing tasks. Success is analyzed as a factor that creates job satisfaction. This model is presented in Figure 3.

![Chart 3.4 - Locke and Latham Model of Job satisfaction](image)

**MEASURING JOB SATISFACTION**

Usually job satisfaction is measured by using general scientific research methods such as the questionnaire. Some of the most commonly used techniques for measuring job satisfaction include.

- Minnesota satisfaction questionnaire (MSQ)
- Job description index (JDI)
- Need Satisfaction Questionnaire (NSQ)
Minnesota satisfaction questionnaire (MSQ)

The Minnesota Satisfaction Questionnaire is a paper-pencil type of a questionnaire and can be implemented both individually and in group, but it does not take sex differences into consideration. This instrument provides a detailed picture of the specific satisfaction and dissatisfaction of employees.¹

The 1967 version of the Minnesota Satisfaction Questionnaire uses the following response categories

- Not satisfied,
- Somewhat satisfied,
- Satisfied,
- Very satisfied and
- Extremely satisfied.

The 1977 version of the Minnesota Satisfaction Questionnaire uses the following response categories:

- Very satisfied,
- Satisfied,
- Neither satisfied nor dissatisfied,

¹ Weiss D.J., et.al., 1967, Manual for the Minnesota Satisfaction questionnaire, University of Minnesota Industrial Relations, Minneapolis, vol.22.
• Dissatisfied and

• Very dissatisfied.

If compared it’s obvious that in a way the 1977 version of this questionnaire is more balanced compared to the 1967 version. This questionnaire the following aspects of job:

• Co-workers
• Achievement
• Activity
• Advancement
• Authority
• Company Policies
• Compensation
• Moral Values
• Creativity
• Independence
• Security
• Social Service
• Social Status
• Recognition
• Responsibility
• Supervision-Human Relations
• Supervision-Technical
• Variety
• Working Conditions
Job Description Index (JDI)

The Job Description Index is one of the most widely used techniques for measuring job satisfaction. This scale measures dimensions identified by Smith, Kendall and Hulin\(^2\) in the five point scale. It is a simple and easily applicable method. The measurement of strength and weakness within each factor are a sign as in which field improvement and changes are necessary. It has been widely used by organisational behaviour researchers over the years that provide broader picture of employees’ attitude towards the major component of Job satisfaction.

This questionnaire allows acquisition of information on all major aspects of work and takes sex differences into consideration. This questionnaire was first introduced in 1969 and it measures five major job satisfaction aspects with a total of over 70 potential job descriptions.

Need Satisfaction Questionnaire (NSQ)

Still another popular instrument is Porter’s Need Satisfaction Questionnaire\(^3\) (NSQ). It is typically used for management personnel only. The questions focus on particular problems and challenges faced by managers.


The factors considered by the job description index are

- The nature of work,
- Compensation and benefits,
- Attitudes toward supervisors,
- Relations with co-workers and
- Opportunities for promotion.

Descriptors on each of the five factors can be evaluated with three potential options by the employees: 1 which means that the description is relevant, 2 which means that the description is not relevant and 3 that means that the employee does not have an opinion.

**EFFECT OF JOB SATISFACTION**

Job satisfaction causes a series of influences on various aspects of organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism are analyzed as part of this text. Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty is usually measured with the Loyalty Questionnaire and can cause serious negative consequences when not in a high level.
Work Engagement and Job Satisfaction

High level of work engagement among the employees has positive outcomes on several organizational dimensions. Saks (2007) found that high level of employee engagement is associated with high retention rate, improved customer services, higher productivity, lower absenteeism, sales growth, profitability, and better shareholder return. Harter et al (2002) conducted a Meta analysis on a data base consisting of 7939 business units that contains 198514 participants. They found that high levels of engagement are positively related to customer satisfaction, productivity, and reduced employee turnover.

Although previous research focused on the outcomes of job satisfaction, in this research, we examine work engagement as an antecedent to job satisfaction. Our argument is that engaged employees had positive attitudes towards their work. They are involved, committed and loyal. Thus, high level of work engagement is associated with high level of job satisfaction.

It has been shown that job satisfaction is influenced by several organizational factors. Churchill, Ford, Walker (1976) examined the impact of several perceived organizational climate variables on job satisfaction of a cross-section of industrial salesmen. They indicated that
job satisfaction can't be explained entirely by company's pay and promotion, because it is also influenced by range of organizational variables and social relationships which constitute the individual's work environment.

**Job Satisfaction vs. Job Performance**

When employees like their job and react favourably toward it, their behaviours will reflect positively on the organization. Therefore managers are concerned with increasing job satisfaction among employees (Jegadeesan, 2007).

Performance-satisfaction relationship has showed controversial results. Vroom (1964) indicated that the relationship between job satisfaction and performance is weak, also Iaffaldano and Muchinsky (1985) in their meta-analysis found a weak positive correlation (R=0.17) between job satisfaction and performance. On the other hand, many studies found that it is not job satisfaction that produces high performance, but it is high performance that produces job satisfaction. According to Michael (2006) a satisfied worker may not be a productive worker and a high producer may not be a satisfied worker.
SALES REPRESENTATIVES' JOB PERFORMANCE

Performance represents the bottom line for people at work. Schneider and Schmitt (1986) defined performance as those behaviors and outcomes that observers consider them the necessary standards of excellence that individuals and organizations should achieve. Campbell et al (1970) defined performance as indicative of the value that the organization attribute to particular behaviors which leads to the achievement of important organization goals. Campbell emphasized that performance is not a simple behavior; it is a behavior that is characterized by adding value and significance.

In order to achieve high performance in any work setting, employees should have the right mix of abilities for the job. They should work hard at the task, and they should have the needed support and opportunities to fully utilize their abilities in performing tasks. Therefore organization must design jobs in a way that meet these three requirements of ability, support and effort (Blumberg and Pringle, 1982). Employees won't achieve consistent high performance unless they are willing to work hard and exert their maximum effort. This willingness decision is in the hand of the individuals. They make their choice about whether to work hard or not. As a result, managers should create the
conditions that stimulate employees to choose the working hard decision (Schmerhorn, 2001).

Churchill, Ford, Hartley and Walker (1985) studied the determinants of sales representatives' performance through conducting a meta-analysis of 116 studies. They found that these determinants are categorized according to their association with sales performance as follows: (1) role variables (role conflict and role ambiguity), (2) selling skill level, (3) motivation, (4) personal factors, (5) aptitude, and (6) organizational and environmental factors.
PROFILE OF TIRUCHIRAPPALLI DISTRICT

Tiruchirappalli District is located along the Kaveri River in Tamil Nadu, India. The main town in Tiruchirappalli District is the city of Tiruchirappalli, also known as Trichy. During the British Raj, Tiruchirappalli was known as Trichinopoly, and was a district of the Madras Presidency; it was renamed upon India's declaration of independence in 1947. It is the fourth largest city in the state of Tamil Nadu after Chennai, Madurai and Coimbatore. Tiruchirappalli may well be termed as one of the prominent educational and fast developing industrial centres of Tamil Nadu.

Trichy is a Municipal Corporation and the administrative headquarters of Tiruchirappalli district. The most famous landmark of Trichy is the Rockfort temple which is perched on a huge rocky outcrop, 83 metres in height, from where one can enjoy a panoramic view of Tiruchirapalli.

This smooth crop was first hewn by the Pallavas but it was the Nayak’s of Madurai who later built the Rock fort temple, which was also used as their military fort. Hence Trichy is also called as Rock City. Around the rock temple is a busy commercial region, mainly known for its textiles, several departmental stores and bazaars holding imported
goods. Trichy city also encompasses Srirangam, a -100 –Vaishnava temple which is one of the biggest functioning Hindu temples in the world. There are a few forts located within the city and the prominent among them are Golden Fort, Kajamalai and one in Thiruverumbur.

Tiruchirappalli district lies at the heart of Tamil Nadu. The district has an area of 4,404 square kilometers. It is bounded in the north by Salem district, in the northwest by Namakkal district, in the northeast by Perambalur district and Ariyalur district, in the east by Thanjavur District, in the southeast by Pudukkottai district, in the south by Madurai district and Sivagangai district, in the southwest by Dindigul district and, in the west by Karur district. Kaveri River flows through the length of the district and is the principal source of irrigation and water supply. As of 2011, the district had a population of 2,722,290 with a sex-ratio of 1,013 females for every 1,000 males.

Woraiyur, a part of present day Tiruchirappalli, was the capital city of Cholas from 300B.C. onwards. This is supported by archaeological evidences and ancient literatures. There are also literary sources which tell that Woraiyur continued to be under the control of Cholas even during the days of Kalabhra interregnum (A.D. 300 - 575). Later, Woraiyur along with the present day Tiruchirappalli and its
neighbouring areas came under the control of Mahendra Varma Pallava I, who ascended the throne in A.D. 590. Till A.D. 880, according to the inscriptions, this region was under the hegemony of either the Pallavas or the Pandyas. It was in A.D. 880; Aditya Chola brought a downfall to the Pallava dynasty. From that time onwards Tiruchirappalli and its region became a part of Greater Cholas. In A.D. 1225 the area was occupied by the Hoysulas. Afterwards, it came under the rule of later Pandyas till the advent of Mughal Rule.

Tiruchirappalli was for some time under the Mughal rule, which was put to an end by the Vijayanagar rulers. The Nayaks, the Governors of Vijayanagar Empire, ruled this area till A.D. 1736. It was Viswanatha Nayakar who built the present day Teppakulam and the Fort. The Nayak dynasty came to an end during the days of Meenakshi.

The Muslims rules this region again with the aid of either the French or the English armies. For some years, Tiruchirappalli was under the rule of Chanda Sahib and Mohamed Ali. Finally the English brought Tiruchirappalli and other areas under their control. Soon after the area was ceded to East India Company as per the agreement at the eve of the Kanatic war, Tiruchirappalli district was formed under the Collectorship
of Mr. John (Junior) Wallace in 1801. The district was then under the hegemony of British for about 150 years till the independence of India.
Tiruchirappalli is located at 10.8050°N 78.6856°E. The average elevation is 88 metres (289 ft). It is located almost at the geographic centre of the state of Tamil Nadu. The topology of Tiruchirappalli is almost flat with a few isolated hillocks rising above the surface, the highest of which is the Rockfort.

Tiruchirappalli is administrated by Tiruchirappalli City Muncipal Corporation established as per the Tiruchirappalli City Municipal Corporation Act 1994. As of 2001, the city covered an area of 146.9 square KM (56.7 sq.miles). Tiruchirappalli is well-connected by road, rail and air. There are passenger flight services to destinations in South-East Asia and the Middle East.

According to 2011 census, Tiruchirappalli district had a population of 2,722,290 of which male and female were 1,352,284 and 1,370,006 respectively with a sex-ratio of 1,013 females for every 1,000 males, much above the national average of 929. There was change of 12.57 percent in the population compared to population as per 2001. In the previous census of India 2001, Tiruchirappalli District recorded increase of 10.10 percent to its population compared to 1991. A total of 272,456 were under the age of six, constituting 139,946 males and 132,510 females. Scheduled Castes and Scheduled Tribes accounted for 17.14%
and .67% of the population respectively. The initial provisional data released by census India 2011, shows that density of Tiruchirappalli district for 2011 is 604 people per sq. km. In 2001, Tiruchirappalli district density was at 536 people per sq. km. The average literacy of the district was 74.9%, compared to the national average of 72.99%. The district had a total of 698,404 households. There were a total of 1,213,979 workers, comprising 161,657 cultivators, 319,720 main agricultural labourers, 25,174 in household industries, 575,778 other workers, 131,650 marginal workers, 9,012 marginal cultivators, 59,062 marginal agricultural labourers, 5,212 marginal workers in household industries and 58,364 other marginal workers.
Table 3.1

