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ASSESSMENT OF JOB SATISFACTION AMONG MEDICAL SALES PERSONALS WORKING IN RAJASTHAN STATE

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Abstract:

Objective:

The objective of this study was to assess the level of job satisfaction among medical sales personals working in state of Rajasthan of India

Methods: This was a cross-sectional, survey based study. The study was conducted among medical personals working in different pharmaceutical in the state of Rajasthan in three stages as qualitative study, Pilot survey and Descriptive survey. A total of 149 respondents were considered in this study which include 49 response of Pilot survey and 100 response of Descriptive survey. The modified Likert Scale of (agreeability) questionnaire containing 20 questions was used for data collection. Both descriptive and inferential statistics were used for data collection and level of significance was used for data analysis.

Results: Job satisfaction was rated as satisfactory among medical personals with a special focus on management policies, payment and other benefits, work profile, communication with management, working skill enhancement, management supervision and support, working condition and facilities and relation with colleagues were identified as factors leading to dissatisfaction. Age, education, company, position and experience were significantly associated with the study questions.

Conclusion: It is concluded that the medical personals were encountered by several tasks in their duty. A number of issues disturb their capability to complete their responsibilities. Major concerns were related to management policies and deficiencies of job profile, lack of job security were identified as factors leading to dissatisfaction. In summary, medical representatives were satisfied with the current job status.

Keywords: Job satisfaction, job attributes, culture background, medical personals, pharmaceutical companies.

Introduction:

Human resource is considered as a valuable asset as the success of an organization lies upon how productive the employees of an organization are in terms of achieving the goals of the organization. Human resource management practices underline the need of job satisfaction of employees. So here lies an effective role of a manager in devising and implementing such HR policies and practices which have impact on the job satisfaction level of the workers in an organization. Among the various factors affecting job satisfaction such as organizational environment, specific features of job, personal characteristics of the worker etc the various human resource management practices such as training, team work, job definition, employee participation, performance appraisal, compensation etc. also have influence on the job satisfaction theory.[1]

Employees leave for many reasons such as unclear roles, poor supervision, pay inequality, un challenging jobs, fewer options of career advancement, lack of motivation and recognition, and the impression that other companies have better opportunities.[2]

Importance of Employee Retention are as follows[3]:-

1. Loss of Company's Knowledge
2. Interruption of Customer Service
3. Turnover Leads to More Turnovers
4. Goodwill of the Company
5. The Cost of Employee Turnover

Job Satisfaction:

Job satisfaction is term which denotes the internal feeling of an employee towards his job in an organization. An employee may have both positive and negative feelings against this overall job contents, design and structure. According to E.A. Loke "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."[4]

Theories of Job Satisfaction:

There have been numerous theories put forward to explain job satisfaction as an attitude. These theories try to explain how one finds contentment and fulfillment with their occupation. Many theories have tried to explain job satisfaction, through its various facets, such as Herzberg's two factor theory, Adam's equity theory, Expectancy theory by Vroom and its modified version by

Porter and Lawler, Locke's Discrepancy theory, Job characteristics model by Hackman and Oldham. Some of the most widely used theories are summarized in table 1. [5]

Table1: Major theories of job satisfaction and the its characteristics

Theory	Proponent	Factor affecting Job Satisfaction
Affect Theory	Edwin. A. Locke	Expectations from the job and their fulfillment, leads to job satisfaction.
Cornell Model	Hulin, Rooznowsi and Hachiya	Input-Output balance in terms of role effort and role reward will result in job satisfaction.
Disposition Theory	McGregor	Genetic pre-disposition of the individual decides whether they are happy in the job.
Two-factor theory	Fredrick Herzberg	Motivating factors promote job satisfaction and Hygiene factors prevent job dissatisfaction.
Job Characteristics Model	Hackman & Oldham	Core job characteristics impacts the psychological state of job satisfaction.

Antecedents of Job Satisfaction:

There are various determinants of job satisfaction. Though most widely studied determinant is the Job Attributes. Apart from job attributes, the most commonly examined determinant has been personality and its relation to job satisfaction. Another widely studied determinant, gaining significance in these times of globalization, is the influence of culture and its impact on job satisfaction. Culture has a huge impact in shaping of behavior and aspirations and this in turn impacts job satisfaction. Thus job satisfaction level may differ among individuals based on their culture background even if job characteristics are the same. The job satisfaction antecedents can be largely classified into 2 major categories; personal characteristics and work-related characteristics. Personal characteristics discuss the impact of demographics, culture and personality on job satisfaction. The job attributes discuss 24 different attributes and their impact on affective job satisfaction was found in available literature.

Objectives

The objective of the current study is to examine the relationship between level of job satisfaction and employee retention among the research subjects form Rajasthan state. Apart from the overall relation, the study also proposes to examine the impact of job attributes on individual‘s job satisfaction level. This will provide practicing managers with adequate information to customize strategies to increase job satisfaction level to improve employee retention improving the effectiveness and efficiency of the managerial intervention in cultural back ground of Rajasthan.

Research Model

Job Satisfaction is considered to be the most important and widely studied jobattitude (Locke, 1976).[6] Our social identity is often derived from the profession we hold and we spend our best productive years at work. Work practically affects every individual, and viceversa, with huge impact on the individual‘s life and the organisation‘s effectiveness . Attitudes are composite of affection, cognition and conation about the attitude object. This often led to study and measurement of job satisfaction that were not compatible with one another. Most measurements of job satisfaction like the JDI or MSQ are evaluative in nature measuring the positive or negative evaluation about one‘s job or job facets.[7] Traditionally social psychologists considered attitude to consist of belief (cognitive)and affective component (Weiss, H.M, 2002).[8] However there has been a recent consensus in considering attitudes ,like job satisfaction ,to be a tripartite model consisting of belief(cognition) about the study object, affective experience with the object and behavioral intention s regarding the object. Hulin and Smith(1967) agrees to this fact when they note that job satisfaction to include multidimensional psychological responses comprising of cognitive (evaluative), affective (emotional) and behavioural components.[9] Eagly and Chaiken (1993) defines attitude as a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor.[10] In the present study the Job is the attitudinal object being studied .Rosenberg and Hovland, (1960) proposed the ABC model of attitudes considers attitude to be a tripartite construct.[11]

