

Cross Sectional Study on Determining Factors Affecting Job Satisfaction Level of Regional Managers in the Himalaya Drug Company

By

Harioum Sharma

*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

Academic year, 2015-2017



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Dr Harioum sharma, student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone Dissertation training in The Himalaya Drug Company, Bangalore from 1th February to 30th May, 2017.

The Candidate has successfully carried out the study designated to him during Dissertation training and his approach to the study has been sincere, scientific and analytical.

The Dissertation is in fulfillment of the course requirements.

I wish him success in all his future endeavors.



Col. (Dr.) Ashok Kaushik

Dean, Academics and Student Affairs

The IIHMR University, Jaipur



Ms. Geetika Goswami

Assistant Professor,

The IIHMR University, Jaipur

The Certificate is awarded to

Dr. Harioum Sharma

In recognition of having successfully completed his Internship at

The Himalaya Drug Company

and has successfully completed his Project on

**A Cross Sectional Study on
Determining factors affecting Job Satisfaction level of
Regional Managers in The Himalaya Drug Company**

He comes across as a Committed, Sincere & Diligent person who has a strong drive & zeal
for learning

We wish him all the best for future endeavours



Dr. Suvendu Sankar Kar
Senior Manager - Scientific Services
The Himalaya Drug Company

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled "**A Descriptive study on determining factors affecting Job Satisfaction level of Regional members in The Himalaya Drug Company.**" and submitted by **Harioum sharma** Enrollment No **IIHMR-U/04/2015-17/0282** under the supervision of **Ms Geetika Goswami** for award of **MBA in Hospital and Health Management** of the University carried out during the period from **February 1, 2017 to April 30, 2017** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.



Signature



THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that all ethical issues have been considered while collecting data for my dissertation titled: **A Descriptive study on determining factors affecting Job Satisfaction level of Regional members in The Himalaya Drug Company.**

A handwritten signature in blue ink, appearing to read 'Jaiam', written in a cursive style.

Signature of student

ACKNOWLEDGEMENT

*I feel privileged in expressing my kindest gratitude to **Dr. Suwendu Sankar Kar (SMSS, The Himalaya Drug Company)** under whose guidance and supervision this study was conducted. The keen interest he evinced throughout this period and the graciousness with which he gave his valuable advice was his exclusive acumen.*

*I also feel privileged in expressing my thanks to **Dr. Shrikanth (NMSS, The Himalaya Drug Company)** whose guidance and support was always there for me.*

I would be failing in my duties if I miss to acknowledge and thank all those co-operating people who formed the subject of this study. These include the entire team of Regional managers, North and East region of India. They extended their wholehearted co-operation in different phases of my project.

*I am indebted to my family especially my **Father Dr. Mahesh Chand Sharma** and my **Mother Smt. Krishna Devi** who helped me in every possible way during my training.*

In the end I thank all those fellows and colleagues who have helped me in making this project a success and my apologies to anyone whose name I would have inadvertently forgotten to mention here.

(Dr. Harioum Sharma)

Abbreviations:

RM: Regional Manager

NMSS: National Managers Scientific Services

SMSS: Senior Managers Scientific Services

ZM: Zonal Managers

SM: Sales Managers

BH: Buisness Head

POB: Personal order booking

MR: Medical Representatives

MSS: Manager Scientific Services

MSR: Medical sales representative

DMP: Doctors Meet Program

AMC: Ayurvedic medical college connect program

FW: Field Work

JAAD: Jivaka and Ayurvisharada awards

GSK: Graduate starter kits

ARM: Annual Review Meeting

Determining factors affecting Job Satisfaction level of Regional Managers in The Himalaya Drug Company

Introduction

The Pharmaceutical sector plays a dynamic role in sustaining the economic development of a country. Regional Managers are first line managers, who are above Medical Representatives and report to Zonal Managers. Generally, each district of the state has one RM looking after the sales of the products of the company. They are generally senior medical representatives which are promoted after highly satisfactory performance in the company.

Their role is basically to increase the sales of their division, meet and liaison with Doctors, guidance and monitoring of Medical Representatives. They play a crucial role in many Pharmaceutical companies, covering the boundary between selling firms and the customer (Doctors) and at the same time managing the work force under them. This research aims to investigate the factors affecting the job satisfaction level among pharmaceutical Regional Managers (also sales representatives) in The Himalaya Drug Company in Jaipur, as the Regional Managers account for high attrition rates in Pharma industry.

Job satisfaction is not the same as motivation, although they are clearly linked. Motivation can be defined as a persistent effort directed towards a goal (Weallens, 2003). Job satisfaction, on the other hand, refers to a collection of attitudes that workers have towards their jobs (Robbins, Odendaal & Roodt, 2003).

Job satisfaction describes how satisfied an individual is with his or her job. There are ranges of factors that can impact a person's level of job satisfaction. Some of these factors include—grade of pay and benefits, the perceived impartiality of promotion system within a company, quality of working conditions, direction and social relationship, the job itself (variety of tasks involved, the interests and challenge a job generates and clarity of the job description / requirements).

The happier the people are within their job, the more satisfied they are said to be. Job re-design aims to improve job satisfaction and performance methods include - job rotation, job enlargement and job enrichment.

Other influences in satisfaction include management style and culture, employee involvement, authorization and autonomous workgroup.

Job satisfaction is a very important trait which is often measured by organizations. Most mutual method of measurement is the use of a rating scale where employees' information and their reactions to their jobs is noted.

Literature review:

Definition of Job Satisfaction:

Spector (1997) refers to job satisfaction as how people feel about their jobs and different facets of their jobs.

Locke's (1976, p.1300) defined job satisfaction "as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" .

Drever described job satisfaction "as an end state of feeling. Similarly, a job is an important part of life, job satisfaction effects one's general life satisfaction as an effective reaction, feeling of employees with job, supervision, co-workers, salary and his/her current and future career progress. The causes of employees' satisfaction are limited to implant factors alone but they sum the whole range of men's needs and aspirations. Job satisfaction is a general attitude which is the result of many specific attitudes. It is essential to make a distinction of job satisfaction from job climate and job involvement. Job satisfaction is an effective or evaluative state while the concept of climate is a descriptive, cognitive, and non-evaluative construct. This classification is further emphasized in the work of (James and Jones, 1974).

The foundation of job satisfaction or job motivation theory was introduced by Maslow. He (1943, 1954) asserts that human motives surface sequentially to satisfy a hierarchy of five needs: physiological (food, clothing, shelter, sex), safety (physical protection), social (opportunities to develop close associations whit other persons), and achievement/esteem (prestige received from others),

and self-actualization (opportunities for self-fulfillment and accomplishment through personal growth). Individual need satisfaction is influenced both by the importance attached to various needs and the degree to which each individual perceives that different aspects of his or her life should, and actually do, fulfil these needs.