**POPULATION AND LITERACY RATE**

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual Population</td>
<td>2,722,290</td>
<td>2,418,366</td>
</tr>
<tr>
<td>Male</td>
<td>1,352,284</td>
<td>1,208,534</td>
</tr>
<tr>
<td>Female</td>
<td>1,370,006</td>
<td>1,209,832</td>
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<tr>
<td>Population Growth</td>
<td>12.57%</td>
<td>10.10%</td>
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<tr>
<td>Area Sq. Km</td>
<td>4,509</td>
<td>4,509</td>
</tr>
<tr>
<td>Density/km2</td>
<td>604</td>
<td>536</td>
</tr>
<tr>
<td>Proportion to Tamil Nadu Population</td>
<td>3.77%</td>
<td>3.88%</td>
</tr>
<tr>
<td>Sex Ratio (Per 1000)</td>
<td>1013</td>
<td>1001</td>
</tr>
<tr>
<td>Child Sex Ratio (0-6 Age)</td>
<td>947</td>
<td>955</td>
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<tr>
<td>Average Literacy</td>
<td>83.23</td>
<td>77.90</td>
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<tr>
<td>Male Literacy</td>
<td>89.72</td>
<td>86.55</td>
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<tr>
<td>Female Literacy</td>
<td>76.87</td>
<td>69.31</td>
</tr>
<tr>
<td>Total Child Population (0-6 Age)</td>
<td>272,456</td>
<td>270,043</td>
</tr>
<tr>
<td>Male Population (0-6 Age)</td>
<td>139,946</td>
<td>138,162</td>
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<tr>
<td>Female Population (0-6 Age)</td>
<td>132,510</td>
<td>131,881</td>
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<td>Literates</td>
<td>2,038,981</td>
<td>1,673,478</td>
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<tr>
<td>Male Literates</td>
<td>1,087,765</td>
<td>926,354</td>
</tr>
<tr>
<td>Female Literates</td>
<td>951,216</td>
<td>747,124</td>
</tr>
<tr>
<td>Child Proportion (0-6 Age)</td>
<td>10.01%</td>
<td>11.17%</td>
</tr>
<tr>
<td>Boys Proportion (0-6 Age)</td>
<td>10.35%</td>
<td>11.43%</td>
</tr>
<tr>
<td>Girls Proportion (0-6 Age)</td>
<td>9.67%</td>
<td>10.90%</td>
</tr>
</tbody>
</table>
### Table 3.2

**POPULATION COMPARISON WITH RURAL AND URBAN**

<table>
<thead>
<tr>
<th>Description</th>
<th>Rural</th>
<th>Urban</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (%)</td>
<td>50.85 %</td>
<td>49.15 %</td>
</tr>
<tr>
<td>Total Population</td>
<td>1,384,257</td>
<td>1,338,033</td>
</tr>
<tr>
<td>Male Population</td>
<td>688,552</td>
<td>663,732</td>
</tr>
<tr>
<td>Female Population</td>
<td>695,705</td>
<td>674,301</td>
</tr>
<tr>
<td>Sex Ratio</td>
<td>1010</td>
<td>1016</td>
</tr>
<tr>
<td>Child Sex Ratio (0-6)</td>
<td>937</td>
<td>958</td>
</tr>
<tr>
<td>Child Population (0-6)</td>
<td>145,260</td>
<td>127,196</td>
</tr>
<tr>
<td>Male Child(0-6)</td>
<td>74,986</td>
<td>64,960</td>
</tr>
<tr>
<td>Child Percentage (0-6)</td>
<td>10.49 %</td>
<td>9.51 %</td>
</tr>
<tr>
<td>Male Child Percentage</td>
<td>10.89 %</td>
<td>9.79 %</td>
</tr>
<tr>
<td>Female Child Percentage</td>
<td>10.10 %</td>
<td>9.23 %</td>
</tr>
<tr>
<td>Literates</td>
<td>950,242</td>
<td>1,088,739</td>
</tr>
<tr>
<td>Male Literates</td>
<td>524,233</td>
<td>563,532</td>
</tr>
<tr>
<td>Female Literates</td>
<td>426,009</td>
<td>525,207</td>
</tr>
<tr>
<td>Average Literacy</td>
<td>76.69 %</td>
<td>89.92 %</td>
</tr>
<tr>
<td>Male Literacy</td>
<td>85.44 %</td>
<td>94.11 %</td>
</tr>
<tr>
<td>Female Literacy</td>
<td>68.11 %</td>
<td>85.81 %</td>
</tr>
</tbody>
</table>
In 2013, Tiruchirappalli District went from nine taluks to eleven
taluks.

1. Manapparai taluk
2. Marungapuri taluk
3. Srirangam taluk
4. Tiruchirappalli West taluk
5. Tiruchirappalli East taluk
6. Thiruverumbur taluk
7. Lalgudi taluk
8. Manachanallur taluk
9. Thuraiyur taluk
10. Musiri taluk
11. Thottiyam taluk

North Latitude of Trichy is Between 10° to 11°-30' and East
Longitude Between 77°-45' to 78°-50' The topology of Trichy is flat. It
lies at an altitude of 78 m above sea level. The river Kaveri (also called
Cauvery) and the river Coleroon (also called Kollidam) flows through
Trichy, the latter forms the northern boundary of the city. Kallanai Dam
also known as the The Grand Anicut, is an ancient dam built on the
Kaveri River in the state of Tamil Nadu in Southern India. It is located
about 20 KM from Tiruchirappalli. It was built by the Chola King
Karikala Chola around the 2nd century and is considered one of the
oldest water-diversion or water-regulator structure in the world,
which is still in use. It still stands as a symbol of Dravidian Engineering.
There are a few reserve forests along the river Cauvery, located at the
west and the north-west of the city. The southern and the south-western part of the district are dotted by several hills which are thought to be an offset of the Western Ghats. Eastern Ghats also pass through the district. The soil here is considered to be very fertile. As two rivers flow through the city, the northern part of the city is filled with greeneries rather than other areas of the city. Trichy has a moderately dry climate, with humidity slightly above normal. The city experiences mild winters and humid -102 -summers. The monsoon rains in this part of the country over the past few years have become unpredictable, with the rainy season starting between mid-October and early-November and extending until early or mid-January.

Tiruchirappalli is a centrally located inland district, without any sea -coastline. This district has an area of 11,095 square kilometers, bounded on the North by Namakkal district, to the East by Thanjavur district, to the South by Sivaganga and Madurai districts and to the West by Karur district.

The district has a large cattle and poultry population. The rivers Kaveri and Kolli dam start branching out to form the Kaveri delta irrigating vast tracts of land in the district. The major crops are rice (vast
tracts); sugarcane (vast tracts); banana/plantain; coconut; cotton (small tracts); betel; corn; and groundnut.

**INDUSTRIAL GROWTH AND ECONOMY**

Trichy is a major engineering hub and fabrication centre. This district has seen considerable advancement in modern industrialization, particularly, after the advent of Bharat Heavy Electricals Limited (BHEL), with an array of ancillary units around it. Bharat Heavy Electricals Limited is a leading Power Plant manufacturer in the world. At Tiruchirapalli, the High Pressure Boiler Plant of the Bharat Heavy Electricals Limited was setup in 1963. Now, it is one of the foremost manufacturing facilities within BHEL and it has 3 major plants namely, High Pressure Boiler Plant, Seamless Steel Tube Plant and Boiler Auxiliaries Plant. A labour force of 1, 20,000 is absorbed in the industrial belt around Trichy Town. It is a highly profitable public sector undertaking, which along with its ancillary industries, contribute nearly 6000 crores of rupees per annum. BHEL is the first state-owned company to acquire ISO 9000 certification during 1993, for all its operations. Further it has been accredited to ISO 14001 Standard. There are also many BHEL groomed small to medium industries in the national and the international market.
The Tiruchirappalli city being a big educational enter, a center of business transaction and a developing center of focus for Information Technology company is well knitted with the transport facilities.

Comprising of customers of varied status, in the recent years the retail marketing has gained momentum in Tiruchirappalli city, meeting the needs of the customers under one roof. As retailing is the final stage in the distribution process (from manufacturers to consumers), the retailer plays an intermediary role - as he collects an assortment of goods and services from various sources and offers them to the customers. With the growing needs and expectations, the retailer is in the threshold of providing a world class comfortable shopping and work environment for customers and employees respectively.

PLACES TO VISIT IN TIRUCHIRAPPALLI DISTRICT:

- Mukkombu
- Srirangam Ranganathaswamy Temple
- Erumbeeshwarar Temple
- Ponmalai (Golden Rock)
- Bikshandaar Temple
- Thiruvanai koil Shiva temple
- Vayalur Murugan Temple
- Kulumandi Amman Temple,Puthur-Sholanganallur
- Samayapuram Mariamman Temple
• Vekkaliamman Temple, Woriyur
• Rock Fort and Uchipillaiyar Temple
• Kallanai
• Tolgate Utthamar Koil Temple
• Tirupattur Bramha Temple
• Puliancholai
• Pachai malai
• Kolli malai
• Lalgudi sivan temple
• Saint Joseph Church
• Viralimalai
• natharsha vali darga

HEALTH

Health is the level of functional or metabolic efficiency of a living organism. In humans it is the ability of individuals or communities to adapt and self-manage when facing physical, mental or social challenges. The World Health Organization (WHO) defined health in its broader sense in its 1948 constitution as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity." This definition has been subject to controversy, in particular

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5 World Health Organization. WHO definition of Health, Preamble to the Constitution of the World Health Organization as adopted by the International Health Conference, New York, 19–22 June 1946; signed on 22 July 1946 by the representatives of 61 States (Official Records of the World Health Organization, no. 2, p. 100) and
as lacking operational value and because of the problem created by use of the word "complete". Other definitions have been proposed, among which a recent definition that correlates health and personal satisfaction.

Classification systems such as the WHO Family of International Classifications, including the International Classification of Functioning, Disability and Health (ICF) and the International Classification of Diseases (ICD), are commonly used to define and measure the components of health.

Systematic activities to prevent or cure health problems and promote good health in humans are undertaken by health care providers. Applications with regard to animal health are covered by the veterinary sciences. The term "healthy" is also widely used in the context of many types of non-living organizations and their impacts for the benefit of humans, such as in the sense of healthy communities, healthy cities or healthy environments. In addition to health care interventions

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and a person's surroundings, a number of other factors are known to influence the health status of individuals, including their background, lifestyle, and economic, social conditions, and spirituality; these are referred to as "determinants of health." Studies have shown that high levels of stress can affect human health.  

**DRUG**

A drug may be defined as any substance, which is used to cure, prevent or diagnose a disease. It also helps to alter the bodily function of humans or other animals.

In general, there are two major types of drugs namely Synthetic and Natural drugs. Many drugs used in medicine today are developed by chemical synthesis. But a number of drugs are obtained from natural sources.  

**INDIAN SYSTEMS OF MEDICINE**

The system of medicine which is native to a particular country is called Indigenous system of medicine. Since it practised traditionally in

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a particular country, it is also called traditional system of medicine practised in India are:

- Ayurveda
- Siddha
- Unani
- Homeopathy
- Aromatherapy

In principle, all these four systems of medicine mostly use plant products, herbs and other natural substances. Many of the plant products are important therapeutic agents. These are represented by alkaloids, cardiac glycosides, anthraquinones, flavonoids, mucilages, enzymes, polyphenols, tannins, volatile oils, gums, resins, etc.

**WHAT MEDICINES DO FOR US?**

Medicines work in a variety of ways depending on what they are taken for and in what form.

Some examples of why we take medication are:

- pain relief
- to fight infection
- to fight disease
- to supplement a deficiency
- to assist a body mechanism to correct itself
- to decrease an over abundance of a body substance
- to balance systems and organs in the body

But in addition to what we take, there is also the route and form by which a medication is taken:
• Oral - tablet, capsule, syrup, drops etc.
• Sub-lingual, (under the tongue) - tablet, drops.
• Skin preparation - cream, ointments, gel, patches and so on.
• Injection - by hypodermic needle.
• IV - Intravenous - needle into a vein.
• Into the bowel - suppository/enema.
• Inhalation - steam inhalation, crystals, and inhaler.
• Drops - ear/eye/nose.

How medicines are processed by the body is an intricate process, but we can simplify this by breaking the steps down into four main areas:

• Administration - we take in the medicine by the form and route as mentioned earlier.
• Delivery - once the medicines are inside our body they move into the blood stream then into organs and tissues.
• Performance - medicines will produce or induce effects.
• Elimination - the body will wash out medicines and waste products associated with them.

ORIGIN AND GROWTH OF THE MODERN PHARMACEUTICAL INDUSTRY

The scenario of the present Drug Industry is very much different from that of the drug industry of 1930s. During 1930s the Pharmaceutical Industry was a commodity business. The major companies were full-line houses, manufacturing and selling a complete range of all the medicaments, the pharmacist needed to compound the doctor’s multi- ingredient prescriptions. Advance in therapy was slow.
The main thrust of a drug firm’s promotion was to stress the assured quality and purity of its product line in general. Almost all advertising was done in newspapers and popular magazines; very little attention was given directly to doctors. Every more noteworthy, perhaps, is the fact the drug companies of this early era did not engage in research with small advertising and research expenses, the cost of the raw materials ranged from 60 to 75 percent of the price of the finished articles.¹⁰

The foundation of the modern Indian Pharmaceutical Industry was laid in the beginning of the past century when in 1901, a small factory known as the Bengal Chemicals and Pharmaceutical works was by the end of the 1950s, Pharmaceutical Industry had transformed itself into an R&D and advertising-intensive business. Big firms discontinued manufacture of hundreds of commodity items, and concentrated instead on specially products whose value could be protected by patents and brand names. Dramatically new drugs gave birth to burgeoning therapeutic markets. High profits accompanied this rapid growth, but their maintenance required a key change at the level of firms; the

development of vertically integrated operations, combining research, production and marketing functions into a single corporate network.