- **Cognitive:** evaluation about various attributes of the attitude object (Job Attribute)
- **Affective:** emotional feeling about the attitude object(Overall Job)
- **Behavioral:** Behavioral intent regarding the attitude object(Turnover Intention)

The current study of job satisfaction approaches the subject from the tripartite model of attitude with cognitive, affective and behavioral components. The study proposes that cognition about one‘s job leads to affection which in turn results in behavior (Figure.1). This is because of the

fact that the facets of jobs may get a favorable evaluation from him, like co-workers or promotion opportunities, and he may consider them more favorably than his low salary. Affection in turn influences behavior. An employee, with positive affect for his job, exhibits desirable on the job behavior and vice versa. The current study proposes the following theoretical model based on the tripartite model of attitude while studying job satisfaction

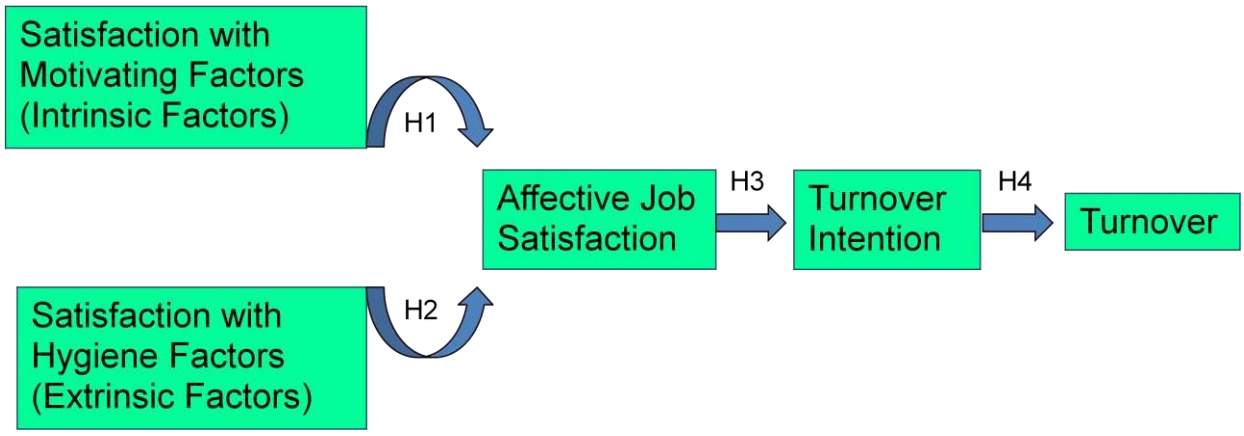


Figure 1: Proposed Research Model

The study also proposes the following functional definitions for the cognitive & affective components of Job Satisfaction

Cognitive Job Satisfaction: Satisfaction with the various attributes of the job like pay, co-worker, supervision etc.

Affective Job Satisfaction: overall emotional feeling towards one‘s job.

Research Philosophy:

The current study adopts a pragmatist philosophy while studying the topic of job satisfaction among pharmaceutical sales force. Such a philosophy is adopted for it affords the luxury of the conflicting philosophical schools of positivism and interpretivism. It allows the use of both qualitative and quantitative research on a need basis. Roots of pragmatism can be traced to in the works of Campbell &Fiske (1959).[12] However, the use of the same has existed since the early 20th century among sociologists & Anthropologists (Creswell, 1999**).**[13] A–sequential confirmatory design is adopted where a qualitative portion is followed by a quantitative research while interpreting the research subject.

Figure 2: Research Design

The sequential confirmatory design has been used so that a fresh instrument to measure cognitive job satisfaction, affective job satisfaction can be developed for Pharmaceutical sales force. Though there are many instruments to measure job satisfaction and turnover intention, none has been adapted for application among pharmaceutical sales force, that too in Indian context. Considering the context, it can be reasonably argued that a new instrument may be useful in bringing out the differences in job parameters that decide job satisfaction among the research subjects. The research results are more ideographic and less nomothetic in nature. The findings of the research cannot be freely extrapolated in to another context though some generally acceptable findings may emerge.

Methodology:

The another objective of the study was to find out the causes of employee attrition in the pharmaceutical sector and utilizing retention strategies in Rajasthan . The research design consists of data design & sampling design. The overall research methodology has been summarized as in the Figure 3.

