

Determining Factors Affecting Job Satisfaction Level of Medical Representatives in Pharma Industry

By

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TO WHOMSOEVER MAY CONCERN

This is to certify that **Shubham Chaudhary** student of MBA Pharmaceutical Management from The IIHMR University, Jaipur has undergone training at **IIHMR University** 10th February, 2016 to 10th May, 2016

The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific and analytical. The Internship is in fulfillment of the course requirements

I wish him all success in all his future endeavors.



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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled “*Determining the factors affecting job satisfaction of medical representatives in pharma industry*” and submitted by **Shubham chaudhary** , Enrollment No. **IIHMR-U/MBA-PM/2014-2016/06-0023** under the supervision of **Dr. Sandeep Narula** for award of MBA in Pharmaceutical management of the University carried out during the period from **2014 to 2016** 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.



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Abstract

Sales representatives play a central role in many companies, spanning the boundary between the selling firm and the customer. This research aims to investigate the factors affecting the Job satisfaction level among the pharmaceutical medical sales representatives in pharmaceutical companies in the Jaipur .

There are many variables that affect the Job satisfaction of employees at work place. These variables include manager's attitude, organizational culture, personal problems, job content and financial rewards.

All of these variables have positive impact on job satisfaction of the employees except personal problems of the employees that hinders the performance of the employees. This study is quantitative in nature and will see the effect of these variables manager's attitude, organizational culture, personal problems, job content and financial rewards in the pharma industry , as a sample based on 110 employees.

The study will be analyzed by applying multiple regression analysis using SPSS software because there are 5 independent variables and their affects have to be seen on the Satisfaction level of the employees which is the sole dependent variable.

Sales representatives of different age groups and work experience working in different pharmaceutical organizations were chosen for the study. This research tries to find out if there is any significant relationship between corporate brand image and job satisfaction among employees working for it. Data of 110 respondents was analyzed using SPSS and regression analysis revealed that a positive relationship exists between corporate brand image and job satisfaction of employees. Factor analysis conducted on data resulted in five factors that described Job satisfaction in different aspects. To produce better work efforts, it is important to note that job satisfaction influences satisfactory performance output.

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1. Introduction

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. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements).

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups.

Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

Questions relate to relate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1 – 5 scale where 1 represents “not all satisfied” and 5 represents “extremely satisfied

2. Literature Review

Job Satisfaction

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. C.R.Reilly(1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. J.B. Wanous and E.E. Lawler (1972) refers job satisfaction is the sum of job facet satisfaction across all facets of a job. Abraham Maslow(1954) suggested that human needs from a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985)

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johns, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000). (4)

A study conducted by Dr. B. Sripirabaa reveal that employee satisfaction is significantly dependent upon Autonomy, Corporate image, Affinity, Employee development. (5)

). The compensation is defined by American Association is “cash and non-cash remuneration provided by the employer for services rendered” (ACA, p. 9). Salary was found to be the prime factor for the motivation and job satisfaction of salaried employees of the automobile industry from the results of the survey by Kathawala, Moore and Elmuti (1990). The survey tried to assess the various job characteristics and the way the employees ranked them as motivators and satisfiers.

The results showed that compensation was ranked as the number one job element for job satisfaction and increase in salary for performance was ranked as the number one job element for motivation. Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization which in result enhances attraction and retention (Zobal, 1998; Moncarz et al., 2009; Chiu et al., 2002). It also works as communicator when it is given to employee against his services which shows how much an employee is valuable for its organization (Zobal, 1998).

The mentoring is used for development-orientation (Scandura and Williams, 2004). When a supervisor provides mentoring, the relationship affects the protégés skill development and intentions to remain with the employer (McManus and Russell, 1997). On the other hand non-supervisory mentor may increase mentee’s confidence by providing access to outside organization (Scanduraa and Williams, 2004).

The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West, 2001). According to Chakrabarty, Oubre, and Brown (2008) “perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done.” J.D. Politis (2001) has examined the roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who have been engaged in knowledge acquisition activities to examine the relationship between leadership styles and knowledge acquisition attributes.

RESEARCH QUESTION

Q. What are the factors behind the Job dissatisfaction among the medical representatives⁹ of pharmaceutical industry in Jaipur city?