The **Pharmaceutical industry in India** is the world's third-largest in terms of volume. India is now among the top five pharmaceutical emerging markets of the world. The number of purely Indian pharma companies is fairly less. Indian Pharma industry is mainly operated as well as controlled by dominant foreign companies having subsidiaries in India due to availability of cheap labor in India at lowest cost. In 2002, over 20,000 registered drug manufacturers in India sold $9 billion worth of formulations and bulk drugs. 85% of these formulations were sold in India while over 60% of the bulk drugs were exported, mostly to the United States and Russia. Most of the players in the market are small-to-medium enterprises; 250 of the largest companies control 70% of the Indian market. Multinationals represent only 35% of the market, down from 70% thirty years ago after the Patent Act 1970. Most pharmaceutical companies operating in India, even the multinationals, employ Indians almost exclusively from the lowest ranks to high level management.
The sector is highly knowledge-based and its steady growth is positively affecting the Indian economy. The organised nature of the Indian pharmaceutical industry is attracting several companies that are finding it viable to increase their operations in the country. The rise of pharmaceutical outsourcing and investments by multinational companies (MNCs), allied with the country's growing economy, committed health insurance segment and improved healthcare facilities, is expected to drive the market's growth.

CURRENT SCENARIO AND FUTURE CHALLENGES IN PHARMACEUTICAL SEGMENT

The Indian pharmaceutical industry, the most respected amongst the emerging nations, is one of the most sought after sectors from a global collaboration point of view. Having a strong macro and socio economic foundation, the “driving” factors are intrinsically deep-rooted in the Indian pharmaceutical sector and have not been deterred by recent speed breakers like quality issues faced by a few Indian companies.

The Indian pharmacy sector offers a lot to be optimistic about. The sector which was only $ six billion in 2005 has zoomed to $18 billion market in 2012, clocking a CAGR of 17 per cent. The sector is expected
to grow to $45 billion by 2020. Even in the most pessimistic scenario, the sector is expected to be the sixth largest in the world in terms of absolute size by 2020.

The sector stands to benefit from various domestic and international driving factors. On the domestic front, the sector is expected to register a strong double-digit growth of 13-14 per cent in 2013 on back of increasing sales of generic medicines, continued growth in chronic therapies and a greater penetration in rural markets. Favourable factors such as increase in affordability driven by rise in per capita income, wider insurance penetration are also key growth drivers.

Exports continue to make a significant contribution to the industry growth story. Critical and developed markets like the US are driving growth in the generics segment. The “patent cliff” the impending expiry of patents worth $ 148 billion is expected to buoy export oriented Indian generic companies. Apart from the developed markets, Indian pharma companies have established a strong presence in other fast growing semi-regulated markets like Russia, South Africa and Latin America.

Contrary to other sectors, the recent rupee depreciation has been a positive development as export-oriented pharma companies are expected
to get better rupee realization for every dollar of sales generated.

The president Obama’s healthcare plan, popularly known as Obamacare is also a positive development for Indian players as it increases the scope of supplying high quality affordable drugs to the American markets.

Recently in India, the Union Cabinet has proposed revision to the FIPB policy. If approved, the revised proposal states that 25 per cent of investment must be sanctioned towards R&D activities and if the projects deal with rare facilities and critical verticals, only 49 per cent FDI should be allowed post government approval. The key concern of the government is that high presences of multinational companies in India will negatively impact availability and affordability of off-patent medicines in India.

However, if one was to put the Indian pharmaceutical industry in perspective, the social threat as assumed by the government seems to be unwarranted.

One of the key characteristics of the Indian pharma industry is the fact that it is very fragmented. The largest domestic market shareholders hold about seven per cent of the Indian markets, while the top 10
companies command about 40 per cent of the market share. On the other hand, India has the highest generic penetration of over 99 per cent and provides equal access to both large and small players.

The share of pharma companies of Indian origin is close to 73 per cent of the Indian market while multinational companies hold the remaining 27 per cent. This clearly indicates that the majority share of the Indian market is with domestic pharma companies and equally distributed amongst both large and small scale pharmaceutical companies. These statistics also indicate that the industry is well diversified and protected to cover the social concerns that have been cited by the Cabinet.

Over the last decade, various events have facilitated the stellar performance of the pharma industry. A major factor has been both inbound and outbound strategic initiatives undertaken by Indian and multinational pharma companies. In the previous decade, there have been close to 45 inbound transactions and over 15 of them have been in excess of $ 50 million toping $ 14 billion. During the same period, there were over 60 outbound transactions and over 22 of them were in excess of $50 million. This is a clear indicator that Indian pharmaceuticals are actively looking to grow in both the Indian and international markets and investors
that are supporting these transactions should be supported and not disheartened.

For India to continue to be a force in the international markets, the industry needs to continuously invest in development of global R&D capabilities and develop its strong and well established CRAMS segment. India will have to imbibe the technical capabilities and knowledge of the west especially in areas of manufacturing and new drug delivery systems. Strong international collaborations and partnership will insure that India continues to reinvent itself by delivering on more value added products to the global markets, thus protecting its global market position.

Currently, India’s share of the US generic market is 24 per cent in terms of volume and 40 per cent of the new product approvals granted by the US FDA has been to Indian companies (YTD 2013). It has established a strong reputation in the global space for being a high quality supplier of affordable generics. In order to promote the sector, the regulatory authorities must not curb the inflow of funds as it will have a cascading affect that will adversely impact the outflow.

The Indian pharma sector is at the threshold of exponential growth. It is believed that the Indian pharma market will be amongst the top three
global markets in terms of incremental growth by 2020. Curbing inbound M&A will adversely affect the pillar of globalization that currently supports this dynamic and fast growing sector. The Indian pharmaceutical segment should continue to be a two-way street that offers a win-win situation for both domestic as well as multinational pharmaceutical companies.\textsuperscript{11}

**MEDICAL SALES REPRESENTATIVES**

Medical sales representatives (widely referred to as 'reps') are a key link between medical and pharmaceutical companies and healthcare professionals. They sell their company's products, which include medicines, prescription drugs and medical equipment, to a variety of customers including GPs and hospital doctors, pharmacists and nurses. They work strategically to increase the awareness and use of their company's pharmaceutical and medical products. Medical sales reps are usually based in a specific geographical location and specialise in a particular product or medical area. They may make presentations and organise group events for healthcare professionals, as well as working with contacts on a one-to-one basis.

\textsuperscript{11} Kapil Bhatia Thursday, January 23, 2014, 08:00 Hrs [IST] (Author is AVP - Investment Banking (Healthcare and Pharmaceuticals), Systematix Capital Services Pvt. Ltd, and the views expressed are personal)
DEFINITION AND NATURE OF THE WORK

Pharmaceutical sales representatives are employed by drug companies. They distribute information about their companies' products to physicians, hospital nurses, and medical technicians. They do not take drug orders from these health care practitioners but instead try to persuade doctors to prescribe more of their companies' drugs. Patients then buy the drugs.

Most doctors are very busy, and sales representatives usually have no more than five or six minutes with them. In that time the representative must describe their company's newest products. They outline what a drug is designed to do and how it works. They also explain its advantages over older drugs, attempting to convince doctors as to why their product is better than others.

Sales representatives must have a basic knowledge of how the human body works. They must also have some understanding of disease and pharmacology (the study of drugs and their effects on humans), because doctors will question sales representatives about drugs and their side effects. Sales representatives must also know which drugs will be of interest to doctors in different specialties.
TYPICAL WORK ACTIVITIES

In any setting, the process of selling involves contacting potential customers, identifying their needs, persuading them that your products or services (rather than those of competitors) can best satisfy those needs; closing the sale by agreeing the terms and conditions; and providing an after-sales service. Medical sales representatives do all of this and more.

MEDICAL REPRESENTATIVE:

JOB RESPONSIBILITIES....... 

➢ Arranging appointments with doctors, pharmacists and hospital medical teams, which may include pre-arranged appointment or regular cold calling 

➢ Making presentations to doctors, pharmacists in the retail sector, hospital doctors 

➢ Organizing conference for doctors and other medical staff 

➢ Keeping detailed records of all contacts and reaching annual sales targets 

➢ Planning work schedules and weekly and monthly timetables 

➢ Regularly attending company meetings, technical data presentations and briefing
- Keeping up with the latest clinical data supplied by the company and interpreting, presenting and discussing this data with health professionals during presentation
- Monitoring competitor activity and competitor's products
- Maintaining knowledge of new development in the national health service, anticipating potential negative and positive impacts on the business and adapting strategy accordingly
- Developing strategies for increasing opportunities to meet and talk to contacts in the medical and healthcare sector
- Staying informed about the activities of healthcare services in a particular area
- Working with team managers to plan how to approach contacts effective business plans for making sales in a particular area.

**DUTIES OFTEN INCLUDE**

- Arranging appointments with doctors, pharmacists and hospital medical teams, which may include pre-arranged appointments or regular 'cold' calling;
- Making presentations to doctors, practice staff and nurses in GP surgeries, hospital doctors and pharmacists in the retail sector.
Presentations may take place in medical settings during the day, or may be conducted in the evenings at a local hotel or conference venue;

- organizing conferences for doctors and other medical staff;
- building and maintaining positive working relationships with medical staff and supporting administrative staff;
- Managing budgets (for catering, outside speakers, conferences, hospitality, etc.);
- Keeping detailed records of all contacts;
- Reaching (and if possible exceeding) annual sales targets;
- Planning work schedules and weekly and monthly timetables. This may involve working with the area sales team or discussing future targets with the area sales manager. Generally, medical sales executives have their own regional area of responsibility and plan how and when to target health professions;
- Regularly attending company meetings, technical data presentations and briefings;
- Keeping up to date with the latest clinical data supplied by the company, and interpreting, presenting and discussing this data with health professionals during presentations;
- Monitoring competitor activity and competitors' products;
- Maintaining knowledge of new developments in the National Health Service (NHS), anticipating potential negative and positive impacts on the business and adapting strategy accordingly;
- Developing strategies for increasing opportunities to meet and talk to contacts in the medical and healthcare sector;
- Staying informed about the activities of health services in a particular area.

QUALIFICATION FOR A MEDICAL REPRESENTATIVE (MR) JOB IN INDIA

A graduate degree in life science, pharmacy, medicine is required. However candidates without a science background but having a business related degree are also employed. A recent study has shown that candidates with business related degree are preferred over the science background candidates. Hence there exists a lot of competition for people with pharmacy qualification.

ESSENTIAL QUALITIES OF A MEDICAL REPRESENTATIVE

Medical Knowledge

Medical representatives need the quality of having strong interest in
science and medical information. Most have a bachelor's degree, and
many have graduate degrees in related science or medical fields, such as
chemistry or biology. Medical reps must call upon their storehouse of
scientific and medical knowledge to inform potential clients about
pharmaceuticals and medical supplies. They must also keep up with new
developments in the medical industry, learning about new products to sell
and product lines from the competition.

Sales Ability

Medical representatives must be able to make a sale, which entails
persuasive abilities. They must use their medical knowledge and sales
skills to convince physicians, pharmacists, hospitals and other health-care
industry professionals that the products they're offering will be of great
benefit to them. Medical sales reps must provide as much information as
necessary and answer questions from clients, such as on how to use the
products, safety measures to take, or health risks.

Autonomy

Medical representatives spend much of their time traveling to meet
with medical professionals, so the quality of being as independent as
possible is essential for the job. With so much time spent alone in transit,
they must be able to manage their medical sales duties on their own, being self-directed enough to initiate contacts. A proactive nature helps them to work independently to drum up business without being pushed by other co-workers or a boss. They must also be able to regularly be away from family members.

**Human Relations**

The ability to relate well to people is a paramount quality for medical representatives. Every sale they make depends on this quality of being friendly, outgoing, helpful and able to communicate well with others. They must also be trustworthy to gain the confidence of the medical professionals who will purchase their medical products, so that they can become the "go to" person for certain items. Medical reps must be well-spoken, both in person and on the telephone, where much of their communication takes place. They also need to be self-confident enough to take the initiative when approaching potential clients.\(^2\)

Indian pharmaceutical industry is encountering several challenges in the current scenario of economic downturn. To meet the basic

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\(^{12}\) Anna Windermere, Demand Media
requirements of Pharmaceutical Sales Representative that can augment them to meet the competitive drug market, and to withstand the competition from MNC’s and other global players from abroad.