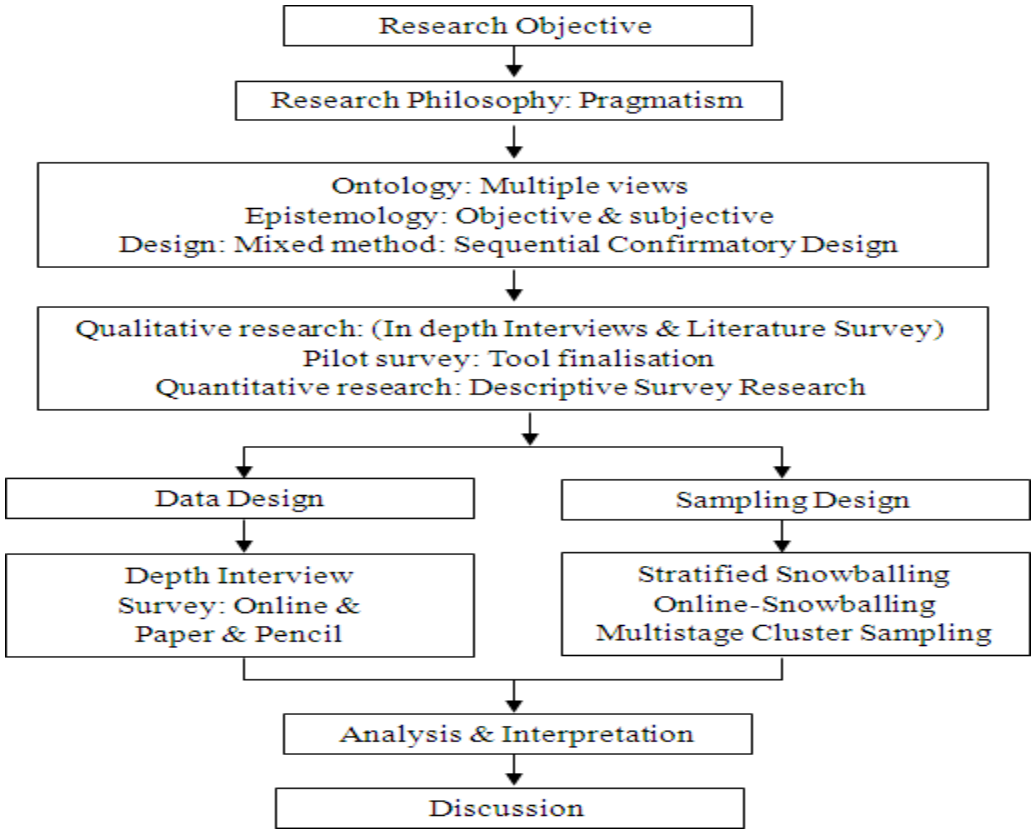


Figure 3: Research Methodology

The current study also extensively uses sampling in at least three different stages of research investigation. The qualitative research is done on a sample, the instrument is tested on a sample and finally the descriptive study uses a larger sample. While the exploratory research and the pilot testing uses snowballing, the descriptive study uses snowballing & clustered field intercept.

Respondents were the medical representatives of various companies in state of Rajasthan. Respondents were selected randomly. The pilot survey was conducted among the employees from Ranbaxy laboratories, Torrent Pharmceuticals, IPCA Laboratories Ltd, J.B. chemicals and Wyeth LTD. and for descriptive survey respondents were selected randomly the employees were mainly from Macleods Pharmaceutical Ltd. , Emcure Pharmaceuticals Ltd. Wockhardt Ltd., Mankind Pharma, Serum institute pf india, Glenmark Pharma, Proctor and Gamble health, IndocoRemedies, IPCA Laboratories, Lupin Laboratories, Elan Pharma, Cipla Limited, Zuventus Healthcare, Stedman Pharmaceutical etc. online questionnaires were provided to respondents.

The questionnaire was self-designed and involved various dimensions of employee job satisfaction. like HR strategies, remuneration & benefits, work pressure, and relations with superiors. There were overall 20 statements the qualitative portion of the current research had a

sample size of 14 companies. There were 3 representations each from the three managerial levels of sales,three samples representing marketing and two samples representing Training and Development.

For pilot testing of the instrument sample from pharmaceutical sales personnel were planned which included one from foreign company and four from Indian companies. A total of 49 usable responses, after rejections, were finally received and consisted of four samples from foreign companies and forty five from Indian companies. The questionnaires were finalized and sent to the acquaintances from the industry through email (the survey was hosted in one of the online survey portal (google form) and the link was send for the access by whatsapp. Filled questionnaires reflected in the data base real time. An online control was built in the survey where by the responses were automatically screened through appropriate control measures. For examples any respondent with less than one year experience was not allowed to proceed with the survey there by minimizing data collection errors. A total of 480 mails were sent out and were followed up with a reminder mail after a fort night and at the end of $4^{th,}$ 8^{th} and 12^{th} week. A total of 152 responses were received in descriptive survey of which 100 were selected for further analysis after rejection of incomplete responses.

Data Collection Instruments

The data collection instruments varied with the stage of the research. The qualitative survey used a semi structured In Depth Interview (IDI) for collection of the data. The responses were captured through memoing. Literature review and notes was another tool used for collecting data during the qualitative stage of the survey. Together the data, from the IDI & literature review, were used for development the content for the subsequent surveys.

The pilot survey used a self-administered survey for data collection. The survey had 20 items capturing the job attitude variables .The job attitude items were scaled on a 5 point agreement type Likert‘s scale. The demographics & organisational items captured data through a nominal scale. The web link was used for all communication purposes with the research samples. The participants could complete the survey by clicking the web-link that will open the survey page and registering their responses using the appropriate choice.

The descriptive survey used a self-administered questionnaire as the data collection instrument. The instrument had two versions viz. an online version & a paper & pencil version. The two versions were not different except for the physical format. The survey had total of 20

questions.19 questions captured the job attitude portion of the survey and1 items measured the organizational variables. The job attitude portion was scaled on a 5 point, agreement type Likert's scale. The demographic & organizational portion captured nominal responses.

Data Analysis

The research data, for the current research, could be basically classified in to three types. There were nominal data describing the various demographic variables, interval data that described the cognitive and affective evaluation of the job and qualitative data in the form of the IDI transcripts. The qualitative data was analyzed for its content using grounded theory. The interval & nominal data analysis was done using two software's. SPSS was used for primary analysis and the nomological analysis was done using AMOS. Basic analysis like frequency charts and cross tabulations were used for the nominal data. For the interval data commonly used parametric tests were t-test and ANOVA. EFA (exploratory factor analysis), for data reduction, structural discovery and standardization of scale was done using PCA (principal component analysis). The scale reliability and homogeneity was test educing coefficient of Alpha and inter item correlation. Covariance and correlation matrix was widely used to understand the relation patterns among the variables. The structural validity of the proposed research model was ascertained using CFA(confirmatory factor analysis) using AMOS.