3. OBJECTIVES

- To identify the factors which influence the job satisfaction of employees
- To analyze the factors Affecting job satisfaction of medical reps on gender basis

5. Methodology:

5.1 Sample design

The research conducted was descriptive (Cross-sectional)

5.2 Sampling method

The sampling method was Non-Probability (Purposive) sampling

5.3 Study Area

The study was carried out in Jaipur city.

5.4 Sample population

Medical representatives of Pharma Industry.

5.5 Sample size

Sample size for the study was 110:

5.6 Data collection

Primary and secondary data

Primary data- The primary data for this project was gathered through survey using questionnaire, face to face interview.

Secondary data- The secondary data for this project was gathered through different dependable articles and research reports.

5.7 Research Instrument (tools and techniques)

Research instrument is the structured questionnaire consists of both open and close ended questions.

The information was collected by interviewing with medical representatives. All the questions could not find included in the questionnaire as it would have resulted in to a lengthy format which results into negative response of the sample population. Hence some data was collected with the help of informal talk with the medical representatives.

5.8 Study duration

3 months (10th February to 10th May)

6. Data interpretation & findings

Factors influencing the job satisfaction of employees

6.1 Reliability Analysis:

The Reliability of the selected Variables that affects the job satisfaction was found to be 99% reliable as shown in Table no: 1.

Case Processing Summary

		N	%
Cases	Valid	98	99.0
	Excluded ^a	1	1.0
	Total	99	100.0

a. Listwise deletion based on all variables in the procedure.

Table no: 1 Reliability of all components

Cronbach's alpha is the most common measure of internal consistency or reliability. It is most commonly used when there are multiple Likert type questions in a questionnaire. Hence it was used to confirm whether the questions measure what they intend to measure.

Cronbach's alpha was **0.748**, which indicates a high level of internal consistency for the scale. Table no:2 is showing the same.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.748	.806	15

Table no : 2 cronbach's alpha

A total of 5 factors were obtained as a result of factor analysis which together accounted for **61.9** percent variance.

The first Component, accounted for **25.06** percent variance.; compensation included current salary being paid and how organization takes care of their employee.

The second Component, accounted for **11.62** percent variance. It included the aspects relating to company size in terms of work force, financially and its perceived ranking among sales representatives.

The third Component, accounted for **10.60** percent variance. It covered the aspects like informal culture, freedom to take initiative.

Fourth Component, accounted for **7.72** percent variance. It covered attributes like standard schedule to work, performance recognition and rewards.

Last Component, accounted for **6.96** percent variance consisted attributes like organisations adaptability to market, colleagues having things in common.

The dependent variable “Job Satisfaction” was measured by adapting Cammann et. al. (1983) three-item scale. It measured overall satisfaction level of an employee. Table no 3 explains same.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.759	25.062	25.062	3.759	25.062	25.062
2	1.744	11.624	36.686	1.744	11.624	36.686
3	1.591	10.605	47.291	1.591	10.605	47.291
4	1.159	7.728	55.018	1.159	7.728	55.018
5	1.045	6.967	61.986	1.045	6.967	61.986
6	.899	5.995	67.981			
7	.812	5.411	73.392			
8	.740	4.934	78.326			
9	.693	4.623	82.949			
10	.560	3.731	86.680			
11	.499	3.324	90.004			
12	.473	3.151	93.155			
13	.410	2.731	95.886			
14	.377	2.515	98.401			
15	.240	1.599	100.000			

Table no: 3 Total variance explained

Formation of above mentioned Components comprises of the following factors without Rotation as given below in Table no. 4

Component Matrix^a

	Component				
	1	2	3	4	5
Promotion					
Supervisor_relationship	.633				
Work_culture	.666				
working_hours					
salary_structure					
Fringe_benefits					
Job_security					
worklife_balance					
Recognition	.653				
self_satisfaction	.687				
Incentives					
Empowerment		-.606			
Management_policy	.609				
supervision					
work_stress					

Table no .4 Component matrix

In Factor Analysis after formation of component matrix I carried out 100 Times Rotation with the component coefficient of 0.06 . After rotation various factors got screened out and the remaining factors are mentioned in the Table no 5.