Previous studies have revealed that preference of MNC drugs over Indian company drugs and a well trained Pharmaceutical Sales representative is very helpful in such a scenario. The study arrived at divulging the current methods and goes on to suggest the changes or improvements that need to be made in order to face the challenges from abroad. The study was done on 410 Pharmaceutical sales Representatives from erode district, and it was found that there is a need to improve the same. Tools like chi-square test, percentage analysis and Garrett Ranking Test were carried out to gain an insight on the opinion of the Pharmaceutical Sales Representatives. The study revealed that stress relief training and increasing the duration of the training were ranked at the first and second position as far as areas where training is required.
CHAPTER – IV

ANALYSIS AND INTERPRETATION ON JOB SATISFACTION OF MEDICAL SALES REPRESENTATIVES

Introduction

The chapter deals with the systematic presentation of analyzed data followed by the interpretations relating to the personal background and the functional problems of Medical Sales Representatives working in Tiruchirappalli District. The data were collected through the questionnaire with reference to the objectives and hypotheses of the study. Statistical analysis of data enables researcher to organize, evaluate, interpret, summarize and communicate numeric information. Descriptive statistics is used to describe data and inferential statistics to draw inferences about a collected sample data.

The problems are not unconquerable though they afflict the job satisfaction of the Medical Sales Representatives. This chapter focuses on the direct and indirect challenges of the job satisfaction of the Medical Sales Representatives. This chapter describes the background details of the Medical Sales Representatives and these are subsequently correlated with the different dimensions (Vigor, Dedication, Absorption) of job satisfaction variables.
The main purpose of this chapter is to provide the results of the empirical research findings. The main aim of the research was to investigate Organizational Climate and Job Satisfaction among Medical Sales Representatives in Tiruchirappalli District. In all, 684 copies of questionnaires were administered to these Medical Companies Sales Representatives, but a total of 500 questionnaires were returned fully and appropriately filled.
DEMOGRAPHIC DETAILS OF THE MEDICAL SALES REPRESENTATIVES

The demographic information is a personal statistics. It is used to determine the cause and effect relationship of the issues.

Table 4.1

GENDER WISE CLASSIFICATION OF THE RESPONDENTS

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>480</td>
<td>96%</td>
</tr>
<tr>
<td>Female</td>
<td>20</td>
<td>4%</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>100</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table No. 4.1 reveals the participation of the respondents in the study. 96% of the respondents are male and 4% are female. This indicates male Medical Representatives prefer this job.

It is true; it confirms the general pattern prevailing in the entire Medical Sales Representatives’ population of Tiruchirappalli District.

Indeed, it is observed that more number of Male are willing to undertake Medical Sales Representative Profession than Female. This job involves lot of physical work. So it is challengeable job to the Female.
Chart 4.1

GENDER WISE CLASSIFICATION OF THE RESPONDENTS

96% Male
4% Female
Table 4.2

AGE WISE CLASSIFICATION OF THE RESPONDENTS

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 Yrs</td>
<td>108</td>
<td>21.6%</td>
</tr>
<tr>
<td>25 Yrs to 35 Yrs</td>
<td>351</td>
<td>70.2%</td>
</tr>
<tr>
<td>36 Yrs to 45 Yrs</td>
<td>37</td>
<td>7.4%</td>
</tr>
<tr>
<td>46 Yrs to 55 Yrs</td>
<td>4</td>
<td>0.8%</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>100</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.2 shows the age wise classification of the respondents who participated in the study. 21.2% of the respondents are of the age group below 25 years, 70.2% of the respondents are between 25 to 35 years, Majority of the respondents involved in this study fall under this age group. 7.4% of the respondents are between 36 to 45 years. Only 4 respondents with a percentage of 0.8 fall under the age group between 46 to 55 years. This indicates no respondents are of the age more than 55 years.
Chart 4.2

AGE WISE CLASSIFICATION OF THE RESPONDENTS

![Chart showing the age wise classification of the respondents. The chart indicates that the majority (70.80%) of the respondents are between 25 Yrs to 35 Yrs, followed by 21.20% below 25 Yrs, 7.20% between 36 Yrs to 45 Yrs, and 0.80% between 46 Yrs to 55 Yrs.](image)
Table 4.3

FIRM TYPE WISE CLASSIFICATION OF THE RESPONDENTS

<table>
<thead>
<tr>
<th>Firm Type</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indian</td>
<td>332</td>
<td>66.4%</td>
</tr>
<tr>
<td>Foreign</td>
<td>168</td>
<td>33.6%</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>100</td>
</tr>
</tbody>
</table>

(Source: Primary data)

The above table indicates the type of firm the respondents work and the classification of five hundred respondents involved in the study under this category. 66.4% of the respondents are working as Medical Sales Representatives in Indian firms and 33.6% of the respondents are working as Medical Sales Representatives in Foreign based firms.
Chart 4.3

FIRM TYPE WISE CLASSIFICATION OF THE RESPONDENTS

- Indian: 66%
- Others: 34%
- Foreign: 34%
Table 4.4

EDUCATIONAL LEVEL WISE CLASSIFICATION OF RESPONDENTS

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below +2 Level</td>
<td>20</td>
<td>4.0%</td>
</tr>
<tr>
<td>Graduate</td>
<td>367</td>
<td>73.4%</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>84</td>
<td>16.8%</td>
</tr>
<tr>
<td>Students</td>
<td>6</td>
<td>1.2%</td>
</tr>
<tr>
<td>Others</td>
<td>23</td>
<td>4.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>500</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.4 indicates the education level classification of five hundred respondents involved in this study. 4% of the respondents are below Higher Secondary level, 73.4% of the respondents are Graduates, and 16.8% of the respondents involved in the study are Post Graduates. 1.2% of the respondents are students who are working internships and 4.6% of the respondents are having other qualifications like Diploma etc. This data indicates most of the respondents who are working as Medical Sales Representatives are Graduates.
Chart 4.4

EDUCATIONAL LEVEL WISE CLASSIFICATION OF RESPONDENTS
Table 4.5

WORK EXPERIENCE WISE CLASSIFICATION OF RESPONDENTS

<table>
<thead>
<tr>
<th>Work experience</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 5 Yrs</td>
<td>238</td>
<td>47.6%</td>
</tr>
<tr>
<td>6 to 10 Yrs</td>
<td>210</td>
<td>42.0%</td>
</tr>
<tr>
<td>11 to 15 Yrs</td>
<td>30</td>
<td>6.0%</td>
</tr>
<tr>
<td>16 to 20 Yrs</td>
<td>10</td>
<td>2.0%</td>
</tr>
<tr>
<td>Above 21 Yrs</td>
<td>12</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>100</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.5 indicates the classification of respondents based on years of work experience of five hundred respondents involved in the study. 47.6% of the respondents have one year to five years of work experience, 42% of the respondents have six to ten years of work experience, 6% of the respondents have eleven to fifteen years if work experience, only 2% of the respondents have sixteen to twenty years of work experience, and 2.4% of the respondents are working as Medical Sales Representatives with above 21 years of work experience.
Chart 4.5

WORK EXPERIENCE WISE CLASSIFICATION OF RESPONDENTS
Table 4.6

MARITAL STATUS WISE CLASSIFICATION OF RESPONDENTS

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>334</td>
<td>66.8%</td>
</tr>
<tr>
<td>Single</td>
<td>164</td>
<td>32.8%</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>0.4%</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>100</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.6 indicates the marital status of five hundred respondents involved in the study. Most of the respondents in this study are married and they are 66.8%, and 32.8% of the respondents are not yet married. Only 0.4% belongs to other category. The frequency of the respondents indicates 334 respondents are married, and this shows that the majority of the Medical Sales Representatives are married in this sample used for the study.
Chart 4.6

MARITAL STATUS WISE CLASSIFICATION OF RESPONDENTS

- Married: 67%
- Single: 33%
- Others: 0.4%
Table 4.7

MANAGEMENT LEVEL WISE CLASSIFICATION OF RESPONDENTS

<table>
<thead>
<tr>
<th>Management level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>76</td>
<td>15.2%</td>
</tr>
<tr>
<td>Middle level</td>
<td>196</td>
<td>39.2%</td>
</tr>
<tr>
<td>Senior Level</td>
<td>224</td>
<td>44.8%</td>
</tr>
<tr>
<td>Top Level</td>
<td>4</td>
<td>0.8%</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>100%</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.7 indicates the levels of positions held by respondents involved in the study. Most of the respondents involved in this study are holding Senior Level positions with 44.8%, and the next major position held by the Medical Sales Representatives is Middle Level with 39.2%. 15.2% of the respondents are working in Entry Level and only 0.8% of the respondents are working in the Top Level.
Chart 4.7

MANAGEMENT LEVEL WISE CLASSIFICATION OF RESPONDENTS

Entry Level  Middle level  Senior Level  Top Level  Others

45%  15%  39%  1%  0%
The above table 4.8 indicates the satisfaction level of five hundred respondents involved in the study. 8.8% of the respondents are highly dissatisfied with the working conditions, 14% of the respondents are dissatisfied, and 32% of the respondents are having a Neutral opinion. 140 respondents are satisfied with a percentage of 28.4, and 84 respondents are highly satisfied with 16.8%. 

<table>
<thead>
<tr>
<th>Satisfaction level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very unsatisfied</td>
<td>44</td>
<td>8.8%</td>
</tr>
<tr>
<td>Unsatisfied</td>
<td>70</td>
<td>14.0%</td>
</tr>
<tr>
<td>Neutral</td>
<td>160</td>
<td>32.0%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>142</td>
<td>28.4%</td>
</tr>
<tr>
<td>Very satisfied</td>
<td>84</td>
<td>16.8%</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>100%</td>
</tr>
</tbody>
</table>
Chart 4.8

OVERALL SATISFACTION LEVEL WISE CLASSIFICATION OF RESPONDENTS

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very unsatisfied</td>
<td>8.80%</td>
</tr>
<tr>
<td>Unsatisfied</td>
<td>14.00%</td>
</tr>
<tr>
<td>Neutral</td>
<td>32.00%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>28.40%</td>
</tr>
<tr>
<td>Very satisfied</td>
<td>16.80%</td>
</tr>
</tbody>
</table>
Table 4.9 Relationship between Work Satisfaction factors and Self-Perceived Performance

<table>
<thead>
<tr>
<th>Factors</th>
<th>Variables</th>
<th>SD</th>
<th>Composite Reliability</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vigor</td>
<td>I feel I m bursting with energy when doing my work</td>
<td>0.87</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>When doing my work, I feel strong and vigorous</td>
<td>0.99</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>When I get up in the morning, I feel I like going to work</td>
<td>1.08</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I can continue working for very long time</td>
<td>1.37</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>At my work I am very resilient, mentally</td>
<td>1.21</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I am always persevering in my work even when things do not go well</td>
<td>1.22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dedication</td>
<td>I find my work filled with meaning and has a purpose</td>
<td>0.94</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I am enthusiastic about my work</td>
<td>0.99</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>My work inspires me</td>
<td>1.02</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I am proud of the work that I do</td>
<td>1.09</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I find my work challenging</td>
<td>1.10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absorption</td>
<td>Time files when I’m working</td>
<td>1.29</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>While I am working, I forget everything else around me.</td>
<td>1.015</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I feel happy when I am working intensely and seriously</td>
<td>1.08</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I am immersed in my work</td>
<td>1.20</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I get carried away when I am working</td>
<td>1.07</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I find it difficult to detach myself from may work</td>
<td>1.09</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>I feel that my supervisor and co-worker care about me as I represent an important person to them.</td>
<td>1.05</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>My work offers me the change to get financial rewards and recognitions</td>
<td>1.09</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>My direct supervisor discusses with me, the issue that are important in developing my career.</td>
<td>1.11</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Objectively speaking, I think that my salary in suitable for me</td>
<td>1.41</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I think that my company takes my career needs into consideration</td>
<td>1.19</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I think I have a fair chance to be promoted in my company</td>
<td>1.19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self -Perceived Performance</td>
<td>I consider my selling performance at the company better than the average performance of my co-worker.</td>
<td>1.04</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I always achieve my sales target</td>
<td>0.99</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The average sales volume that I achieve is better than what other medical sales representatives achieve in a competitor company.</td>
<td>1.01</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>My selling performance is always appreciated from the company’s management</td>
<td>1.15</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I am satisfied with my selling performance</td>
<td>1.20</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

AVE: Average Variance extracted
The Relationship between Work Engagement and Self-Perceived Performance

The above table showed that Vigor, Dedication and Absorption have significant relationship with Job satisfaction. Vigor, Dedication, and Absorption are considered as independent variables and they are compared with self-perceived performance as dependent variable. Vigor was found to have a positive relationship with self perceived performance ($t = 1.74$, $p < 0.05$), thus, supported hypothesis H4. Dedication was found to have a negative relationship with self perceived performance ($t = -2.12$, $p < 0.05$), thus supported hypothesis H5. Finally, a partial support was found for H6; as the relationship between absorption and self perceived performance was marginally significant ($t = 0.88$, $p < 0.1$).