Analysis of Qualitative Survey:

The most important step in scale development is the conceptualization of the target construct. The importance of literature review and other qualitative methods like In Depth Interview (IDI) cannot be overstated in this context (Clark & Watson, 1995).[14] The literature reviews revealed 24 attributes that affected job satisfaction. Following the literature review an In-Dept Interview (IDI) with the selected group of fourteen Subject Matter Experts (SMEs) were conducted to understand their view on Job Satisfaction, factors affecting Job Satisfaction and its resultant behavior among pharmaceutical sales & marketing force. The IDIs were semi structured and narrowed down to topics that were considered to affect Job Satisfaction among the research subjects. The IDIs used a discussion guide that had five open topics that examined importance of field force for the organisation, the problems in field force management among them, importance of Job Satisfaction and attributes that contribute to Job Satisfaction.

The five topics are ashereunder:

1. The importance of field force in the organization.

2. Problems generally faced in field force management
3. The problem & extent of turnover among field force.
4. Importance of job satisfaction among field staff.
5. Attributes those are important for job satisfaction.

The IDIs used grounded theory method for analysing the data. The use of grounded theory research in management has been wide in the recent years (Locke, 1996); Fox-Wolf gramm, Boal & Hunt, 1998.[15, 16] The literature survey and IDI's together produced twenty four job attributes that haves been studied as a part of Job Satisfaction research is summarized in Table 2.

Table 2: Factors Affecting Job Satisfaction and Their Sources.

Variable/ Job Characteristics	**Source**
Skill Utilization	Kornhauser (1965)/O'Brien (1980)/ Feldman and Bolino (2010) IDI: post graduates feel that their education is wasted in the
Work Autonomy	Hackman &Oldham/Chung (1994)
Responsibility	Cotton *et. al.* (1988) /Sagie (1994) IDI: you have to exactly tell what they are supposed to do and
Ethics	Vishweshwaran and Deshpande (1996)/ Schwepker (2001) IDI:the profession lacks ethics today and many people are not
Organizational Justice	Mikula *et. al.* (1990)/Nabatchi *et.al.* (2009)/ Adams (1963) IDI: you have to treat people fairly or they just leave for the
Work place Friendship	Jehn and Shan (1991)/ Ross (1977)/ Riordam and Griffeth (1995) IDI: successful teams gel well and have great friendship between
Communication satisfaction	Pincus (1986)/ Muchinsky (1997) IDI: it is important to communicate well or people feel neglected
Recognition	Vansteenkiste (2005)/Sarwar and Abugre(2013) IDI: we use the annual meet store cognize our employees, it is
Creativity	Shally *et. al.* (2000) / Gallivan (2003) IDI: the job is same, after sometime people find it is to repetitive

Compensation	Corwin (2002)/Barton (2002) IDI: Small companies can‘t affords to pay much and people keep
Job security	Wright *et.al.*,(2002)/ Blanch flower and Oswald (1999) IDI: If you have to work as rework for a good company where your
Working Condition	Robbins (1998)/Brill *et.al.,* (2001) IDI: The working conditions have become very tough and even
Role Clarity	Kahn et. al., (1964)/ Lyons(1971) IDI: You have to exactly tell what they are supposed to do and
Role Conflict	Green and Organ (1963)/ Rizzo *et. al.,* (1970)
Supervision	Yankeelov *et. al,* (2008)/ Dickinson and Perry(2002) IDI: Managers should treat and train their people well.
Social Status	Sales and House(1971)/ Abraham(1999)
Policy	Chately *et. al.,* (1997)/ Leech and Westbrook (2000) IDI: If your policies are not good there is always troubles from
Authority	Sorensen(1967)/ Schroeder and Imdieke (1977)
Social Service opportunity	Jessen (2010)
Growth Opportunity	Clark (2001)/Shields and Wards (2001) IDI: Best part of the job today is you can grow fast if you want.
Opportunity Perception	Kirschenbaum and Mano-Negrin (2002) IDI: There are a lot of good companies coming in and good
Sense of achievement	Gazioglu and Tanselb (2006)/ Savory (1996)
Time Utilization /work-life balance	Clark (2001)/ Kanwar *et.al.,* (2014) IDI: higher you grow, lesser the time you get for yourself and
Organizational Prospects	IDI: people move in the same position because the company has a Better future than the current employer‘

However there were certain variables that were not apparent in the IDIs but came up only in the literature reviews or vice-versa. This meant Re-verification of research findings with the subject matter experts through a communicative validation. The idea of communicative validation is discussion & refutation of research findings either by a wider community of researchers or by the community where research was conducted.[17] However there is no consensus on who can interpret the research findings & how it is to be done.[18] Thus it was decided to go back to the

panel of SMEs (Subject Matter Expert) to understand the variables that are relevant to Job Satisfaction among Pharmaceutical sales people. The Study variables were defined and presented to the SME panel for their consideration of the variable as important or unimportant for Job Satisfaction.

All variables with less than 60% agreement as important were rejected. In all 5 variables, namely: Sense of achievement, authority, social service opportunity, social status and role conflict were deemed unimportant for Job Satisfaction, among pharmaceutical Marketing & Sales force by the SME panel .

Content Validation:

Content validation is a critical step in a scale development, in that, it determines the extent to which overlap exists between the performance on the test and performance on the job (Lawshe,1975) [19]. Many content validation methods are used, depending up on the tests, like discrimination index, expert panel method-the most widely used and content validity ratio method.

The current study uses an expert panel of 14 members who were also used for the IDIs and communicative validation. The same panel was used for their already existent familiarity with the study. The content validity is calculated by the formulae:

$$CVR= (Ne-N/2)/N/2$$

Ne=Number of responses that say the ‘item” to be essential in measuring the job aspect.

N=Total number of responses.