Hackman & Oldham proposed the Job characteristics model, which is widely used as a framework to study how particular job characteristics have an impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn manipulating work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors.

Robbins et al, (2003) view job satisfaction as a subjective measure of worker attitudes, that is, an individual's general attitude to his or her job. A person with a high job satisfaction holds positive attitudes towards the job, and the one who is dissatisfied with it has negative attitudes towards it (Robbins, et al, 2003).

Operational definition –

Ways to redesign a job to encourage employees include job enrichment, job enlargement and job rotation.

- **Job Enrichment** provides an employee with more tasks to do as a part of their job, as well as the responsibility and power needed to complete those additional tasks.
- **Job Enlargement** is a job redesign strategy that increases only the tasks of a particular job. While job enlargement is restricted in that it does not provide the additional responsibilities or authority that job enrichment does.
- **Job Rotation** is the final job redesign strategy that assigns workers to an alternate job on a temporary basis.

Of all the redesign strategies; **Job Rotation** is most useful and most accepted to this study as more is the job rotation by an employee, less satisfied is he with his current job.

Rationale behind the study:

There is a multitude of research around job satisfaction and how it relates to performance, productivity, organizational commitment, retention and turnover of the employees. Job satisfaction is considered to be a vital factor in almost all the industries, including the Pharmaceutical industry due to its competitive nature.

The business world's number one problem concerns how to motivate employees (Watson, 1994). Technological revolution, demographic changes in workplace and globalization stimulate the need to search for novel ways to motivate the workforce. Getting to know about employees' preferences of what motivates them could help in improving productivity and building success stories for the organizations. Consequently, organizations attain a competitive edge whereby employees get valued rewards (Wiley, 1997). The Performance of employees is mostly determined by their abilities, motivation and positive job environment. The issues of deficiencies in the abilities of employees and secondly an undesirable job environment can be effectively addressed by appropriate training and the provision of favorable work conditions. However, if motivation is the underlying cause of the performance problem, then its solution becomes more complex and challenging (Griffin, 1990).

Furthermore, the improvement in job satisfaction for Regional Managers at pharmaceutical companies requires urgent attention due to the competitive nature of the industry.

The importance of this study is that it:

- Provides management with more insight into what are the factors that contribute to perceived job satisfaction for sales representatives.
- Highlights the factors that are deemed important in creating job satisfaction that are not adequately addressed by management.
- Will assist management with formulating policies that will help create job satisfaction.

Research Question:

What are the factors which influence Job satisfaction level of Regional managers in The Himalaya Drug Company?

Objectives

1. To identify the factors which influence the job satisfaction level of Regional Managers.
2. To assess the current job satisfaction level of Regional Managers.
3. To identify the factor which improves the satisfaction level of Regional Managers.

Factors to be studied:

1. Personal characteristics

- a) Age
- b) Gender
- c) Education
- d) Tenure

2. Work- related characteristics

- a) Challenging work
- b) Equitable rewards
- c) Supportive working conditions
- d) Supportive colleagues
- e) Decentralization of power

3. Task Characteristics

- a) Task importance
- b) Task complexity
- c) Level of supervision of the task
- d) Level of concentration required on the task
- e) Time

4. Other characteristics

- a) Level of pay
- b) Benefits
- c) The perceived fairness of promotion system within a company
- d) Quality of working conditions'
- e) Leadership and social relationship

Methodology

Sample design - Descriptive cross sectional study was conducted to assess the Job satisfaction level of RMs.

Sampling method – Non probability convenient sampling was used based on the Regional Managers who wish to participate in this study and thus only who are accessible for this study.

Study area – The Himalaya Drug Company North and East Territory (Rajasthan, UP, Bihar, Delhi, Punjab, Haryana, J & K, Uttarakhand, Himachal Pradesh and 7 Sister states of North and East.

Sampling population – Regional Managers of The Himalaya Drug Company

Sample size – 98, out of which 95 RMs responded. Response rate is 96 percent.

Study duration – 3 months (February to April)

Data collection- Primary source of data collection, Data collected through a Survey using schedule sent through e-mail to all the RMs of North and East territory of India.

Section A: In this section, respondents are asked to give information regarding gender, age, marital status, academic qualification, length of service and position.

Section B: This section, asks the RMs to rate the level of satisfaction they experience in their present job. The objective will be on evaluating which motivators and hygiene factors contribute or do not contribute to the level of job satisfaction of Regional Managers in their current job. It will also test the overall level of job satisfaction presently being experienced by RMs in their jobs.

The questionnaire used a five-point Likert scale that ranged from very dissatisfied (1) to very satisfied (5).

A Likert scale is a psychometric scale frequently used in questionnaires, and is the most widely accepted scale in survey research. When answering to a Likert questionnaire item, RMs specify their level of contract to a statement.

5- Very satisfied, nothing can be better

4- Fairly satisfied, things can be upgraded with little efforts

3-Satisfied but not sufficient to hold you at same position

2- Not satisfied and don't care if conditions improve

1-Highly frustrated, certainly need a change in job.

These factors were selected based on the study of Clark, A. E. (1998),

Measures of Job Satisfaction: What Makes a Good Job? Evidence from OECD Countries”, OECD Labour Market and Social Policy Occasional Papers, No. 34, OECD Publishing. The attributes were found very convincing and summarized the overall reasons of one being dissatisfied with his/her job. Job satisfaction is the feeling of self-achievement aroused due to sense of comparison. Sense of achievement generally comes when individual compare themselves with their counterpart, say employees compare with the employees of other organization and so on. Parity, in the sense, may make people (or employees) feel satisfied (or job satisfied).

