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## A Study of Factors Affecting Job Satisfaction of Pharmaceutical Sales Executives in Delhi

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### **Abstract:**

*Employee satisfaction and retention have always been important issues for organizations. In fact, only a few organizations have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers. Organizations that can create a conducive work environment can attract and retain hardworking individuals. Employees work performance depends upon their ability to do their assigned work as well as their “will” to do so.*

*The present study helps to explore the diverse factors that have an influence on the job satisfaction levels of sales executives working in the Indian pharmaceutical sector. In order to delimit the study, data collection is confined to 5 private pharmaceutical companies from Delhi. The research primarily focuses on understanding the role of HR policies, working conditions and career opportunities as determinants of job satisfaction. The study would enable Indian pharmaceutical companies in understanding the complexities associated with the issue and formulating suitable policies for strengthening the morale and satisfaction levels of their sales executives.*

**Keywords:** Job satisfaction, pharmaceutical, retention

### **1. Introduction**

In this era of Globalization, Job Satisfaction is the basic need of the employees. Employee productivity is also directly proportionate to the job satisfaction. Several previous researches have been done on the job satisfaction of service sectors, however, very few studies has been done that focus on the job satisfaction of sales executives working in the pharmaceutical sector. A satisfied and happy workforce is required for an organization to achieve their goals.

#### *1.1. Meaning of Job Satisfaction*

Job satisfaction was defined by Ellickson & Logsdon (2002), as “the pleasurable emotional state resulting from the appraisal of the extent to which the environment fulfills an individual’s requirement”. In most studies, job satisfaction is described as how people feel about their jobs and its different aspects. Harrington (2001) defined job satisfaction as an attitude individuals hold about their work.

#### *1.2. The Pharmaceutical Sector in India*

The Pharmaceutical sector plays a vital role in the economic development of a country. India is now among the top five pharmaceutical emerging markets. As per the present growth rate, the Indian Pharmacy Industry is expected to be a US\$ 20 billion industry by the year 2017. It is projected that the national Pharmacy market would experience a rise in the sales of the patent drugs. The Pharmacy industry in India is also one of the major foreign direct investments encouraging sectors. With the advantage of being a highly organized sector, a number of pharmaceutical companies are increasing their operations in India.

### **2. Literature Review**

The general purpose of the literature review was to document job satisfaction of pharmaceutical sales executives. The primary goal of the literature review was to review important information about the construct of job satisfaction and the individuals who serve in Indian pharmaceutical industry as sales executives.

- According to Marsh (2006), job satisfaction is a collection of feelings that an individual holds towards his or her job.
- The same was contributed by Hussami (2008), who claims that it is a general attitude towards one’s job. It is in regards to

one's feelings or state of mind regarding the nature of their work.

- Amah (2009) stressed that job satisfaction was found to have a direct negative relationship with turnover intention. These results indicate that the effect of job satisfaction on turnover can be enhanced in two ways; namely, when employees find congruence between their job and their self identity, and when involvement in such jobs enhances their overall life satisfaction.
- Holte & Anne. (2010) analyzed both an introductory pay scale and raises, and arbitrations over raises and other benefits to find the implications they have on both performance and satisfaction on the job.
- Parvin & Kabir (2011) highlighted the problems of level of job satisfaction among employees of pharmaceutical companies. This research investigated on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction.
- Staples (2011) proposed that job satisfaction can be increased by providing a good compensation system like valid pay, recognition, promotional opportunity and meaningful work.

### 3. Significance of the Study

Rapid changes in the business world have made human resource the most vital asset for organizations. Productive and efficient employees are the need of time. Employee productivity and efficiency is the outcome of their level of satisfaction with the job and the organization as a whole.

This study tries to evaluate job satisfaction of sales executives in private pharmaceutical companies of Delhi. Pharmaceuticals Companies are selected for the research because they are currently undergoing continued expansion. In order to gain competitive advantage and adapt to the dramatic changing environment, it is important for them to achieve management efficiency by increasing employee satisfaction in the organization.

### 4. Research Objectives

The main objectives are mentioned below:

1. To understand the role of HR policies in influencing the job satisfaction levels of pharmaceutical sales executives.
2. To identify the relationship between working conditions and job satisfaction
3. To explore whether career progression opportunities positively influence job satisfaction among pharmaceutical sales executives.

### 5. Research Methodology

#### 5.1. Research Design

The study used Exploratory Research to examine the issues related to job satisfaction among pharmaceutical sales executives.

#### 5.2. Hypothesis Development

Null as well as Alternate Hypotheses were framed and tested for significance to prove the objectives in a systematic manner. The hypotheses are as follows:

##### 5.2.1. Null Hypothesis 1

- Ho1: HR Policies have no significant impact on job satisfaction of pharmaceutical sales executives
- Alternate Hypothesis 1:
- Ha1: HR Policies have a significant impact on job satisfaction of pharmaceutical sales executives

##### 5.2.2. Null Hypothesis 2

- Ho2: Working conditions have no significant impact on job satisfaction of pharmaceutical sales executives.
- Alternate Hypothesis 2:
- Ha2. Working conditions have a significant impact on job satisfaction of pharmaceutical sales executives.

##### 5.2.3. Null Hypothesis 3

- Ho3: Career progression opportunities have no significant impact on job satisfaction of pharmaceutical sales executives.
- Alternate Hypothesis 3:
- Ha3. Career progression opportunities have a significant impact on job satisfaction of pharmaceutical sales executives.

#### 5.3. Sample Design

Sample Size= 200

5 pharmaceutical companies were selected from Delhi using Judgmental Sampling. The questionnaire was administered to 40 respondents from each of these 5 identified companies using Stratified Sampling (Total no. of respondents=200).