When fewer than half of the panel indicates the item to be ‘essential’, the CVR is negative. A range of minimum CVR ratios based on the panel size and the alpha level is available. Based on the CVR of the item and the minimum specified CVR, the item is deleted or retained. Once all CVR are calculated and the items deleted, Content Validity Index (CVI) for the test is calculated. The CVI is calculated by averaging all the CVR of the retained item .The final list had 20 items, after content validation, and was used for the Pilot Survey phase. The items were written as sentences to which the study subjects indicated their agreeableness on a 5 point Likert‘s scale. The responses were considered to be an interval scale for all analysis purpose. Apart from the 20 items, that measured the study variables, there were other items also that collected demographic information like gender, age, education, place of posting etc.

Analysis of Pilot Survey & Descriptive Survey:-

The pilot survey had a sample of forty nine sales and marketing professionals from the five pharmaceutical industries. Only those with a minimum of one year experience (confirmed) was considered for the pilot survey, as the study was on professional who had decided to pursue a career in pharmaceutical sales and marketing. The experience ranged from one year to twenty seven years. The age of the respondents ranged between twenty one and forty nine years. Other demographic and organizational characters of the pilot sample and demographic profile of the respondents of Descriptive survey is summarized in Table 3 and Table 4 respectively.

Table 3: Descriptive Summary of Demographic and Organizational Indicators-Pilot survey

Indicator	Number	Percentage (%)	Total (%)
Gender			
Male	45	91.8	100
Female	4	8.1	
Position			
Frontline	39	79.9	100
Middle level	7	14.1	
Top level	3	6.0	
Annual Income			
Less than 3 Lakhs	26	53.7	100
3-6 lakhs	16	33.6	
6-12 lakhs	4	7.4	
More than 12 lakhs	3	5.4	
Type of Organization			
Indian company	4	80	100
Foreign Company	1	20	
Place of Posting			
Hometown	13	26.5	100
Out of Hometown	36	73.4	
Marital & Living Status			
Bachelor	12	24.8	

Bachelor with dependent	10	20.4	100
Married without children	6	12.2	
Married with children	21	42.8	
Number of dependence			
Nil	08	16.3	100
One	3	6.2	
Two	15	30.6	
Three	13	26.5	
More than 3	10	20.4	
Additional Income			
No	36	73.4	100
Yes	13	26.6	
Professional Membership			
No	40	81.6	100
Yes	9	18.4	
Educational Qualification			
Graduates	84	56.4	100
Post Graduates	20	13.4	
Professional Graduates	14	9.4	
Professional Post Graduates	31	20.8	
Age brackets 20-25	8	16.32	100
26-30	18	36.73	
31-35	16	32.65	
36-40	4	8.16	
41 and above	3	6.12	
Experience (in years)			
	26	53.7	100
	16	33.6	
	4	7.4	
	3	5.4	

Table 4: Demographic profile of the respondents of Descriptive survey

Demographic profile of the respondents of descriptive survey		
Total no. of Respondents.	100	%
Males	100	100
Females	0	0
Age brackets		
20-25	6	6
26-30	38	38
31-35	46	46
36-40	8	8
41andabove	2	2
Educational qualifications		
Graduation	78	78
Post-graduation (Academic)	2	2
Post-graduation (Professional)	20	20
Years of experience		
1 to 2	6	6
2 to 4	12	12
4 to 6	30	30
6 to 8	24	24
8 and above	28	28
Monthly income (Rs.)		
5000-15000	4	4
15000-25000	14	14
25000-35000	20	20
35000-45000	36	36
Above 45000	26	26

Instrument validation is a very important part of the instrument development. The pilot survey

involves administering the instrument to a select group of study subject to understand the comprehension among the test subjects. It also helps us analyze the internal consistency of the instrument and underlying structure. It helps further reduction of items from the scale if not found suitable. The pilot construction can be used to explore the underlying construct structure, if the researcher does not have a-prior knowledge of the exact construct. The sample size for the pilot testing is debated. Field (2000) opines that a sample size of 10-15 per variable is desirable. However Habing (2003) recommends minimum 50 samples or 5 times as many samples as variables. The pilot testing and resultant data analysis is widely used for selection of the final items for the instrument.[20,21] The most widely used item selection methods are Factor Analysis and other internal consistency methods like intern item correlation and Chronbach‘s coefficient alpha. They are based on the Item Response Theory (IRT). IRT is based on the assumption that all test results reflect a principal underlying trait. The presence of this trait, satisfaction in the current study, influences the subject‘s response to the items. Higher the trait leads to a higher chance or scores in the items of the instrument measuring the trait. Thus the internal consistency of the items depends on the correlation of the items among themselves and to the latent trait being measured. Items that poorly correlate may be considered measuring another trait not a part of the study and thus an ideal candidate for elimination. Items with low variability in responses, because everybody answers similarly, also will have low correlation with the item and thus ideal for deletion. However the researcher should consider the reasons for low correlation and internal consistency before deleting the items and also ensure that the scale has been administrated to a heterogeneous group of subjects (Clark and Watson, 1995).[22]

Pilot testing facilitates the assessment of internal consistency and homogeneity of the scale. Internal consistency looks at the degree of correlation between the tests items, whereas homogeneity indicates whether the items measure a single trait. Internal consistency is prerequisite for homogeneity. The most widely used measure of internal consistency is coefficient alpha. Alpha is dependent on the inter-item correlations and the number of items. It is generally considered that alpha may be less useful if there are more than 40 items.[23] Under such situation average inter item correlation is a much more important tool.

For the study instrument the overall Chronach‘s alpha was 0.810 (**Table 5)**. The reliability and homogeneity was calculated for the whole scale based on the fact that all the items represent a common underlying trait of job attitude called job satisfaction.