Table no 5 represents the underlying factors within the different components as mentioned in the Table no 3

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
Promotion				.798	
Supervisor_relationship					
Work_culture					
working_hours	.654				
salary_structure					
Fringe_benefits			.750		
Job_security			.600		
worklife_balance					
Recognition	.616				
self_satisfaction		.714			
Incentives					
Empowerment		.806			
Management_policy	.734				
supervision	.627				
work_stress					.857

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Table no: 5 Rotated component matrix

Factor	Factor designation	% of Variance
Factor-1	Organization Management	25.06
Factor-2	contentment	11.62
Factor-3	Informal Perks	10.60
Factor-4	Promotion	7.728
Factor-5	Work stress	6.967

Table No 6: Factor's formation

These five factors explain **61.9** percent cumulative variance. Remaining 38.1 percent variance owes to other factors not covered in this study.

The first factor ‘‘Organization management policy’’ explains maximum variance (28.48) signifying that sales representatives are more career oriented and at the same time give importance to what they are being paid as compensation. What a company as an employer can derive out of it that they need to focus on providing training as a mandatory part of induction and not only that they should do it on routine basis. It leads to increase in employee skills which they think is useful in their carrier progression. They also must try to break monotony in work by inculcating variety in work. It makes the employee enjoy his/her work.

The second factor ‘‘Empowerment’’ follows ‘‘Self Satisfaction’’ signifies how their organization is perceived in the ranking order with similar organizations in the market. Though not every organization is large but an employee gives this factor a good amount of weightage. It can be reasonably said that employee does have a sense of pride to get associated with a large organization.

The third factor "Informal perks" implies that employee gives due attention to informal working too nowadays. Employee today are highly educated and way more expressive for new ideas. An organization therefore must try turn this talent pool in their favour by giving them their space too, so that they feel free to come up with new and better ideas to help resolve day to day problems. The organizations therefore must try to provide a mixture of informal culture with the existing culture. Employee feels motivated when he/she gets freedom for expression and contributes towards developing the corporate brand image.

The fourth factor "Promotion" signifies that an employees does like to express freely but give due respect to standards of an organization. An organization follows dozens of standards like standards of work, standards of compensation, standards for performance evaluation, standards of appraisal and many more. As an organization it must try to strike a balance between bare minimum and maximum standards to be followed. As this factor contributes towards developing corporate brand image, therefore an organization must keep in mind the liberties of employee while deciding various standards.

The last factor "Work Stress" depicts the adaptability of an organization to its surrounding and constantly changing situations in the market. Employees like to work in an organization that works beyond the present scenarios. A farsightedness for an organization helps to adapt an organization to respond quickly and stay in the market for long run. Employee therefore likes to work in any such organization which changes according to the direction of market. Employee takes pride and feels safe with any such organization.

Analyzing the factors influencing job satisfaction of medical reps on gender basis

Relationship of working hours with job satisfaction

During the study it was found that, 41% of male consider working hours important for job satisfaction .While 55% women agree that working hours are very important for job satisfaction.

Table no.7 & Figure no.1 represent relationship of working hours & job satisfaction on the basis of gender.