The results supported the prediction that work satisfaction dimensions (vigor, dedication, and absorption) have significant relationships with Job Satisfaction and performance. These relationships, however, were not all at the same direction. We found that vigor has a positive relationship with both satisfaction and self perceived performance, supporting H1 and H4. This finding is well supported in literature that report found that high level of employees’ satisfaction is associated with high retention rate and higher productivity. In contrary to
what we hypothesized, we found the effect of sales representatives. The results can be explained through the absence of relationship in marketing practices with the sales representatives in Medical Companies. Morgan and Hunt (1994) asserted that trust encourages cooperative behavior, reduces conflict, and links employees’ positive perceptions to their organizations, which in turn, improve employees’ job satisfaction in their companies. It is possible that the sales representatives dedicate themselves and feel attached to their work, but it is normal to change careers/jobs because of expected rewards, working conditions, poor managerial behaviours due to lack of trust between the sales representatives and their organizations. This relationship is supported in the marketing literature; as individuals prefer trusting workplace relationships; thus, employees dedicate themselves to their companies as long as they enjoy trusting relationships with their managements.
Chart 4.9

RELATIONSHIP BETWEEN WORK SATISFACTION FACTORS AND SELF-PERCEIVED PERFORMANCE
### Table 4.10

**Individual Measurement Items**

<table>
<thead>
<tr>
<th>Factors</th>
<th>Variables</th>
<th>SD</th>
<th>Composite Reliability</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Person-Job fit</strong></td>
<td>There is a good fit between my job and me</td>
<td>0.81</td>
<td></td>
<td>0.81</td>
</tr>
<tr>
<td></td>
<td>My skills and abilities perfectly match what my job demands</td>
<td>0.83</td>
<td></td>
<td>0.83</td>
</tr>
<tr>
<td><strong>Person-Organization fit</strong></td>
<td>Taking everything into account, the company is a complete fit for me</td>
<td>0.73</td>
<td></td>
<td>0.73</td>
</tr>
<tr>
<td></td>
<td>The company I work for is a total fit for me</td>
<td>0.76</td>
<td></td>
<td>0.76</td>
</tr>
<tr>
<td></td>
<td>I fit right into the company I work for</td>
<td>0.78</td>
<td></td>
<td>0.78</td>
</tr>
<tr>
<td><strong>Job satisfaction</strong></td>
<td>I feel fairly well satisfied with my present job</td>
<td>0.83</td>
<td></td>
<td>0.81</td>
</tr>
<tr>
<td></td>
<td>I feel a great sense of satisfaction from my job</td>
<td>0.81</td>
<td></td>
<td>0.81</td>
</tr>
<tr>
<td><strong>Organization commitment</strong></td>
<td>The relationship my company has with me is something I am committed to</td>
<td>0.83</td>
<td></td>
<td>0.73</td>
</tr>
<tr>
<td></td>
<td>The relationship my company has with me is important to me</td>
<td>0.74</td>
<td></td>
<td>0.76</td>
</tr>
<tr>
<td><strong>Turnover intentions</strong></td>
<td>I think often about quitting my present job</td>
<td>0.84</td>
<td></td>
<td>0.81</td>
</tr>
<tr>
<td></td>
<td>I am constantly searching for a better alternative</td>
<td>0.82</td>
<td></td>
<td>0.83</td>
</tr>
<tr>
<td></td>
<td>I am actively seeking a new role (an activity different from my present job)</td>
<td>0.73</td>
<td></td>
<td>0.73</td>
</tr>
<tr>
<td></td>
<td>I am thinking of quitting this job</td>
<td>0.72</td>
<td></td>
<td>0.76</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

**Person-Job fit**

Person-Job (PJ) fit has been defined as the degree to which an individual’s preferences, knowledge, activities, skills, needs and values match the job requirements. An employee may experience Good PJ fit
when he/she enjoy the work he/she does and finds it interesting, and when he/she has the skills and experience to perform well in her/his job.

Several studies in organization behaviour research have found a relationship between PJ Fit and Job Satisfaction. Lauver and Kristof-Brown (2001) found using a sample of non-sales employees that PJ Fit had a significant impact on job satisfaction. Other studies that have found a positive relationship between PJ Fit and Job Satisfaction which include the studies carried out by Arvey, Carter and Buerkley, (1991), Caldwell and O’Reilly (1990), O’Reilly, Chatham and Caldwell (1991), and Saks and Ashworth (1997).

Pharmaceutical Salespersons have to call on doctors and give details regarding existing and new products. While this seems straightforward, it is not easy. Doctors are very busy and usually provide salespersons with a very limited amount of face to face time per call. Salespersons often have to endure long waiting times before they can see doctors and hence need a good deal of patience. They are required to build relationships with doctors and ensure that the doctors prescribe their products. However, previous research (Andaleeb and Tallman, 1996) has found that doctors often do not value the salespersons highly and believe that they can get information on drugs from other sources.
Such beliefs may present challenges for salespersons in building relationships with doctors. Pharmaceutical salespersons need to believe that their work is important even if doctors do not readily acknowledge this. They need to have emotional intelligence to get along with doctors who may have a much higher level of status in emerging market contexts compared to the salespersons. In addition, salespersons have to absorb a vast amount of technical information and convey it in a succinct way. They need to be interested in the material they have to memorize, and should be able to understand the information and answer the queries that doctors may pose. Hence they need a considerable amount of technical knowledge to function effectively. These factors suggest that job satisfaction depends in part, on a good match between the attitudes, skills and knowledge of the salesperson; and the requirements of the job. Hence:

- Person-job fit is relatively positive to job satisfaction
Person-Organization fit

Person-Organization (PO) fit involves compatibility between people and the organization in which they work in. Compatibility may exist when the people and organizations are similar in some way. The similarity can be expressed in four ways. First, there can be similarity between individuals and the organization in terms of values or culture. Second, there can be similarity of goals. A third way of conceptualizing PO fit is in terms of a match between the needs and desires of individuals and the organization’s structures and processes (Cable and Judge, 1994). Finally, there can be congruence between the individual’s personality and the organization’s climate (Bowen et al, 1991). The study has found that PO fit is correlated positively with job satisfaction and organization commitment, and negatively with turnover intentions.

Pharmaceutical salespersons in India may perceive a PO fit with their firms for several reasons. There may be value fit between salesperson’s value for diligent application of her/his knowledge in her/his sales calls, and the firm’s value for effective product communication with doctors. The salesperson may perceive a good fit with the firm in terms of culture. There may be similarity of goals between salesperson and the firm when goals are stated in terms of
increasing product sales and building strong relationships with doctors. The salesperson’s needs for status in society may be met if the firm has a good reputation. This will be particularly true in the case of employees of multinational firms and well known Indian firms. Finally, the salesperson’s needs for career growth may be met by the firm’s policies that encourage promotion. Salespersons who are comfortable with the firm may be more satisfied with their jobs, are more committed to the firm, and less likely to entertain thoughts of leaving the firm. Hence:

- Person-organization fit is relatively positive to job satisfaction
- Person-organization is relatively positive to salesperson organizational commitment
- Person-organization is relatively negative to turnover intentions
Job satisfaction

Job satisfaction is an independent variable which indicates the extent to which people like their jobs. This variable is important both for people and for organizations in which they work. It affects the quality of work-life and may also influence important work-related behaviors and attitudes. There has been a vast amount of research in the organization behavior area on job satisfaction, its antecedents and its consequences. Job satisfaction can be conceptualized as a global feeling about a job, or as a set of attitudes about various facets of a job. Global measurements of job satisfaction are used when we want to understand the impact of job satisfaction on other work-related attitudes or behaviors. Facet measurements are used when we want to understand which aspects of a job produce good feelings and which aspects produce bad feelings. The facets of job satisfaction explored in the literature include satisfaction with benefits, co-workers, nature of the work itself, pay, promotion, recognition, security, supervision etc.

India is a populous country whose economy is growing rapidly. The pharmaceutical industry in India is also developing rapidly. If a pharmaceutical salesperson wants to switch to another firm, this should be relatively easy, and attrition rate of salespersons can be expected to be
high. In practice however, this is not the case. Indian society values security of service and continuous service with a single employer and people who switch jobs too often may be seen as rolling stones. Hence if salespersons are happy with their jobs, they are likely to be committed to the firm for which they work for, and are less likely to have turnover intentions. In line with previous research in other markets

- **Job satisfaction is positively related to organizational commitment**
- **Job satisfaction is negatively related to turnover intentions**

**Organization commitment**

Many people believe that their organization is a great place to be in. They also believe that the goals of the organization are worth striving for and the values of the organization are worth upholding (Mowday et al., 1979). People who have high levels of organization commitment tend to remain with the organization and are willing to put in considerable efforts on behalf of the organization. Previous research has indicated that higher levels of organization commitment are associated with lower turnover intentions.

Pharmaceutical salespeople in India who have high levels of involvement and commitment to their firms presumably identify with
the goals and values of their firm and less likely to want to leave and join another firm. Hence

- **Organization Commitment has a negative relationship with turnover intentions**

  Job satisfaction has been found to vary with age. There is no clarity about the exact nature of the relationship between satisfaction and age. Some studies have found a linear relationship while other studies have found a curvilinear relationship. A meta-analytic study carried out by Brush, Moch and Pooyan (1987) found that the relationship was linear, so in general, older employees are expected to have higher levels of job satisfaction.

Within the pharmaceutical salesperson community, one can expect to find a wide distribution in age and experience. Salespersons often join pharmaceutical firms soon after completing their undergraduate degree in science or pharmacy. They may continue in a sales job until they are promoted to managerial responsibilities. This period of field work as a professional representative could last anywhere from a few years to a couple of decades. Pharmaceutical selling is quite difficult, and new recruits may find going tough in the first few years. In the initial period
of getting used to the job, satisfaction may be low. Job satisfaction may increase after a few years and then decline as the work becomes monotonous and devoid of new challenge.

**Henry Garret Ranking Method**

The research tried to find out the most significant reason to switch from existing Medical Company to other Medical Company. Henry Garrett’s ranking technique was used. In this method, respondents are asked to rank for all the attributes such 7- Very Low, 6-Low, 5-Average, 4-Moderate, 3-Good, 2-High, and 1-Very high, outcome of such rankings has been converted into score value with the help of the following formula:

Percent Position = 100(R_{ij} - 0.5) / N_j

Where,

\( R_{ij} \) = Rank given for the i\textsuperscript{th} factor by the j\textsuperscript{th} respondents

\( N_j \) = Number of factors ranked by the j\textsuperscript{th} respondents.

By using Garrett’s table, the percent position estimated is converted into scores. Then for each attributes the scores of each individual are added and then mean values is considered to be the most important.
Table 4.11

REASONS FOR SWITCHING OVER FROM ONE MEDICAL COMPANY TO ANOTHER MEDICAL COMPANY

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Attributes</th>
<th>Garret Score</th>
<th>Mean Score</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Job satisfaction, challenge, use of skills</td>
<td>20300</td>
<td>40.60</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Communication, Decisions making and Job security</td>
<td>23000</td>
<td>46.00</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Support from Manager/superior</td>
<td>18750</td>
<td>37.50</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>Freedom from work related stress</td>
<td>20600</td>
<td>41.20</td>
<td>6</td>
</tr>
<tr>
<td>5</td>
<td>Salary and additional benefits</td>
<td>26600</td>
<td>53.20</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Relationships with work colleagues</td>
<td>21050</td>
<td>42.10</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Involvement and responsibility at work.</td>
<td>27300</td>
<td>54.60</td>
<td>1</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.11 specifies the reasons indicated by the Medical Sales Representatives for switching over from their present company to other company. Using Henry Garrett’s ranking method the responses of the Medical Sales Representatives involved in this study are calculated and tabulated. The respondents felt that if the present organization does not provide an environment to get them involved and get responsibility at work that becomes the Primary Reason to leave their present organisation. The Second Reason for switching over to other organisation from present organisation is improper salary and other additional monetary benefits. Lack of inter communication in the
organisation, not involving the employees to involve in decision making and job insecurity stood as the Third Reason for switching over from the organisation. Poor relationships with co-workers & colleagues are the reason which is ranked as the Fourth for switching over from the organisations. Job dissatisfaction, lack of challenging tasks, and not utilizing the skills are the reasons which are ranked as Fifth for leaving the organisation. The factor freedom from work related stress stood as the Sixth Reason, and Lack of support from managers and supervisors is the Seventh Reason for leaving the organisation.
Chart 4.11 (a)

REASONS FOR SWITCHING OVER FROM ONE COMPANY TO ANOTHER COMPANY

Discrimination Measures (switching Behaviour)

1. Job satisfaction
2. Communication, Dec
3. Support from Manag
4. Freedom from work
5. Salary and additio
6. Relationships with
7. Involvement and re

Dimension 1

Dimension 2

Variable Principal Normalization.
Chart 4.11 (b)