Table 5: Reliability Coefficient–Chronbach's Alpha

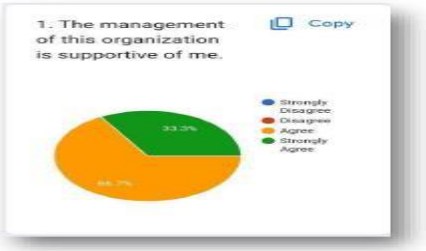
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.810	0.814	20

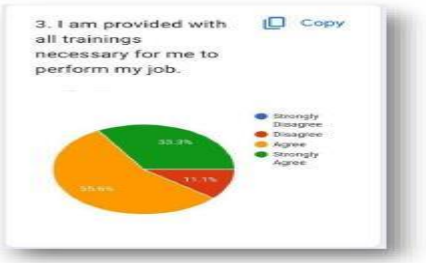
The level of people's satisfaction was assessed on the overall score in the mentioned aspects by the received responses to the mapped questions as mention in table-6. They were also required to express their overall satisfaction with their jobs considering all aspects (in question no. 20).

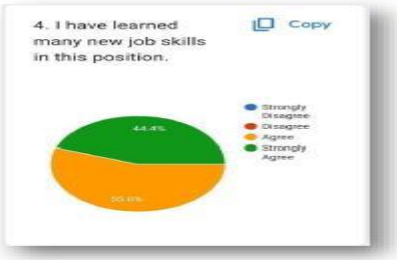
Table-6: Aspects of job mapped with questions of questionnaire

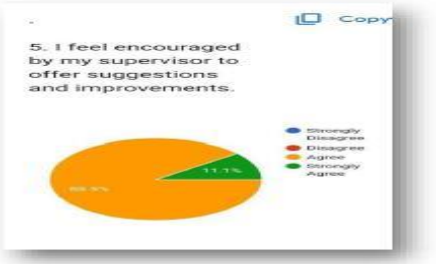
Sr. No.	Aspects of the Job	Question No	Total Number of Question Mapped
1	Management policies	1,6 and 8	03
2	Payments and benefits	7 and 9	02
3	Work profile	11,12, and 13	03
4	Communication with Management	18	01
5	Working skill enhancement	3,4 and 10	03
6	Management supervision and support	2 ,5 and14	03
7	Working condition and facilities	15,16 and 19	03
8	Relationship with colleagues	17	01

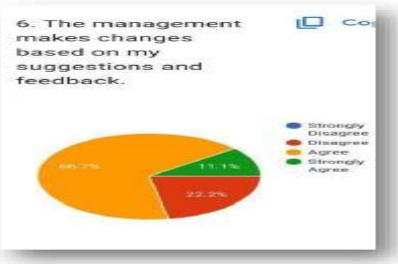
The Responses of the above questions submitted by companies' employee are as follows:

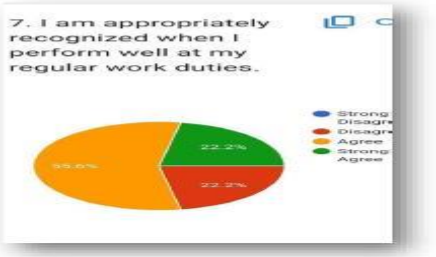


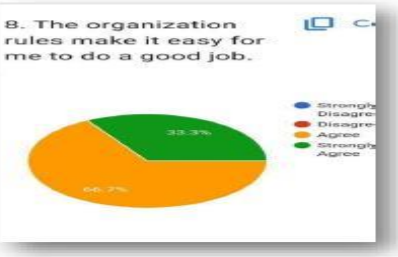


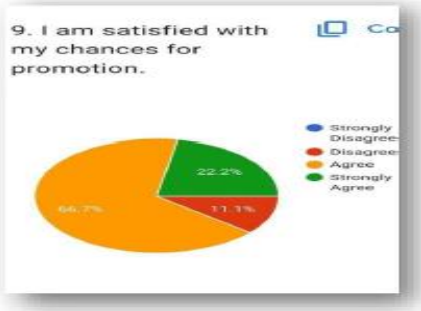


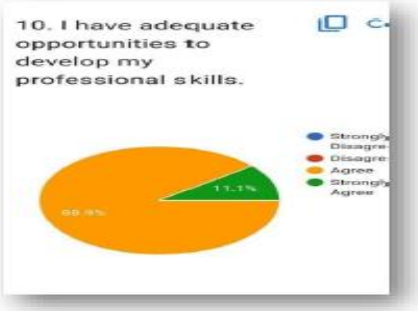


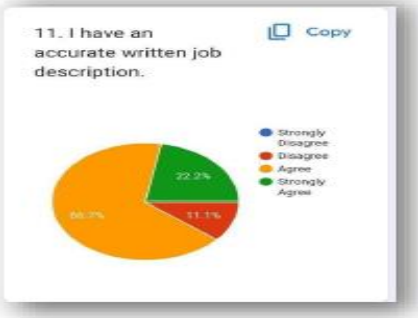


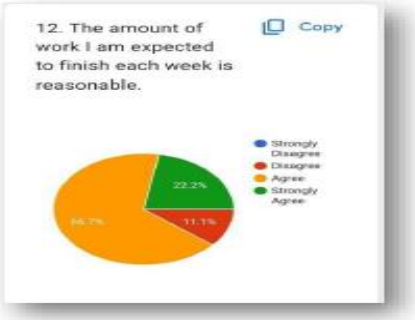


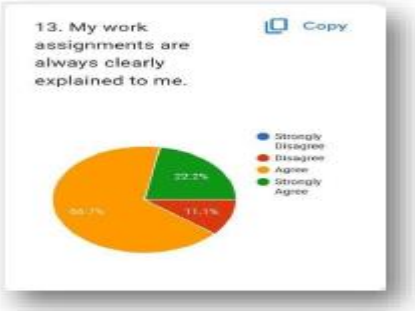


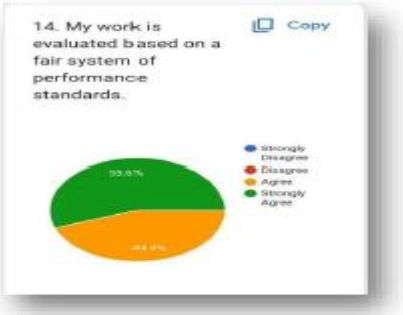

9. I am satisfied with my chances for promotion.
Strongly Disagree
Disagree
Agree
Strongly Agree
22.2%
11.1%
66.7%

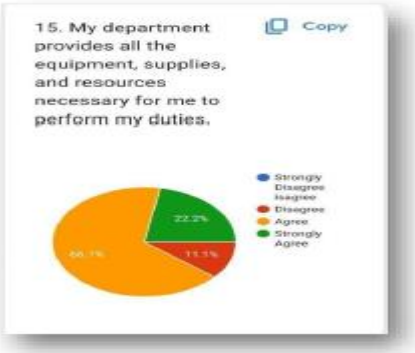

10. I have adequate opportunities to develop my professional skills.
Agree
Strongly Agree
11.1%

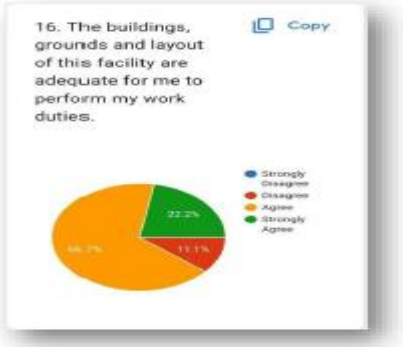

11. I have an accurate written job description.
Copy
Strongly Disagree
Disagree
Agree
Strongly Agree
22.2%
11.1%

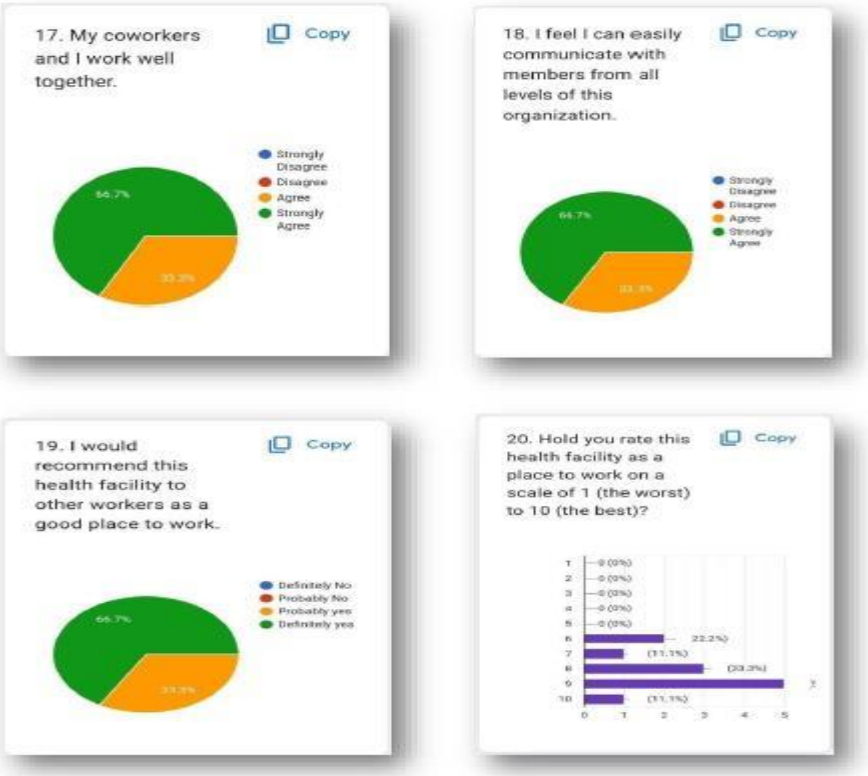

12. The amount of work I am expected to finish each week is reasonable.
Copy
Strongly Disagree
Disagree
Agree
Strongly Agree
22.2%
11.1%


13. My work assignments are always clearly explained to me.
Copy
Strongly Disagree
Disagree
Agree
Strongly Agree
22.2%
11.1%


14. My work is evaluated based on a fair system of performance standards.
Copy
Strongly Disagree
Disagree
Agree
Strongly Agree


15. My department provides all the equipment, supplies, and resources necessary for me to perform my duties.
Copy
Strongly Disagree
Disagree
Agree
Strongly Agree
22.2%
11.1%


16. The buildings, grounds and layout of this facility are adequate for me to perform my work duties.
Copy
Strongly Disagree
Disagree
Agree
Strongly Agree
22.2%
11.1%



Analysis and Interpretation

The data after collection is to be processed and analyzed in accordance with the outline and down for the purpose at the time of developing research plan. Technically speaking, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis. The term analysis refers to the computation of certain measures along with searching for pattern groups. Thus in the process of analysis ,relationship or difference should be subjected to statistical tests of significance to determine with what validity data can be said to indicate any conclusions.

The analysis of data in a general way involves a number of closely related operations, which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions.

Discussion

This section will try to highlight and discuss the results and the findings based on the analysis done on the data collected from respondents. This part discusses the respondents' overall perception of employee job satisfaction in Pharmaceuticals Company and sub-dimensions such

management policies, payment and benefits, work profile, Communication with Management, Working skill enhancement, Management supervision and support, Working condition and facilities and relationship with colleagues. 480 questionnaires were distributed out of which 100 questioners were responded correctly and completely during the Descriptive survey which was consider for study out of which male respondents were 100 (100%) and 78 (78%) had graduation and 22 (22%) post-graduation level of education and 96 (96%) were employed in Indian companies and 4 (4%) in a foreign company. The findings are presented in percentages in table.7

Table 7: Overall level of employee satisfaction on the various parameters as per the received response in Pharmaceutical Companies

Parameter	Average of received response
Management policies	66.7 %
Payments and benefits	61.15%
Work profile	66.7%
Communication with Management	66.7%
Working skill enhancement	66.7%
Management supervision and support	74.1%
Working condition and facilities	66.7%
Relationship with colleagues	66.7%

In terms of management policies, payment and benefits, work profile, communication with management, working skill enhancement, management supervision and support, working condition and facilities and relationship with colleagues the study found that the level of employee job satisfaction is "neither happy nor unhappy" and in terms of management supervision and support the level of employee job satisfaction is "somewhat happy" and in case of payments and benefits the level of employee job satisfaction is little bit low. Overall level of employee satisfaction in pharmaceutical companies form the study was found to be the average mean is 66.7%, so the overall level of employee job satisfaction is" neither happy nor unhappy".