#### 5.4. Tools for Data Collection

Both primary and secondary data were used in the study.

##### 5.4.1. Primary Data

To obtain the primary data, a survey was conducted among pharmaceutical sales executives through a structured questionnaire. The respondents were asked to rate different items using a 5-point Likert Scale where 5 indicates Strongly Agree while 1 represents Strongly Disagree. The questionnaire was administered through electronic mail and personal delivery. The reliability of the questionnaire was measured using Cronbach's Alpha, which shows an estimate of 0.7 thus assuring the data reliability.

##### 5.4.2. Secondary Data

Secondary sources were also used to understand and identify the issues pertaining to job satisfaction. Secondary data were collected from available books, publications, research studies, articles and websites.

#### 5.5. Data Analysis & Interpretation

After collecting all necessary data, data was analyzed and tabulated descriptively. And, this tabulated information was used to measure the influence of different variables on the perceived job satisfaction level of pharmaceutical sales executives. Data was entered and analysed using Statistical Package for Social Sciences (SPSS) version 13.0.

#### 5.6. Research Findings

- Ho1: HR Policies have no significant impact on job satisfaction of pharmaceutical sales executives

|                                 | <b>N</b>  | <b>Range</b> | <b>Mean</b> | <b>Std. Deviation</b> | <b>Skewness</b> |            |
|---------------------------------|-----------|--------------|-------------|-----------------------|-----------------|------------|
|                                 | Statistic | Statistic    | Statistic   | Statistic             | Statistic       | Std. Error |
| Role clarity                    | 276       | 2.00         | 4.6630      | .55157                | -1.394          | .147       |
| Leave administration            | 275       | 2.00         | 4.1491      | .38629                | 1.390           | .147       |
| Degree of employee friendliness | 278       | 2.00         | 3.8309      | .54757                | -.078           | .146       |
| Uniformity of implementation    | 277       | 2.00         | 3.8953      | .44218                | -.495           | .146       |
| Policies for QDPs and EDPs      | 275       | 2.00         | 3.8873      | .41639                | -.740           | .147       |
| Performance evaluation system   | 281       | 2.00         | 4.0000      | .44721                | .000            | .145       |

Table 1: Descriptive Statistics on HR Policies

From the above table, it is evident that the respondents agree that sales executives work together when doing routine duties and their works are evaluated according to the organizations set standards at the mean score of 3.83 and 4.00 respectively. They also support that anytime the policies are revised, they are informed and there is uniformity in the implementation of the policies with a mean score of 3.89 and 3.88. They also have clarity of their roles and leave administration at a mean score of 4.66 and 4.14.

- Ho2: Working conditions have no significant impact on job satisfaction of pharmaceutical sales executives.

|  | <b>N</b>  | <b>Range</b> | <b>Mean</b> | <b>Std. Deviation</b> | <b>Skewness</b> |            |
|--|-----------|--------------|-------------|-----------------------|-----------------|------------|
|  | Statistic | Statistic    | Statistic   | Statistic             | Statistic       | Std. Error |
| Sufficient academic/Training resources available | 282       | 2.00         | 3.9362      | .42540                | -.381           | .145       |
| Supplies available when needed                   | 274       | 2.00         | 3.8175      | .40544                | -1.316          | .147       |
| Cooperation amongst colleagues                   | 275       | 3.00         | 3.3418      | .56630                | .950            | .147       |
| Workplace ambience                               | 274       | 2.00         | 4.6861      | .55141                | -1.571          | .147       |
| Workplace safety and security                    | 276       | 1.00         | 4.7609      | .42733                | -1.230          | .147       |

Table 2: Descriptive Statistics on Working Conditions

From the table given above for the descriptive statistics on working conditions, it can be stated that the sales executives agree that they have sufficient academic / Training resources available with a mean score at 3.93 and standard deviation of .42540. They also agree that the supplies are available when required and there is cooperation amongst colleagues with a mean scores of 3.81 and 3.34 and a standard deviation of .40544 and .55530 respectively. The mean score of workplace ambience and workplace safety and security are 4.68 and 4.76 with a standard deviation of .55141 and .42733 respectively.

- Ho3: Career progression opportunities have no significant impact on job satisfaction of pharmaceutical sales executives.

|   | <b>N</b>  | <b>Range</b> | <b>Mean</b> | <b>Std. Deviation</b> | <b>Skewness</b> |            |
|---|-----------|--------------|-------------|-----------------------|-----------------|------------|
|   | Statistic | Statistic    | Statistic   | Statistic             | Statistic       | Std. Error |
| Access to information on career opportunities | 279       | 3.00         | 3.2043      | .88015                | -.571           | .146       |
| Well defined career path                      | 278       | 3.00         | 3.5647      | .75126                | -.583           | .146       |
| Learning capabilities for skill enhancement   | 274       | 3.00         | 3.5036      | .73254                | -.717           | .147       |

Table 3: Descriptive statistics on Career progression

The research findings show that the mean score for the access to information on career opportunities is 3.20 with a standard deviation of .88015. The mean score for well defined career path is 3.55 with a standard deviation of .75126 and the mean score for learning capabilities for skill enhancement is 3.50 with a standard deviation of .73254. This shows that sales executives believe that they have the opportunity for career advancement.

## 6. Conclusion

Achieving motivation and job satisfaction to develop organizational commitment is not an easy task and works according to the context of individual firms. Job satisfaction is a very important factor in the growth of any organization in general and Indian pharmaceutical sector in particular.

On the basis of research findings, it can be concluded that the management must be sensitive while formulating the HR policies in their organizations. Also, providing decent working conditions as well as fair and unbiased career progression opportunities would be instrumental in instilling positivity among the sales executives. This, in turn would create a win-win situation not only for the management and the sales force, but for the economy and country as a whole.

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