Data analysis and interpretation-

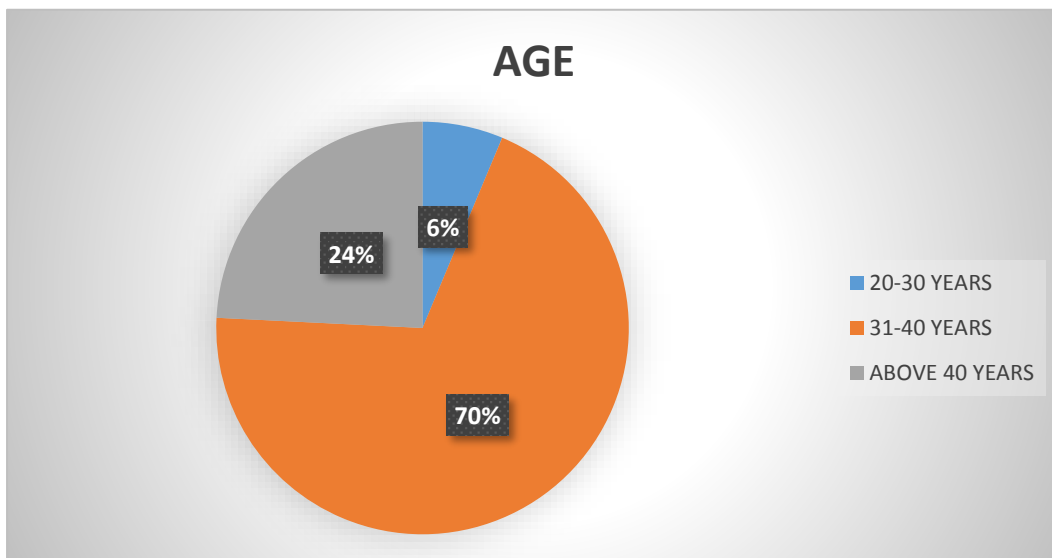
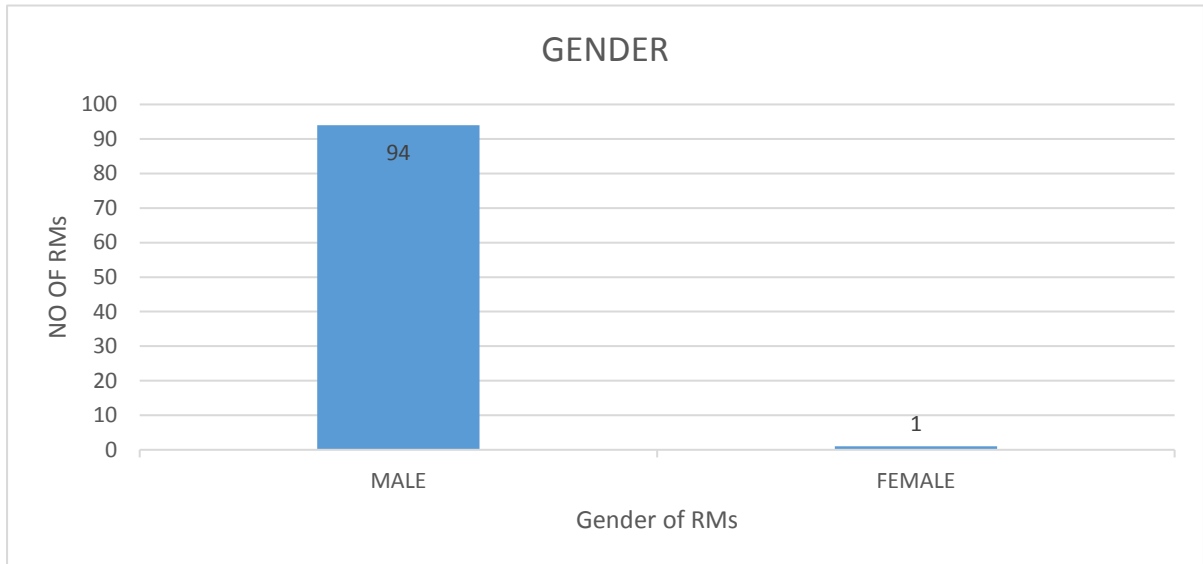
The recollected data in this study consisted of analyses generated using the Microsoft Excel.

Assumption:

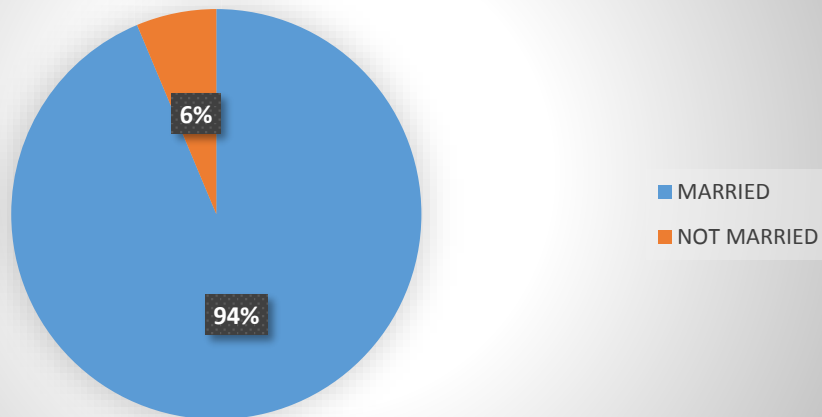
This survey was performed assuming working conditions of all the RMs are same. They work under same physical conditions, i.e, place of work, temperature, humidity, Rainfall, Plain etc.

RESULTS:

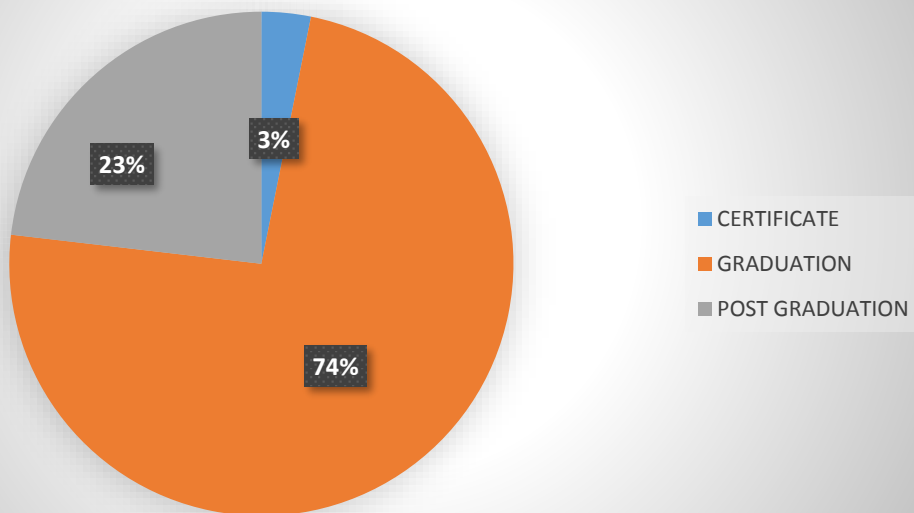
Demographic factors:

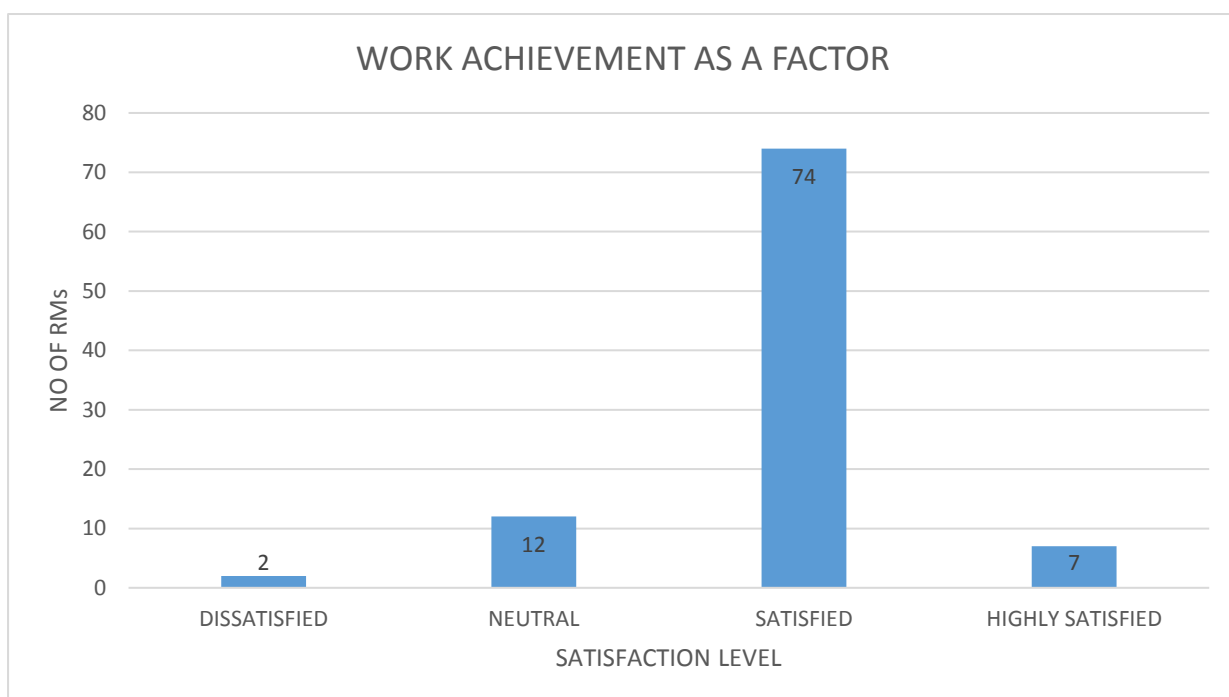
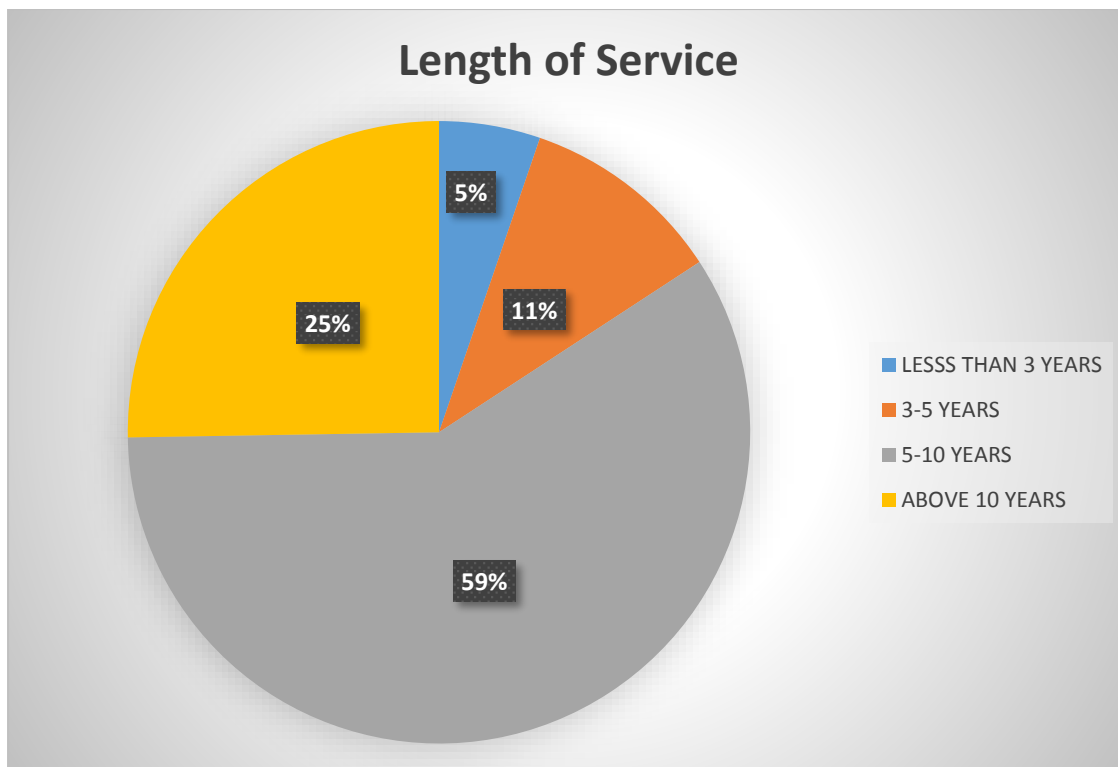