Descriptive Statics

Level on Management policies

In terms of level on Management policies in pharmaceuticals companies, the study found that 66.7 % respondents were highly satisfied by the promotion and pay increments to be“ happy “ and 33.3 % respondents were satisfied by the management policies to be “neither happy nor unhappy. But 22.2% of total respondents believes that their feedbacks should be consider by management while making policies but considering the average the majority of respondents seems to be satisfied with Management policies of pharmaceuticals companies which is the important aspect for their job security.

Level on Payments and benefits

In terms of level on payments and benefits in pharmaceuticals companies, the study found that 22.2% respondents were not satisfied by the promotion and pay increments to be “ unhappy”, 22.2% of the respondents were highly satisfied by the promotion and pay increments to be“ happy “ and 55.6 respondents were satisfied by the promotion and pay increments to be “neither happy nor unhappy”. So considering the average the majority of respondents seems to be satisfied with Payments and benefits in pharmaceuticals companies.

Level on Work Profile

In terms of level about work profile in pharmaceuticals companies, the study found that 66.7% respondents were satisfied by the work profile to be “neither happy nor unhappy”, 22.2% of the respondents were highly satisfied by the Work profile to be“ happy “ while 11.1%respondents were not satisfied by the Work profile to be “ unhappy”. So considering the average the majority of respondents seems to be satisfied with Work profile in pharmaceuticals companies.

Level on Communication with Management

In terms of level on communication with management in pharmaceuticals companies, the study found that 66.7% respondents were highly satisfied by the promotion and pay increments to be “happy” and 33.3% respondents were satisfied by the communication with management to be “neither happy nor unhappy. So considering the average the majority of respondents seems to be highly satisfied with communication with management in pharmaceuticals companies.

Level on Working Skill Enhancement

In terms of level on working skill enhancement in pharmaceuticals companies, the study found that 55.6% respondents were satisfied by the trainings provided for working skill enhancement to be “neither happy or unhappy”, 33.3% respondents were highly satisfied by the trainings

provided for working skill enhancement to be "somewhat happy "and 11.1% respondents were not satisfied by the trainings provided for working skill enhancement to be "somewhat unhappy". But at the same time all of them agrees that they leaned the new job skills by the training and all they believes that adequate opportunities were given to them by pharmaceutical companies for their skill enhancement.

Level on Management supervision and support

In terms of level on Management supervision and support in pharmaceuticals companies, the study found that 77.8% respondents were satisfied by the management supervision and support to be "neither happy or unhappy", 11.1 % respondents were highly satisfied by the Management supervision and support to be "somewhat happy "and 11.1% respondents were not satisfied by management supervision and support to be "somewhat unhappy". But at the same time 55.6% of them strongly agree that fair evolution of their performance is done by management through the supervision system and all of them believe that adequate support were provided to them by pharmaceutical companies for their performance enhancement which is the one of important factor for their job retention.

Level on Working condition and facilities

In terms of level on Working condition and facilities in pharmaceuticals companies, the study found that 66.7 % respondents were highly satisfied by the promotion and pay increments to be" happy " and 33.3 % respondents were satisfied by the working condition and facilities to be "neither happy nor unhappy. But 11.1% of total respondents find scope for betterment in provided facilities but considering the average the majority of respondents seems to be satisfied with working condition and facilities in pharmaceuticals companies.

Level on Relationship with colleagues

In terms of level on Relationship with colleagues in pharmaceuticals companies, the study found that 66.7 % respondents were highly satisfied by the promotion and pay increments to be "happy " and 33.3 % respondents were satisfied by the relationship with colleagues to be "neither happy nor unhappy .So considering the average the majority of respondents seems to be highly satisfied with relationship with colleagues in pharmaceuticals companies resulting in their job satisfaction.

Findings

Employee job satisfaction can improve service quality and increase employee satisfaction. In this circumstance, policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. This study tested factors affecting job satisfaction for pharmaceuticals companies. The results suggest that the factors had satisfactorily explained job satisfaction and that the policymakers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values, we are able to see that work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals companies employees' job satisfaction. The factor of work conditions is also proven to have significant influence over the pharmaceuticals companies.

In pharmaceuticals companies job security as an aspect of job satisfaction was more important compared with those from small staff-sized organizations, were more likely to cite job security as a very important contributor to their job satisfaction.

Conclusion:

Based on this study, and analysis of factors affecting pharmaceuticals companies' employee's job satisfaction, this study makes the following recommendations to the policy makers and managers of the pharmaceuticals company's kin Rajasthan:

1. Create favorable work conditions in the field. Guide the employee to communicate effectively, build a good interpersonal environment within the company, in order to create good work conditions among all levels of sales force.
2. To improve the pay treatment of sales personals of pharmaceuticals companies. Pharmaceuticals companies should improve the overall salary and benefits packages of sales personals.
3. To improve fairness in pharmaceuticals companies, create a scientific performance appraisal system in the organization and use these systems to evaluate work performance of salesmen and evaluate employee service quality.
4. Ensure skill development programs to train-up employee appropriately for future positions.

Limitations

The study is limited only to one type of employment in one sector i.e. sales and marketing jobs in pharmaceutical sector. It is also restricted to Indian context that to within the territories of state of Rajasthan, where the pharmaceutical marketing is considered to be very different from other

markets owing to the geographic conditions, market and legal dynamics. Thus the finding of the research is more ideographic than nomothetic. Extension of their search findings may be possible to other state's sales and marketing profession and not beyond that.

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