Gender	% response
Male(72)	41%
Female(38)	55%

Table no:7 relationship of working hours & job satisfaction

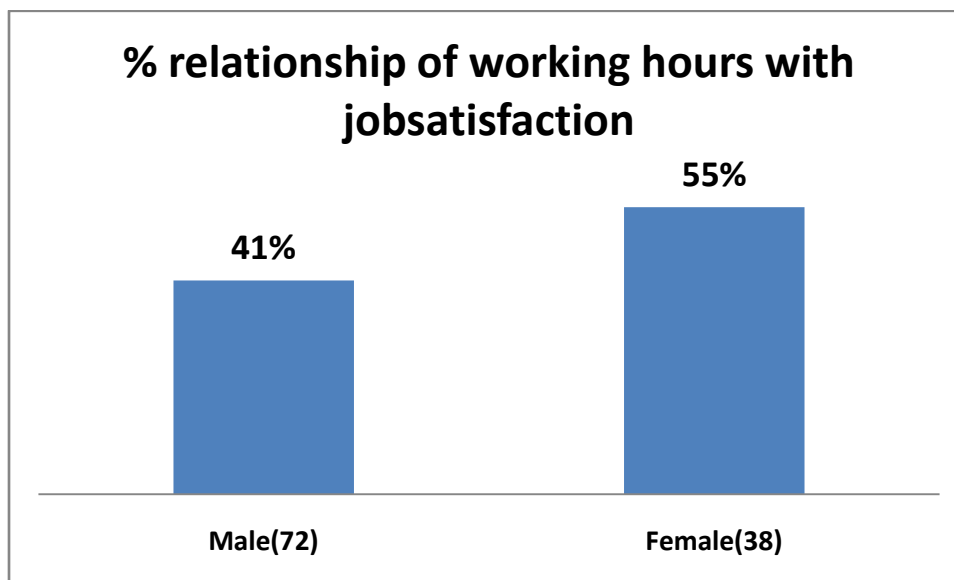


Figure no:1 relationship of working hours & job satisfaction

Relationship of recognition with job satisfaction

During the study it was found that, 44% of male strongly agree that Recognition constitutes a important factor for job satisfaction .While 31% women agree that recognition is important for job satisfaction.

Table no.8 & Figure no.2 represent relationship of recognition & job satisfaction on the basis of gender.

Gender	% Response
Male(72)	44%
Female(38)	31%

Table no:8 relationship of recognition & job satisfaction

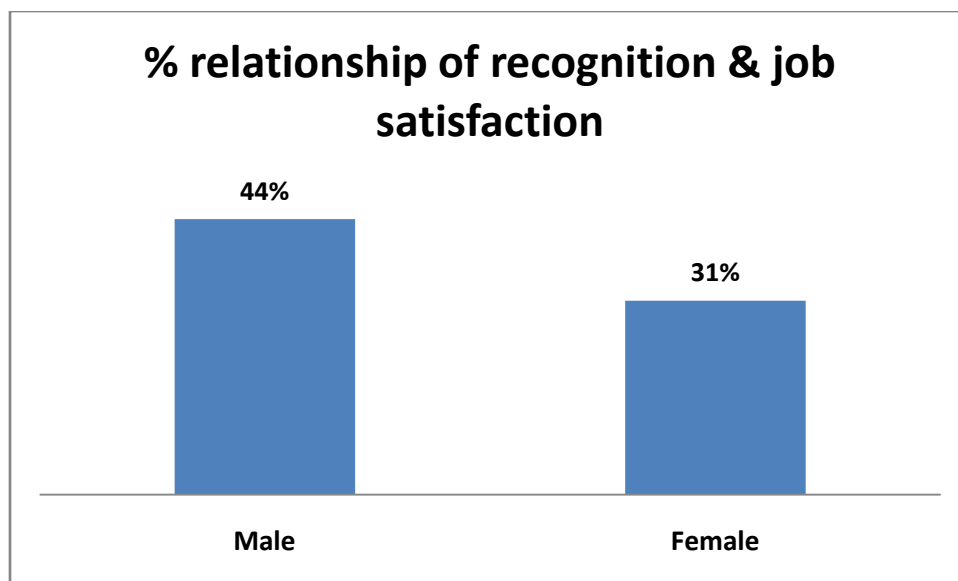


Figure no:2 relationship of recognition & job satisfaction

Relationship of management policy with job satisfaction

During the study it was found that, 43% of male strongly agree that management policy such as Appraisal , grievance , work culture and timings are crucial for job satisfaction .While weightage of women for this factor accounts for 54% considering management policy as an important factor.

Table no.9 & Figure no.3 represent relationship of management policy & job satisfaction on the basis of gender.