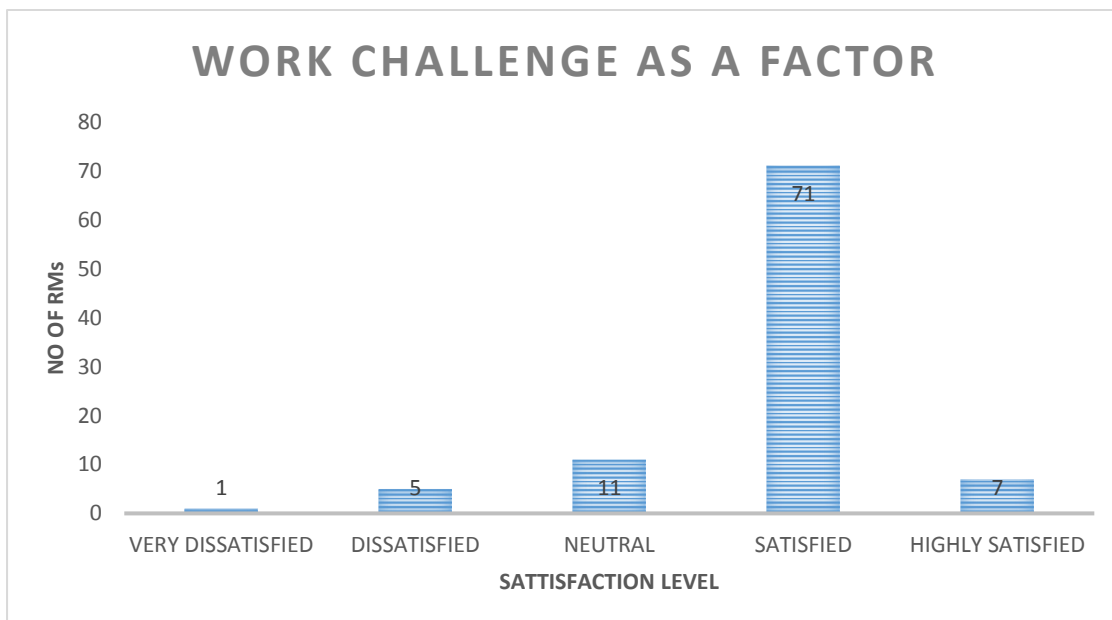
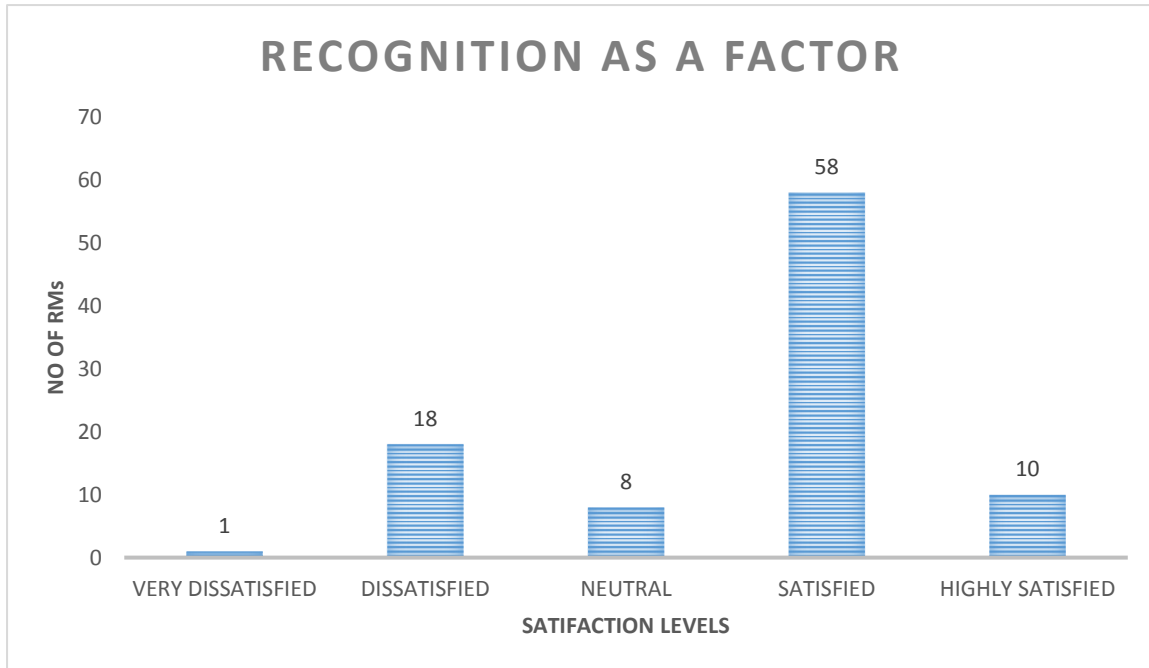
MARITAL STATUS