PERCEPTUAL MAPPING TOOL

Q1. Job Satisfaction, Challenge, Use of Skills
Q2. Communication, Decisions Making and Job Security
Q3. Support from Manager/Superiors
Q4. Freedom from work related stress
Q5. Salary and Additional Benefits
Q6. Relationships with the colleagues
Q7. Involvement and Responsibilities at work
Freedom from work related stress and involvement and responsibilities at work are perceived as highly significant factors to get overall satisfaction. Compared to these two factors, support from Manger/Superiors and Salary and additional benefits are the factors perceived as medium factors. Respondents perceive that communication, Decision Making and Job Security are not as important as stress free work environment and suitable responsibilities. There are no factors perceived with low significance.
Table 4.12

One-Way - ANOVA
OVERALL JOB SATISFACTION PREVAILING AMONG THE MEDICAL SALES REPRESENTATIVE STATUS

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Level of satisfaction</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Reputation</td>
<td>Between Groups</td>
<td>32.948</td>
<td>4</td>
<td>8.237</td>
<td>7.248</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>555.735</td>
<td>489</td>
<td>1.136</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>588.682</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Honor</td>
<td>Between Groups</td>
<td>53.270</td>
<td>4</td>
<td>13.318</td>
<td>11.305</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>576.074</td>
<td>489</td>
<td>1.178</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>629.344</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary Data)  P value < 0.05 Significance  P value >0.05 in significance

To estimate the significance of overall satisfaction of the employees, Analysis of Variance is used and the results are tabulated in Table 4.12. The factors used as dependent variable here are company reputation and social honour. The status using these factors was compared between groups within groups. The results indicate that the p value calculated using analysis of variance is less than 0.05. Therefore both the factors are significant for overall satisfaction of the Medical Sales Representatives.
Chart 4.12  OVERALL JOB SATISFACTION PREVAILING AMONG THE MEDICAL SALES REPRESENTATIVES
### Table 4.13

**WORKING CONDITION AND OVERALL SATISFACTION**

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Level of satisfaction</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe working condition</td>
<td>Between Groups</td>
<td>9.729</td>
<td>4</td>
<td>2.432</td>
<td>1.765</td>
<td>.135</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>673.930</td>
<td>489</td>
<td>1.378</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>683.660</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comfortable workload</td>
<td>Between Groups</td>
<td>6.086</td>
<td>4</td>
<td>1.522</td>
<td>1.161</td>
<td>.327</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>640.958</td>
<td>489</td>
<td>1.311</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>647.045</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doctor’s behaviour</td>
<td>Between Groups</td>
<td>24.979</td>
<td>4</td>
<td>6.245</td>
<td>4.925</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>620.049</td>
<td>489</td>
<td>1.268</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>645.028</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retailer’s Behaviour</td>
<td>Between Groups</td>
<td>11.705</td>
<td>4</td>
<td>2.926</td>
<td>2.087</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>685.793</td>
<td>489</td>
<td>1.402</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>697.498</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Target</td>
<td>Between Groups</td>
<td>12.904</td>
<td>4</td>
<td>3.226</td>
<td>2.241</td>
<td>.004</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>704.036</td>
<td>489</td>
<td>1.440</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>716.939</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working hour flexibility</td>
<td>Between Groups</td>
<td>7.638</td>
<td>4</td>
<td>1.910</td>
<td>1.439</td>
<td>.220</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>648.994</td>
<td>489</td>
<td>1.327</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>656.632</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary Data)  
*P value < 0.05 Significance  P value >0.05 in significance*
To understand the significance of overall satisfaction of the employees, Analysis of Variance is used and the results are tabulated in Table 4.13 using the following dependent variables. The factors are Safe Condition, Comfortable Workload, Doctor’s Behaviour, Retailer’s Behaviour, Sales Target, and Working Hour Flexibility. These factors were compared between groups and within groups. The results indicate that the p value calculated using analysis of variance for the factors – Doctor’s Behaviour, Retailer’s Behaviour, and Sales Target is less than 0.05. Therefore these three factors are significant and contribute for overall satisfaction of the Medical Sales Representatives. p value for Safe Working Condition is moderately more than 0.05 therefore Safe Working Condition is moderately contributing for overall satisfaction of Medical Sales Representatives.
Char 4.13
WORKING CONDITION AND OVERALL SATISFACTION

Overall Satisfaction and Medical Company

Overall Satisfaction Vs Medical Company
Table 4.14

JOB SECURITY AND OVERALL SATISFACTION

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Level of satisfaction</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Within Groups</td>
<td>687.411</td>
<td>489</td>
<td>1.406</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>705.889</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary Data)  P value < 0.05 Significance   P value >0.05 in significance

Table 4.14 indicates the level of significance of overall satisfaction of the employees. Analysis of Variance is used and the results are tabulated. The factor used as dependent variable here is Job Security. The factor was compared between groups and within groups. The results indicate that the p value calculated using analysis of variance is less than 0.05. Therefore the factor, job security is significant for overall satisfaction of the Medical Sales Representatives.
Table 4.15

SALARY AND OVERALL SATISFACTION

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Level of satisfaction</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Satisfaction</td>
<td>Between Groups</td>
<td>14.067</td>
<td>4</td>
<td>3.517</td>
<td>2.867</td>
<td>.023</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>599.925</td>
<td>489</td>
<td>1.227</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>613.992</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incentive Feasibility</td>
<td>Between Groups</td>
<td>22.990</td>
<td>4</td>
<td>5.747</td>
<td>4.654</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>603.925</td>
<td>489</td>
<td>1.235</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>626.915</td>
<td>493</td>
<td>3.517</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary Data)  P value < 0.05 Significance  P value >0.05 in significance

Table 4.15 indicates the significance of overall satisfaction of the employees for the monetary factor. Analysis of Variance is used and the results are tabulated. The factors used as dependent variables here are salary satisfaction and incentive feasibility. These factors were compared between groups and within groups. The results indicate that the p value calculated using analysis of variance is less than 0.05. Therefore both the factors are significant for overall satisfaction of the medical representatives.
Chart 4.15

SALARY AND OVERALL SATISFACTION
Table 4.16

TECHNICAL SUPERVISION AND OVERALL SATISFACTION

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Level of satisfaction</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation support</td>
<td>Between Groups</td>
<td>68.652</td>
<td>4</td>
<td>17.163</td>
<td>10.791</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>777.715</td>
<td>489</td>
<td>1.590</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>846.366</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bike Incentive</td>
<td>Between Groups</td>
<td>39.308</td>
<td>4</td>
<td>9.827</td>
<td>5.944</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>808.449</td>
<td>489</td>
<td>1.653</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>847.757</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary Data)  P value < 0.05 Significance   P value > 0.05 in significance

Table 4.16 indicates the significance of overall satisfaction of the employees for technical supervision. Analysis of Variance is used and the results are tabulated. The factors used as dependent variables here are transportation support and bike incentive. These factors were compared between groups and within groups. The results indicate that the p value calculated using analysis of variance is less than 0.05. Therefore both the factors are significant for overall satisfaction of the Medical Sales Representatives.
Chart 4.16

TECHNICAL SUPERVISION AND OVERALL SATISFACTION

Overall Satisfaction vs Medical Company

Overall satisfaction and Medical Company

How satisfied are you with Medical Company

Mean of Transportation support

Mean of Bike incentive

Very Unsatisfied  Unsatisfied  Neutral  Good  Very Satisfied

Very Unsatisfied  Unsatisfied  Neutral  Good  Very Satisfied
Table 4.17

PERSONAL LIFE AND OVERALL SATISFACTION

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Level of satisfaction</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing time to Family</td>
<td>Between Groups</td>
<td>38.344</td>
<td>4</td>
<td>9.586</td>
<td>6.208</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>755.083</td>
<td>489</td>
<td>1.544</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>793.427</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperation from colleagues</td>
<td>Between Groups</td>
<td>11.140</td>
<td>4</td>
<td>2.785</td>
<td>2.504</td>
<td>.042</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>543.842</td>
<td>489</td>
<td>1.112</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>554.982</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary data)  \ P value < 0.05 Significance  \ P value >0.05 in significance

Table 4.17 indicates the significance of overall satisfaction of the employees for the personal life of the representatives as factor. Analysis of Variance is used and the results are tabulated. The factors used as dependent variables here are providing time to family and cooperation from colleagues. These factors were compared between groups and within groups. The results indicate that the p value calculated using analysis of variance is less than 0.05. Therefore both the factors are significant for overall satisfaction of the Medical Sales Representatives.
Chart 4.17

PERSONAL LIFE AND OVERALL SATISFACTION

Overall satisfaction and Medical Company

How satisfied are you with Medical Company

Overall Satisfaction and Medical Company

How satisfied are you with Medical Company
Table 4.18  POLICY & ADMINISTRATION AND OVERALL SATISFACTION

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Level of satisfaction</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear career Path</td>
<td>Between Groups</td>
<td>57.907</td>
<td>4</td>
<td>14.477</td>
<td>9.910</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>714.322</td>
<td>489</td>
<td>1.461</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>772.229</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participation in company Decision Making</td>
<td>Between Groups</td>
<td>12.024</td>
<td>4</td>
<td>3.006</td>
<td>1.773</td>
<td>.033</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>829.158</td>
<td>489</td>
<td>1.696</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>841.182</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sufficient Training Policy</td>
<td>Between Groups</td>
<td>7.329</td>
<td>4</td>
<td>1.832</td>
<td>1.666</td>
<td>.0157</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>537.669</td>
<td>489</td>
<td>1.100</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>544.998</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Recognition</td>
<td>Between Groups</td>
<td>8.210</td>
<td>4</td>
<td>2.052</td>
<td>1.743</td>
<td>.0139</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>575.661</td>
<td>489</td>
<td>1.177</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>583.870</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary Data)  
P value < 0.05 Significance  
P value >0.05 in significance

Table 4.18 indicates the significance of overall satisfaction of the employees for policy and administration. Analysis of Variance is used for calculations and the results are tabulated. The factors used as dependent variables here are clear career path, participating in company decision making, sufficient training policy and company recognition. The factors were compared between groups and within groups. The results indicate that the p value calculated using analysis of variance is
less than 0.05. Therefore all the 4 factors are significant for overall satisfaction of the Medical Sales Representatives.
Chart 4.18  POLICY & ADMINISTRATION AND OVERALL SATISFACTION
Table 4.19

BENEFITS AND OVERALL SATISFACTION

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Level of satisfaction</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirement Benefits</td>
<td>Between Groups</td>
<td>31.155</td>
<td>4</td>
<td>7.789</td>
<td>4.658</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>817.614</td>
<td>489</td>
<td>1.672</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>848.769</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance Benefits</td>
<td>Between Groups</td>
<td>33.064</td>
<td>4</td>
<td>8.266</td>
<td>4.667</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>866.088</td>
<td>489</td>
<td>1.771</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>899.152</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family Insurance Benfits</td>
<td>Between Groups</td>
<td>36.263</td>
<td>4</td>
<td>9.066</td>
<td>5.007</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>885.415</td>
<td>489</td>
<td>1.811</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>921.678</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary data)  P value < 0.05 Significance  P value >0.05 in significance

Table 4.19 indicates the significance of overall satisfaction of the employees for the benefits given to the representatives. Analysis of Variance is used for calculations and the results are tabulated. The factors used as dependent variables here are Retirement Benefits, Insurance Benefits, and Family Insurance Benefits. These factors were compared between groups and within groups. The results indicate that the p value calculated using analysis of variance is less than 0.05. Therefore all the three factors are significant for overall satisfaction of the Medical Sales Representatives.
Chart 4.19  BENEFITS AND OVERALL SATISFACTION

Overall Satisfaction and Medical Company

Mean of Retirement Benefit

How satisfied are you with Medical Company?

Overall Satisfaction and Medical Company

Title

Mean of Insurance Benefit

How satisfied are you with Medical Company?
Table 4.20

**JOB SWITCHING TENDENCY**

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Level of satisfaction</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job switching tendency</td>
<td>Between Groups</td>
<td>47.975</td>
<td>4</td>
<td>11.994</td>
<td>7.377</td>
<td>.060</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>795.045</td>
<td>489</td>
<td>1.626</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>843.020</td>
<td>493</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source : Primary data)  P value < 0.05 Significance  P value >0.05 in significance

Table 4.20 indicates the level of significance of overall satisfaction of the employees. Analysis of Variance is used and the results are tabulated. The factor used as dependent variable here is Job switching tendency. The factor was compared between groups and within groups. The results indicate that the p value calculated using analysis of variance is less than 0.05. Therefore the factor, Job switching tendency is significant for overall satisfaction of the Medical Sales Representatives.
Chart 4.20

JOB SWITCHING TENDENCY

Overall Satisfaction and Medical Company

Mean of Job switching tendency

How satisfied are you with Medical Company

Very Unsatisfied  Unsatisfied  Neutral  Good  Very Satisfied
Table 4.21

ONE SAMPLE T-test

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>T</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction, challenges, use of skills</td>
<td>48.035</td>
<td>499</td>
<td>.000</td>
<td>4.064</td>
<td>3.90 - 4.23</td>
</tr>
<tr>
<td>Communication, Decisions Making and Job Security</td>
<td>59.169</td>
<td>499</td>
<td>.000</td>
<td>4.600</td>
<td>4.45 - 4.75</td>
</tr>
<tr>
<td>Support from Manager/superiors</td>
<td>48.302</td>
<td>499</td>
<td>.000</td>
<td>3.748</td>
<td>3.60 - 3.90</td>
</tr>
<tr>
<td>Freedom from work related stress</td>
<td>45.689</td>
<td>499</td>
<td>.000</td>
<td>4.120</td>
<td>3.94 - 4.30</td>
</tr>
<tr>
<td>Salary and Additional Benefits</td>
<td>32.550</td>
<td>499</td>
<td>.000</td>
<td>1.724</td>
<td>1.62 - 1.83</td>
</tr>
<tr>
<td>Relationships with colleagues at work</td>
<td>53.382</td>
<td>499</td>
<td>.000</td>
<td>4.208</td>
<td>4.05 - 4.36</td>
</tr>
<tr>
<td>Involvement and responsibilities at work</td>
<td>88.255</td>
<td>499</td>
<td>.000</td>
<td>5.464</td>
<td>5.34 - 5.59</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.21 indicates the overall satisfaction level of Medical Sales Representatives involved in the study. The dependent variable used to
understand the overall satisfactions of the respondents are Job Satisfaction, Challenges, Use of Skills, Communication, Decisions Making and Job Security, Support from Manager/Superiors, Freedom from work related stress, Salary and Additional Benefits, Relationships with colleagues at work, Involvement and responsibilities at work. The results indicate that the p values for all the factors are less than 0.005. Therefore overall satisfaction of all the Medical Sales Representatives involved in this study is good.
Table 4.22

FACTOR ANALYSIS

Total Variance Explained

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigen values</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
<td>Cumulative %</td>
</tr>
<tr>
<td>1</td>
<td>3.580</td>
<td>27.539</td>
<td>27.539</td>
</tr>
<tr>
<td>2</td>
<td>2.524</td>
<td>19.419</td>
<td>46.958</td>
</tr>
<tr>
<td>3</td>
<td>1.488</td>
<td>11.450</td>
<td>58.408</td>
</tr>
<tr>
<td>4</td>
<td>1.104</td>
<td>8.493</td>
<td>66.900</td>
</tr>
<tr>
<td>5</td>
<td>.808</td>
<td>6.217</td>
<td>73.118</td>
</tr>
<tr>
<td>6</td>
<td>.655</td>
<td>5.037</td>
<td>78.155</td>
</tr>
<tr>
<td>7</td>
<td>.607</td>
<td>4.669</td>
<td>82.824</td>
</tr>
<tr>
<td>8</td>
<td>.539</td>
<td>4.144</td>
<td>86.968</td>
</tr>
<tr>
<td>9</td>
<td>.431</td>
<td>3.316</td>
<td>90.284</td>
</tr>
<tr>
<td>10</td>
<td>.395</td>
<td>3.042</td>
<td>93.325</td>
</tr>
<tr>
<td>11</td>
<td>.377</td>
<td>2.898</td>
<td>96.223</td>
</tr>
<tr>
<td>12</td>
<td>.291</td>
<td>2.240</td>
<td>98.463</td>
</tr>
<tr>
<td>13</td>
<td>.200</td>
<td>1.537</td>
<td>100.000</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

KMO (Keiser – Meyer – Oklin) measures explaining sampling adequacy is 0.590. This shows that sample size is adequate enough (as greater than 0.5) to draw conclusions. Factor analysis is performed to
extract the major factors contributing to overall satisfaction of the
Medical Sales Representatives. Table 4.22 giving total variance shows
that the factors extracted from Eigen values more than one are five and it
has an explanatory power of 66.9%. So the four factors in satisfaction
level of Medical Sales Representatives influence to a greater extent
(67%). These factors are identified from the rotated component matrix
and presented in Table 4.23 and the major factors are named and
indicated in Table 4.24.
Table 4.23

**ROTATED COMPONENT MATRIX**

<table>
<thead>
<tr>
<th>Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q10. I think often about quitting my present job</td>
<td>.836</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q11. I am constantly searching for a better alternative</td>
<td>.788</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q13. I am thinking of changing this job</td>
<td>.773</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q12. I am actively seeking a new role (an activity different from my present job)</td>
<td>.687</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1. There is a good fit between my job and me</td>
<td>.805</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2. My skills and abilities perfectly match what my job demands</td>
<td>.793</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q7. I feel a great sense of satisfaction from my job</td>
<td>.223</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q6. I feel fairly well satisfied with my present job</td>
<td>.333</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q9. The relationship my company has with me is important to me</td>
<td>.650</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q8. The relationship my company has with me is something I am committed to</td>
<td>.119</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q5. I fit right into the company I work for</td>
<td>.116</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4. The company I work for is a total fit for me</td>
<td>.582</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3. Taking everything into account, the company is a complete fit for me</td>
<td>.568</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations
Table 4.24
FACTOR ANALYSIS (PRODUCT AND SERVICES)

<table>
<thead>
<tr>
<th>Factors Name **</th>
<th>Variance</th>
<th>Factor Load</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hesitancy of the Job</td>
<td>27.539</td>
<td>8.289</td>
</tr>
<tr>
<td>Job Fulfilment</td>
<td>19.419</td>
<td>2.232</td>
</tr>
<tr>
<td>Organization Bonding</td>
<td>11.450</td>
<td>1.859</td>
</tr>
<tr>
<td>Professional Delight</td>
<td>8.493</td>
<td>1.559</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

**Factor 1- Hesitancy of the Job**

Hesitancy of Job incorporates the variables - “I think often about quitting my present job”, “I am constantly searching for a better alternative”, “I am thinking of changing this job”, “I am actively seeking a new role (an activity different from my present job)”, since all these variables assure the employees’ hesitancy of the existing job and thinking for new job with high remuneration, this factor was labelled as ‘Hesitancy of the Job’.

This factor includes that; this employee wants to associate himself in future. The highest factor value lies in this factor and it is 27.539. So, it has been considered as the highly contributing factor to study.
Therefore, it is clear that the medical sales representative has thinking job enrichment (motivation) otherwise switchover to other company. Moreover, existing employee tend to be loyal to the company and pay more attention to competitive organization.

**Factor 2- Job Fulfillment**

The following variables - “There is a good fit between my job and me”, “My skills and abilities perfectly match what my job demands”, “I feel a great sense of satisfaction from my job”, “I feel fairly well satisfied with my present job”, job Satisfaction involves long term association, hence employee move through different job cycle stages in this long period and their needs and preferences change accordingly. Here, all these variables are depicts handling of these changing preferences, by providing flexible solutions and convertibility options and giving personalized services. So, this factor can be labelled as ‘Job Fulfillment ’.

This factor includes that the suggested benefits of employee should reach to the customer, company provides them satisfactory benefits. That the factor value for satisfaction level is 19.419 which is also a contributing factor to the study. It can also be considered as an important factor in the study.
Factor 3 - Organization Bonding

The major factor has the following variables - “The relationship my company has with me is important to me”, “The relationship my company has with me is something I am committed to”, “I fit right into the company I work for”. These components talk about the ability of the service provider to perform efficiently and also about their willingness to provide hassle-free and prompt services. So, this factor can be labelled as ‘organization bonding’.

This factor includes hassle free settlements, salary, incentive, employees responsible towards company activities, as the factor value for Organization bonding is 11.450 which is a contributing factor to the study.

Factor 4- Professional Delight

Professional Delight has variables - “The company I work for is a total fit for me”, “Taking everything into account, the company is a complete fit for me”. Since all these components are related to providing physical facilities and work environment. So, this factor can be labelled as ‘Professional Delight’. As the factor value for ease of procedure is 8.493 which is also a contributing factor to the study so, it can be considered as an important factor in the study.
CHAPTER V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

Introduction

This chapter deals with the systematic presentation of analysed data followed by interpretation relating to the personal background and the functional problems of Medical Sales Representatives of Tiruchirappalli District. The data were collected through the questionnaire with reference to the objectives and hypotheses of the study.

The problems are not unconquerable though they afflict the Job Satisfaction of the Medical Sales Representatives. This chapter focuses on the direct and indirect challenges of the job satisfaction of Medical Sales Representatives. This chapter describes the background details of the Medical Sales Representatives and these are subsequently correlated with the dimensions (Vigor, Dedication, and Absorption) of job satisfaction variables.

The study on Job Satisfaction and Self Perceived Performance among Medical Sales Representatives with special reference to Tiruchirappalli District begins with a brief introduction to Job Satisfaction followed by a discussion on the relevant subject of the study.
namely, the demographic profile and awareness level of the Medical Sales Representatives, the relationship that exist between organisational climate and Medical Sales Representatives, the factors that influence the level of Job Satisfaction among them, the reasons to switch over from one medical company to another medical company, and the degree of overall Job Satisfaction prevailing among them. Even though many related studies have been conducted, this study is unique, since the study of these three dimensions (Vigor, Dedication, and Absorption) has not been made in Tiruchirappalli District by any other researcher so far.

This chapter consists of three sections. The First Section gives the Summary of all the chapters of the study. The Second gives the Findings of the study of the Primary and Secondary Data collected, analyzed and interpreted. The Final Section gives some suggestions to overcome problems that have been identified from the study and this is followed by the Conclusion.
Summary

The integral part of any management process is to manage the people at work. A well managed organisation sees worker as the root cause of quality and productivity. An effective organisation will always promote a sense of commitment and satisfaction among its employees. The significance and importance of the concept of organizational commitment in terms of leading to beneficial organizational and desirable outcomes such as increased effectiveness, reducing absenteeism and turnover, has been documented by many studies such as those of Steers (1977); Porter et al. (1974); Reiches (1985) and Tett and Meyer (1993). In order to make employees satisfied and committed to their jobs there is a need for strong and effective motivation at various levels.

Job satisfaction deals with how people feel about their job and its various aspects. Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. It is the most complex area today that all the employers are facing. Job Satisfaction is perhaps the most important aspect in professional field also. One way to address the issue of employees’s turnover is to understand the job satisfaction and commitment level of
employees. A lot of studies are conducted separately on commitment, satisfaction and motivation but a very few studies are linking these three. So it is important to conduct a study on job satisfaction and organizational commitment in Medical Industry and also to identify the important motivating factors to retain the highly talented workforce.

Most of the previous studies have made attempt to explain a worker’s job satisfaction as a function of the individual’s personal characteristics and the characteristics of the job itself. Variables such as age, gender, marital and parental status, educational status, hours of work and earning figures were identified as key factors that determine job satisfaction of Medical Representatives. Gender level in the organization and educational status are often included as individual characteristics in studies of job satisfaction, but no conclusive findings with regard to the levels of satisfaction between the Pharmaceutical Company and Sale Representatives have been found. Therefore, this study hopes to establish the relationships that exist between the different variables of organizational climate and job satisfaction among the Medical Sales Representatives in Trichirappalli district.

Job satisfaction is an important variable in an organisational behaviour and Sales Management. This study has explored the impact
of person-job fitness and person-organisational fitness on the basis of Job Satisfaction, Organisational Commitment, and Turnover Targets of Medical Sales Representatives.

A number of factors had been identified in previous studies but the impact of the factors (Sales Persons’ Job Structure and Compensation) varied and is quite associated with Medical Sales Representatives’ beliefs, Management Factors, and Tolerance Levels. Hence it needs to identify variables within the organisational climate that can help to improve Job Satisfaction of Medical Sales Representatives working in Tiruchirappalli District.

To understand the satisfaction level of the Medical Sales Representatives, a Research Model was developed and hypothesized relationships among its variables which are developed on the basis of Work Engagement, Job Satisfaction, and Job Performance.

To understand the satisfaction of the Medical Sales Representatives working in Truchirappalli District, a sample of 500 respondents were chosen and data collected.

Data for the study was collected through Primary and Secondary Sources. A structured close-ended questionnaire was framed to collect the data from the respondents.
To study the reliability of the questionnaire Cronbach’s alpha coefficient was used. Cronbach’s alpha measures a single one-dimensional latent construct. The Cronbach alpha score was 0.840 which is greater than 0.7, it can be seen that the factors chosen are good and relevant.

The independent variable in this study is job satisfaction. The overall Job satisfaction was measured using the 28-items questionnaire in Part- II, 13- variables in Part- III, 7- variables in Part IV and 9- variables in Part V, designed to measure different aspects of job. Responses were collected with the help of 5 point Likert Scale.

To analyse the collected data, the Descriptive Statistics was used to find out the Frequency Distribution, Percentage, Mean and Standard Deviation. Pearson’s Correlation was used to analyse the relationship between each of the job satisfaction facets and organisational commitments. The Perceptual mapping tool has been used to test the individual variable satisfaction level. Henry Garrett’s Ranking Technique was used to find out the most significant reason for switchover of the Medical Sales Representatives from one medical company to another. For ANOVA and Regression, Fried Man Test –
Kovach’s Ten Job-Related Factors were ranked according to the order of importance in motivating the employees, and the Statistical Package for Social Sciences (SPSS) was used.