ACADEMIC QUALIFICATION



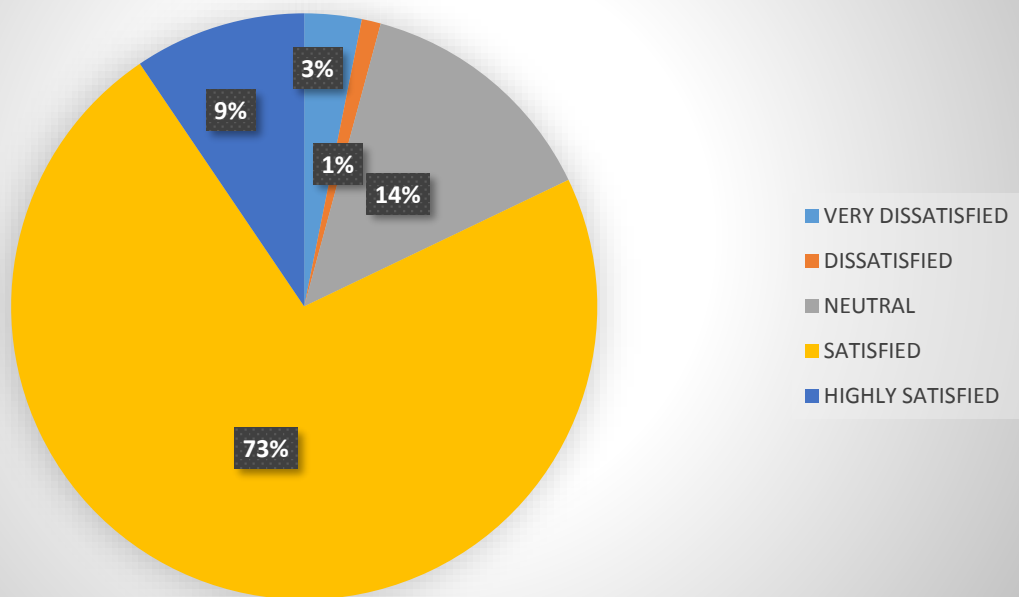




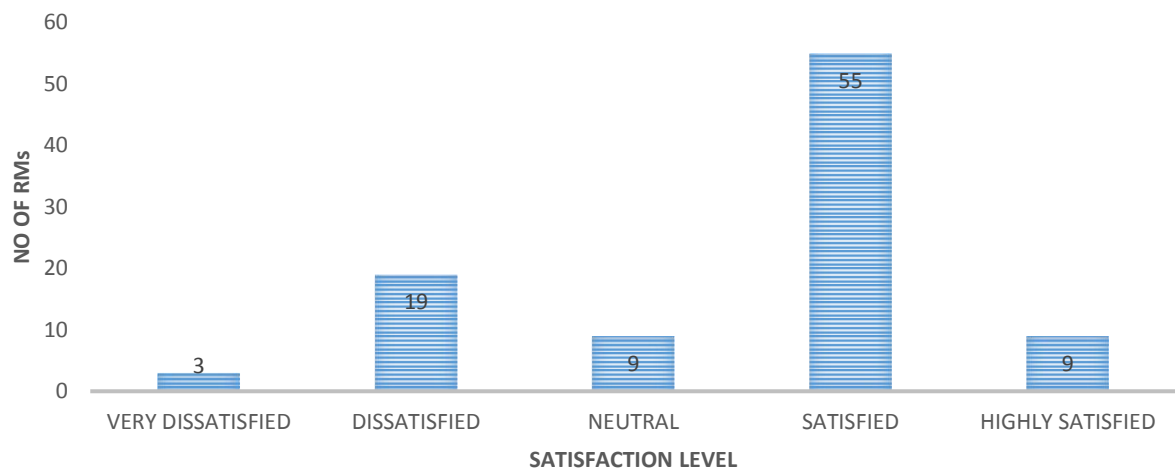
RESPONSIBILITY AND AUTONOMY AS A FACTOR



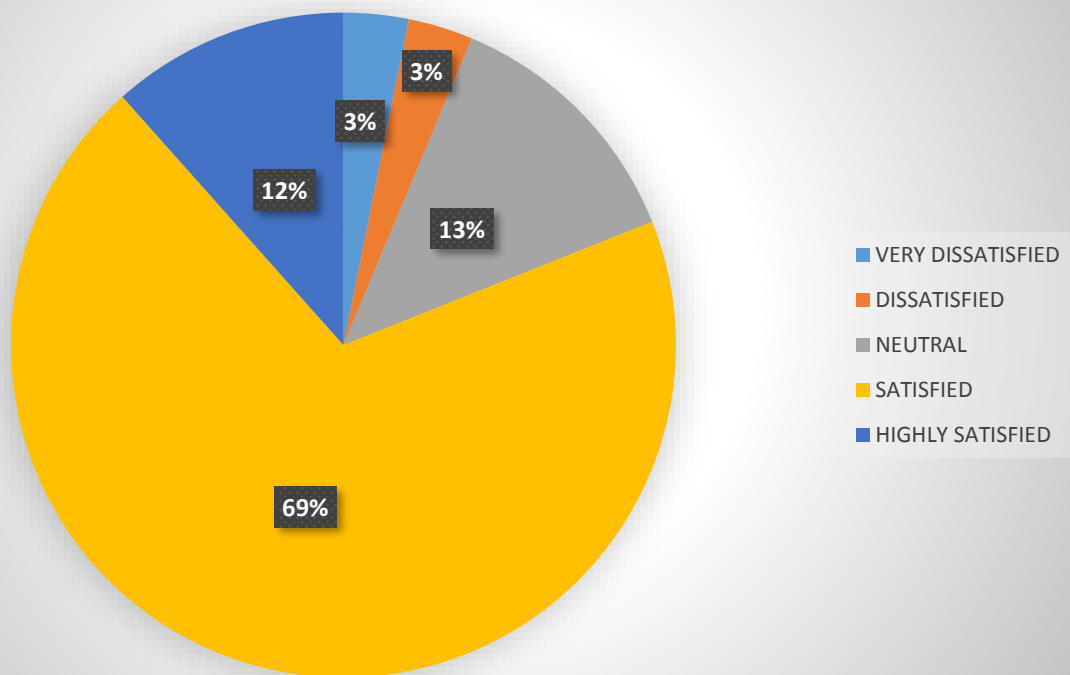
OPPORTUNITY FOR ADVANCEMENT AS A FACTOR



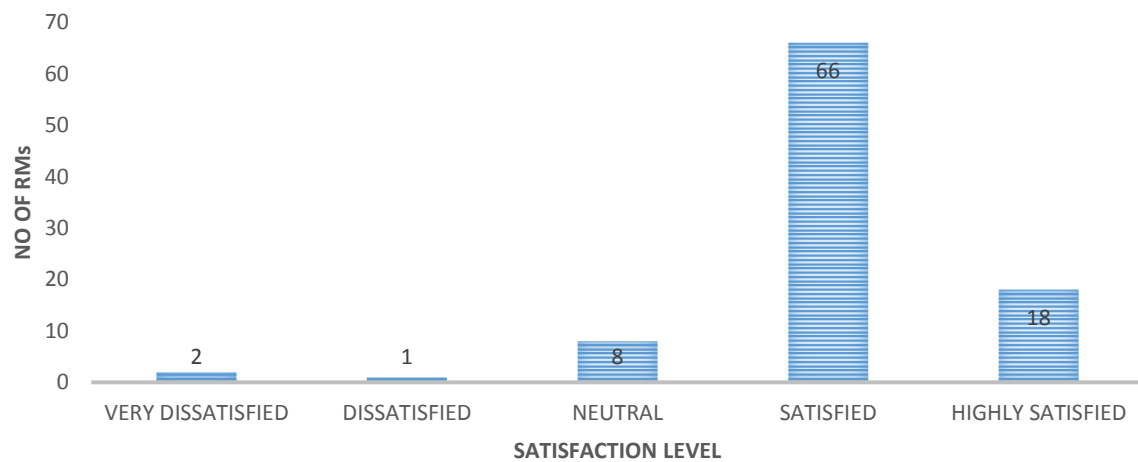
COMPANY POLICY AND ADMINISTRATION AS A FACTOR



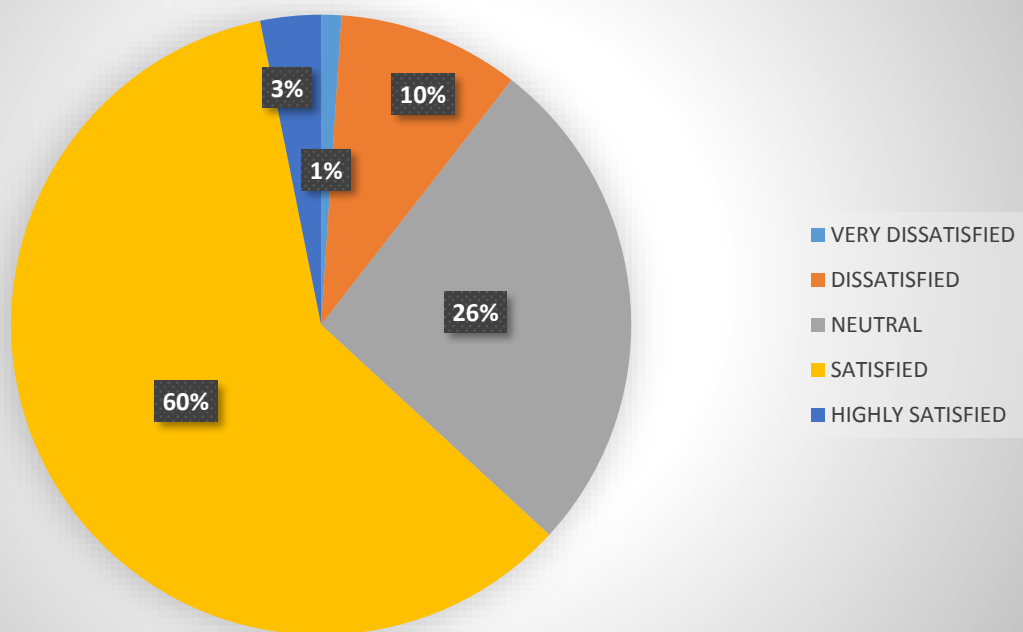
SUPERVISION AS A FACTOR



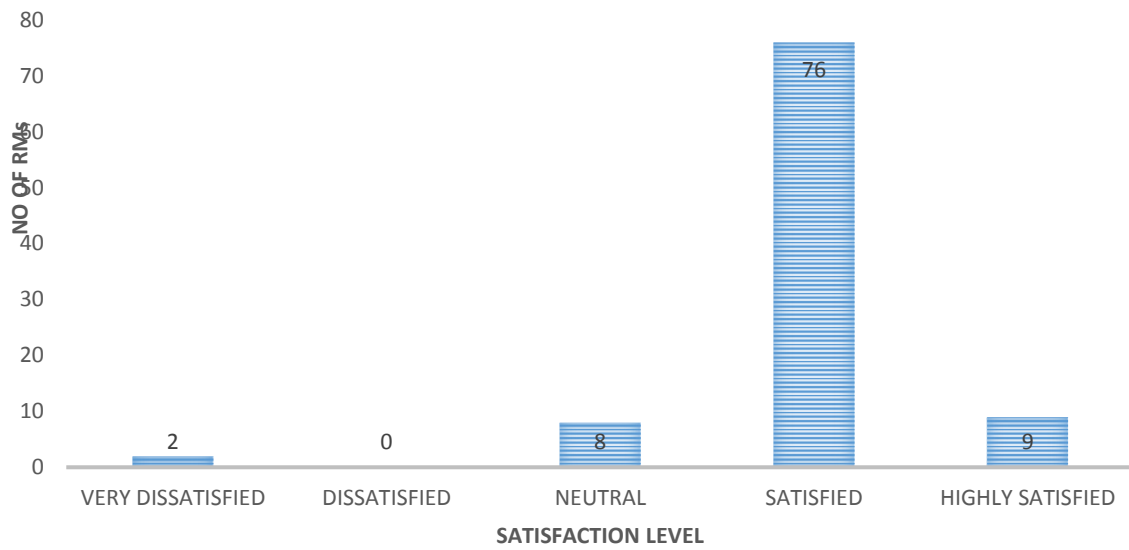
INTERPERSONAL RELATIONSHIP AS A FACTOR



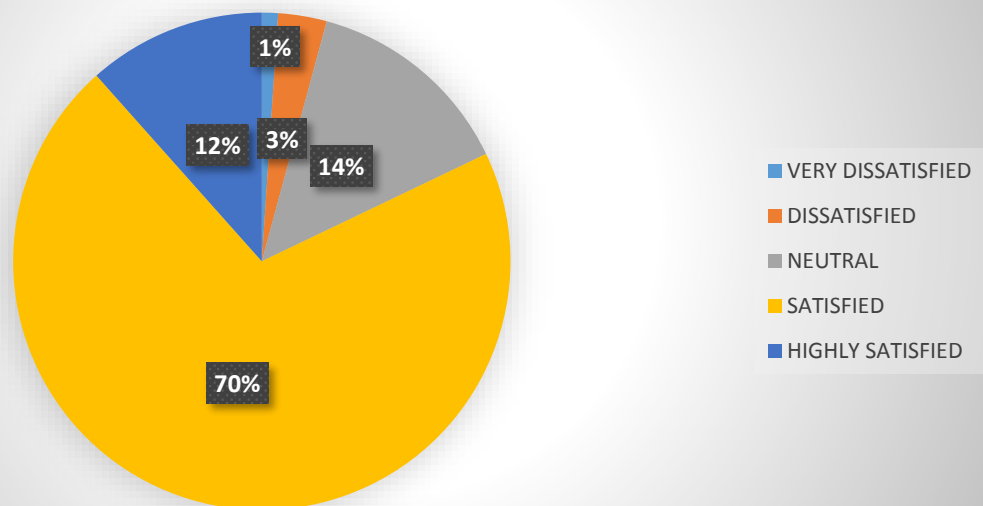
SALARY AND COMPENSATION AS A FACTOR



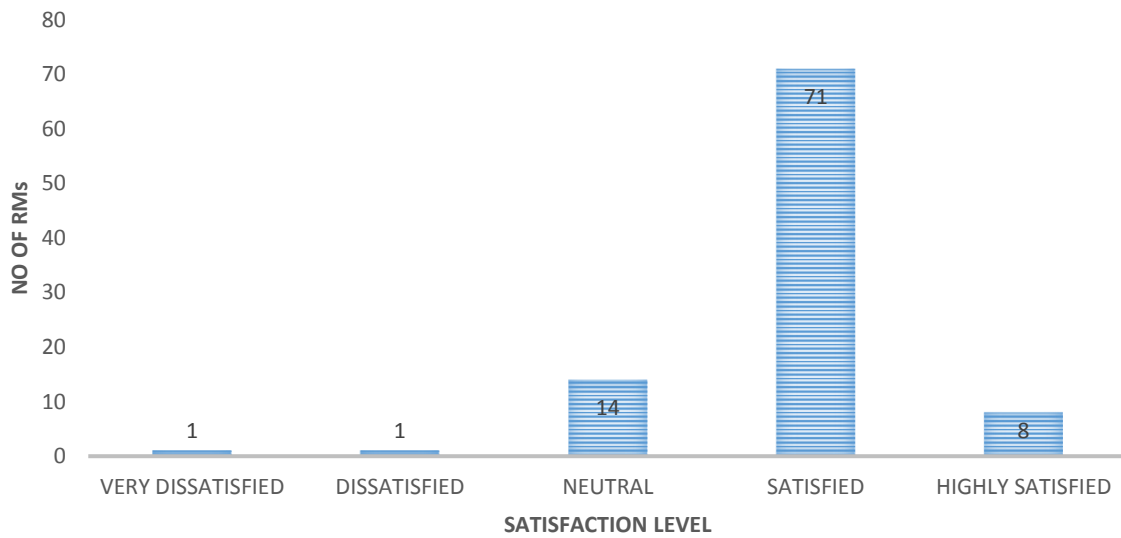
WORKING CONDITIONS AS A FACTOR



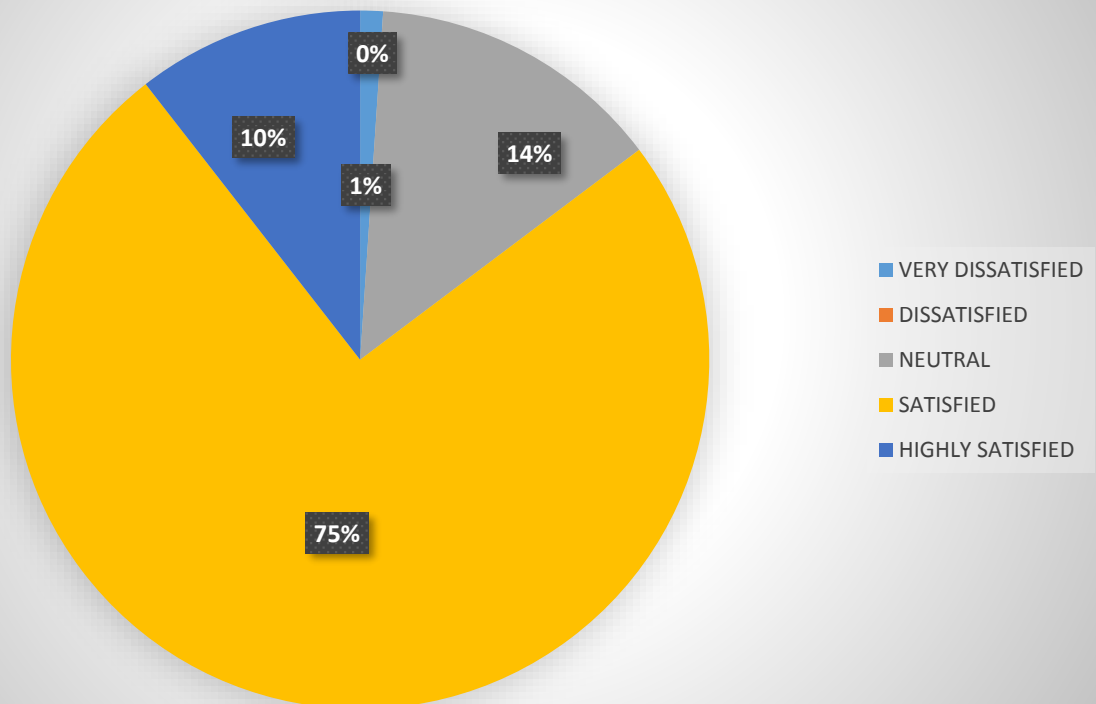
JOB SECURITY AS A FACTOR



STATUS AS A FACTOR



OVERALL JOB SATISFACTION



Discussion:

The section A of the study concentrates on the demographic factors which effect the Job Satisfaction of the Regional Managers, which in turn effects their dedication and job outcomes. The demographic factors included in the questionnaire were Gender, Age, Marital Status, Academic Qualification and Length of service. As is evident from the four pie charts, majority of the RMs belong to the age group of 31-40, are married, graduates and with work experience of 5-10 years.

Section B of the questionnaire concentrates on the factors at the work place which effect the job satisfaction of the employees at the company. These factors include work challenge, work achievement, recognition, responsibility and autonomy, opportunity for advancement, company policy and administration, supervision, interpersonal relationship, salary and compensation, working condition, status and job security. All these factors play a vital role, either directly or indirectly, in the job satisfaction levels of the employees.

It is seen that the most satisfied employees are those which have high achievements of their work objectives and goals. This in turn, indirectly, increases the recognition of their work as well as themselves in the company and also in the eyes of their seniors and subordinates. Also, the employees who have more challenging jobs and objectives are the ones who come out with innovative ideas, again resulting in their increased recognition and thus job satisfaction.

The organizational environment also plays an important role in the working conditions and job satisfaction level of the employees. A decentralized approach in the company which allows its employees to own their responsibilities and provides autonomy in their decisions and work practices provides a platform for the employees for advancement in their work practices.

Company policy and administration in which there is timely and regular supervision of the work objectives and their achievement act as a motivating factor for the employees to put in more efforts in their work and thus increase their job satisfaction.

Interpersonal relationships at the work place with subordinates as well as seniors also work a great deal in improving the work culture at the company, which in turn acts another motivating factor for them to achieve their goals and objectives.

It has been perceived that the most motivating factor among all these is the salary and compensation which the employees get as a reward for their work and achievements. Though these factors do play a role in increasing the work dedication of the employees, but job security is the factor which is most seek after by the employees as the motivating factor to keep them working hard to achieve their goals.

Conclusion:

Opportunity for advancement and company policy and administration were the two factors where a significant number of employees were dissatisfied, so company needs to look into it and need to address the issue in order to give more satisfaction to employees.

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ANNEX 1