**Variables under Investigation**

**Dependent Variable**- The dependent variable is Organizational Commitment (Affective Commitment, Normative Commitment and Continuance Commitment)

**Independent Variable**- The independent variable in this study is job satisfaction.

**Demographic Variables**- Gender, Age, Firm Type, Education Level, Experience, Marital Status, Management Level, Satisfaction Level.

**Findings**

1. Using the information collected from the respondents gender-wises classification has been made, the results n indicate that 96% of the respondents are male and 4% of the respondents are female. Indeed, it confirms general pattern prevailing over the entire Medical Sales Representatives population in Tiruchirappalli District. The Medical Sales Representatives spend most of their time outdoors. If their sales territory covers a large area, their
working day will be lengthy. The Medical Sales Representatives have to be sociable, meet their clients in the evenings, or attend conferences, and need to spend occasional nights away from home. Hence, most of the female professionals are not able to do this profession.

2. Age-wise classification has been made to classify the respondents. 70.2% of the respondents are between 25 to 35 years. Majority of the respondents involved in this study fall under this age group. Only four respondents with a percentage of 0.8 fall under the age group between 46 to 55 years. This indicates that majority of the workforce are young and they can be utilized to achieve results.

3. Two major types of firms are considered and classified for the study. 62% of the respondents are working as Medical Representatives in Indian Firms and 38% of the respondents are working as Medical Representatives in Foreign based firms.

4. Education level of the Medical Sales Representatives is classified on their qualification. 4% of the respondents are below Higher Secondary Education, 73.4% of the respondents are Graduates. Majority of the respondents working as Medical Representatives are Graduates.
5. Work Experience of the respondents has been considered. The findings indicate that 47.6% of the respondents have one year to five years of work experience, 42% of the respondents have six years to ten years of work experience. Majority of the respondents have less than ten years of work experience.

6. 66.8% of the respondents are married and 32.8% of the respondents are unmarried.

7. Majority of the respondents involved in this study are holding Senior Level positions with 44.8% and 39.2% of the respondents who are working as Medical Representatives hold Middle Level position in the organization.

8. 16.8% of the respondents are highly satisfied, 28% of the respondents are satisfied, 8.8% of the respondents are highly dissatisfied, 14.4% of the respondents are dissatisfied and 32% of the respondents are having a neutral opinion on their satisfaction level.

9. Vigor, Dedication, and Absorption are considered as Independent Variables and are compared with Self-Perceived Performance as Dependent Variable. The findings indicate that dimensions
(Vigor, Dedication and Absorption) have significant relationships with Job Satisfaction and Performance.

10. The study has found that Person Organization Fit is correlated positively with job satisfaction and organization commitment, and has a negative correlation with turnover intentions.

11. The respondents felt that if the present organization does not provide an environment to get them involved and to take up responsibilities at work that becomes the primary reason to leave their present organization.

12. The second reason for switching over to other organization from present organization is improper salary and other additional monetary benefits.

13. Lack of inter communication in the organization, not involving the employees to involve in decision making and job insecurity stood as the third reason for switching over the organization.

14. Poor relationships with co-workers & colleagues are the reason for switching over from the organizations which is ranked as the fourth.

15. Job dissatisfaction, lack of challenging tasks, not utilizing the skills is the reasons which are ranked as the fifth for leaving the
organization. The factor freedom from work related stress stood as the sixth reason for switching over the company.

16. Lack of support from managers and superiors is the seventh reason for leaving the organization.

17. Company reputation and social honor are important for job satisfaction of Medical Sales Representatives which also show a significant relationship when calculated statistically.

18. Doctors’ behavior and Retailers’ behavior are the factors which are significant for overall job satisfaction of Medical Sales Representatives. Both the status factors show that they are significant for increasing the overall satisfaction level of the Medical Sales Representatives.

19. Job security is a significant factor in gaining the satisfaction of the Medical Sales Representatives.

20. Salary satisfaction and incentive feasibility are the factors which are significant for overall job satisfaction of Medical Sales Representatives. Both the factors show that they are significant in increasing the overall satisfaction level.
21. Freedom from work related stress and involvement and responsibilities at work are perceived as highly significant factors to get overall satisfaction.

22. To identify the overall satisfaction of the employees for technical supervision the factors used as dependent variable here are transportation support and bike incentives. Both the factors are significant for overall satisfaction of the Medical Sales Representatives.

23. The significance of overall satisfaction of the employees for the personal life of the representatives is also identified. The factors used are providing time to family and cooperation from colleagues. Both these factors are significant for overall satisfaction of the Medical Sales Representatives.

24. Clear career path, participating in company decision making, sufficient training policy and company recognition are the four factors tested to measure the overall satisfaction of the Medical Sales Representatives. All the four factors are significant for overall satisfaction of the Medical Sales Representatives.
25. Retirement Benefits, Insurance Benefits and Family Insurance Benefits are factors compared between groups and within groups to identify the satisfaction level of employees. All the three factors are significant for overall satisfaction of the Medical Sales Representatives.

26. Job switching was compared between groups and within groups. Job switching tendency is significant for overall satisfaction of the Medical Sales Representatives.

27. Job Satisfaction, Challenges, Use of Skills, Communication, Decision making and Job Security, Support from Managers / Superiors, Freedom from work related stress, Salary and additional benefits, Relationships with colleagues, Involvement and responsibilities at work are the factors considered and compared to understand the satisfaction level of Medical Sales Representatives. Overall satisfaction of the Medical Sales Representatives for all above factors that are included in this study is good.

28. Hesitancy of the Job, Job fulfillment, Organization Bonding, Professional Delight are the major factors identified through factor
analysis which lead to overall satisfaction of Medical Sales Representatives involved in this study.

**Statistical Findings:**

**Average Variance extracted:**

1. Person-job fit is relatively positive to job satisfaction
2. Person-organization fit is relatively positive to job satisfaction
3. Person-organization fit is relatively positive to salesperson organizational commitment
4. Person-organization fit is relatively negative to turnover intentions
5. Job satisfaction is positively related to organizational commitment
6. Job satisfaction is negatively related to turnover intentions

**Henry Garret Ranking Method:** Under this method, the Sales Representatives have to think to switch over from present company to new company job due to “Involvement and responsibility at work” (Garret score is 26600).

**Perceptual Mapping:** The perceptual map has four quadrants namely Low-Low, Low-High, High-Low and High-High. The level of satisfaction which falls under the high-high category is indicated in green circle, which was most preferred by the Sales Representatives is
“Freedom from work related stress” and “Involvement and responsibility at work”.

One Way ANOVA: Retirement Benefit, Insurance Benefit, Family Insurance Benefit is statistically significant. \( p \) value is less than 0.05. It is concluded that the sales representative is happy with benefit offer by company.

Factor Analysis: Factor Analysis was performed to group the employees and predict their attitude towards Medical Sales Representatives. Table No. 4.2.21 shows the details of principal components of the factors. Under the factor analysis 4 components have been identified. Among the 4 factors “Hesitancy of the Job” variance is 27.549. This was found to be the highest variance.

Suggestions

Based on the analysis of the data collected, and major findings, the following suggestions are rendered to gain the overall satisfaction of the Medical Sales Representatives.

1. More number of female Medical Representatives can be encouraged as Sales Force to involve in selling of Pharmaceutical products. Talented female sales force can be given opportunity.
2. Majority of the Sales Force involved in this study are youth. Motivational factors relevant to the age group can be introduced to get them engaged in their task like giving them advanced electronic gadgets to give weekly and monthly reports.

3. Most of them who are working as Sales Representatives are Graduates. Educational qualification can be utilized to give them quick training modules both online and offline. Training will be easier with educated employees.

4. Majority of the respondents are having less than ten years of work experience, staying interviews can be arranged to identify the motivational factor to extend the average experience of the representatives.

5. Around 23% of the respondents are dissatisfied with the work, this has to be viewed thoughtfully and the organizations are suggested to find remedial measures in advance to reduce or eliminate the reasons for dissatisfaction before the employees take decision to leave the organization.
6. Vigor, Dedication, and Absorption should be maintained by the companies to enhance the satisfaction level of the Representatives.

7. Person Organization Fit is a major feature to get job satisfaction and the organizations should incorporate this to enhance the satisfaction.

8. The respondents felt that if the present organization does not provide an environment to get them involved and to hold responsibilities at work becomes the primary reason to leave their present organization. Therefore good working environment and suitable responsibility has to be provided to the representatives to retain them.

9. Obviously salary and other additional monetary benefits are important in retaining the employees. In this study also the results the same. Focus should be there on monetary benefits and competitive salary help the organizations to retain them.

10. Good working environment with cordial relationships with co-workers should be encouraged in organizations; this reduces the political behavior of the employees and helps the companies to retain the employees.
11. Job Security, Salary satisfaction and Incentive feasibility are the significant factors which give satisfaction to the representatives; these factors should be given importance and maintained.

12. Organizations should give a clear career path, making the employees to involve in decision making, sufficient training on time with relevance can enhance the satisfaction level of the representatives.

13. Work related stress has to be focused and de-stress training can be provided to the employees to eliminate the stress. A Medical Sales Job is a stressful one and de-stressing training activity is essential to any Medical Company.

**Implications**

1. The study revealed that there is only moderate level of Job Satisfaction and Organizational Commitment for Medical Sales Representatives. From the review of literature it is clear that Medical Sales Representatives seem to be quicker to change jobs than other employees when they are dissatisfied with their current employer (Hacker, 2003). So it cites the importance of improving their job satisfaction and commitment.
2. Another important finding of the study is amongst the items comprising the scale for job satisfaction; Medical Sales Representatives are dissatisfied with the working hours, supervision, appreciation from management and the salary they are getting. So the Pharmaceutical companies should pay more attention in improving working hours, good supervision, and appreciation for the work they are doing. Medical company should pay more attention to the salary of the employees as it has highest correlation with affective commitment. It can reduce the employee’s turnover and the cost associated with it. It is possible that when employees judge the organization to be providing good supervision, positive feelings of well being will be created. This is likely to stimulate them to reciprocate by increasing their sense of obligation to the organization and the belief that staying is the ‘right thing’ to do to the organization.

3. For any organization the most important challenge is to retain the talented work force. In order to retain the talented work force it is very important to identify what motivates them. The study revealed that the most important motivational
factors for Medical Sales Representatives were good wages, promotion/growth, job security, interesting work, and appreciation of work. The findings of this study provide valuable insights for the management to create a motivated and committed workforce.

4. For the organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance. Amongst the items comprising the scale for job satisfaction, the items with highest correlation with affective commitment were related to the salary, benefits, fair treatment, opportunity for advancement, and supervision. This means that if a Medical Organization can give importance to these factors it can reduce employee’s turnover and can increase affective commitment of its employees.

5. There was difference between Medical Sales Representative professionals based on years of experience in the current position. Promotion/growth was more important than salary for Medical Sales Representative professionals in their present position for six years or more. So when we plan the HRD variables it should be according to their experience level. Achievement needs will be
higher for less experienced and affiliation needs will be motivating factor for experienced employees. So the HR policies should be planned based on employee need.

**Conclusion**

The findings of this sample of Medical Sales Representatives offer support to identify the overall satisfaction of the Medical Sales Representatives. This study also suggests that monetary benefits, good working environment and effective, person job fit are the factors which enhance the job satisfactions. Jobs should be enriched and good working environment should be provided to the employees. Further, it may be beneficial to the organisations in terms of the selection and recruitment process, as a company’s ability to attract and retain able Medical Sales Representatives may enhance the degree of job satisfaction. Satisfied employees perform better, many studies have proved this. Organizations should focus on getting good sales force with self-motivation and increase the satisfaction by introducing effective measures. Job Satisfaction enhances the positive attitude of the employees and increases their commitment level. If positive attitude can be gained through satisfaction, motivation, commitment, good organisational culture is also possible.
Even though it is challenging task for Human Resource Department, focus on job satisfaction is very significant for the performance of any kind of organization.
Further Research

1. A study on the relationship between human resource management practices and organizational commitment among Sales Representatives.

2. A study on the relationship between job satisfaction, organizational commitment and turnover intentions among Sales Representative Professionals can be undertaken.

3. A study can be conducted to find out the antecedents of organizational commitment and Job Satisfaction among Indian Medical Sales Representatives.

4. Further, the present study is conducted only for Sales Representative Employee categories. This can be extended to many more categories Sales Executives, Team Head etc, that will give a more realistic picture.

5. This study has considered only the influence of job satisfaction on performance. But there are other factors which influence performance. Such as Leadership, Organizational Culture, Climate and other external variables. A detailed study considering all these factors would provide the insight to
determine the most crucial factor that influences performance of an employee.