Questionnaire

The IIHMR University Jaipur

MBA Research Project

Title of Survey:

Job Satisfaction among Regional Managers in The Himalaya Drug Company

The purpose of this survey is to solicit information from Regional Managers regarding factors contributing to motivation and job satisfaction. The information and ratings you provide us will go a long way in helping us identify these factors. The questionnaire should only take 5-10 minutes to complete.

In this questionnaire, you are asked to indicate what is true for you, so there are no “right” or “wrong” answers to any question.

Thank you for participating!

Questionnaire for Job satisfaction level of RMs.

SECTION A

BACKGROUND INFORMATION

1. Gender
 - Male
 - Female

2. Your age-group is ----- years
 - 20-30
 - 31-40
 - More than 40 years

3. Your marital status –
 - Married
 - Single
 - Divorced /Widowed

4. What is your academic/professional qualification?
 - Higher Secondary
 - Certificate/diploma
 - Graduation
 - PG Degree/Dip or above

5. Length of Service
 - Less than 3 years
 - 3-5 years
 - 5-10 years
 - More than 10 years

SECTION B 1

In the questions below you are asked to rate each statement. You are then required to choose an appropriate option to match your response. Please answer all questions and remember there are no right and wrong answers

Rate your level of Job satisfaction that you experience in your current job.

6. Achievement (specific success, such as the successful completion of a job, solutions to a problem, seeing results of your work like getting POB.

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

7. Recognition (any act of recognition, be it a notice or praise from your seniors)

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

8. Work itself (the actual doing of the job or phases of it, is it challenging or stimulating).

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

9. Responsibility and Autonomy (being given real responsibility, matched with the necessary authority to discharge it).

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

10. Opportunity for advancement (pertains to career growth, promotions or status at work.)

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

11. Company policy and administration (availability of clearly defined policies, especially those relating to people).

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

12. Supervision (this deals with the manner in which your immediate senior guides you to perform your Task, the accessibility, compatibility or fairness of supervisor).

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

13. Salary (the total compensation package)

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

14. Interpersonal relationships (with peers, managers, subordinates or colleagues in the work place).

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

15. The working conditions (the physical conditions in which you work, the amount of work).

- Very dissatisfied
- Dissatisfied
- Neutral

- Satisfied
- Highly satisfied

16. Job security (freedom for job insecurity like loss of position or loss of employment)

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

17. Status (a person's position in respect to others in same category in a society).

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied

18. How would you rate your overall level of job satisfaction in your current job?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly satisfied