Gender	% response
Male(72)	43%
Female(38)	54%

Table no:9 relationship of supervision & job satisfaction

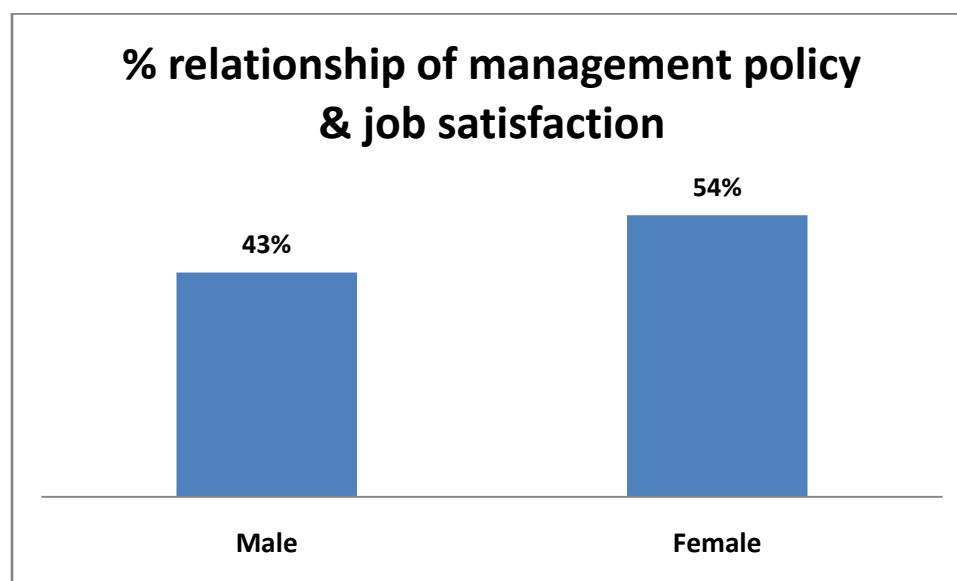


Figure no:3 relationship of supervision & job satisfaction

Relationship of supervision with job satisfaction

During the study it was found that, 39% of male agree supervision as an contributing factor for job satisfaction .While 61% women agreed strongly for the same factor that supervision is very important for job satisfaction.

Table no.10 & Figure no.4 represent relationship of supervision & job satisfaction on the basis of gender.

Gender	% Response
Male(72)	39%
Female(38)	61%

Table no.10 relationship of supervision & jobs satisfaction

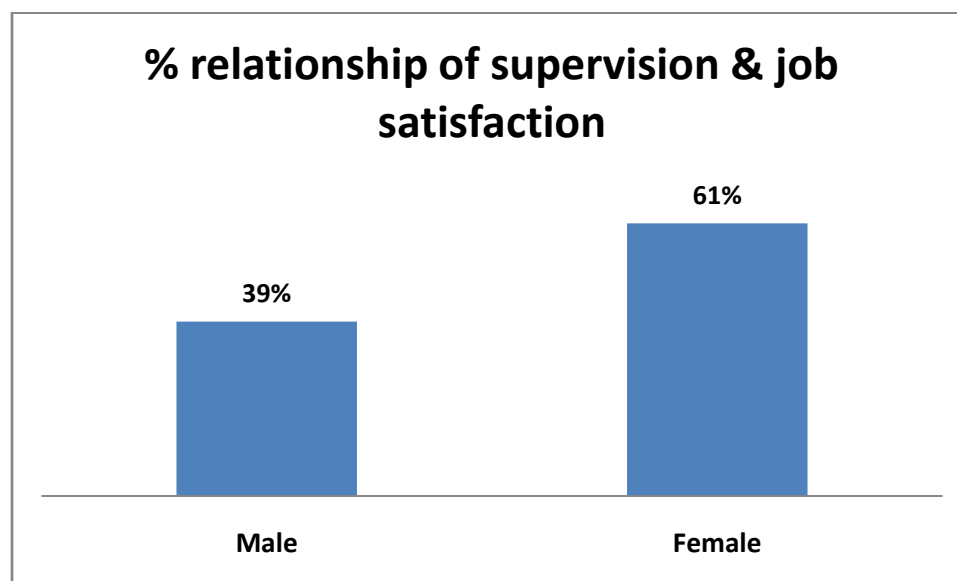


Figure no.4 relationship of supervision & job satisfaction

Suggestions/conclusions:

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 policy makers 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 supervisor support, Recognition and work stress are key factors affecting pharmaceuticals companies employees' job satisfaction.

Money is a good motivator, actually all employees' work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee in form of perks.

We can increase the employee salary and compensation to motivate the employee, the good pay back can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance. The factor of work conditions is also proven to have significant influence over the pharmaceuticals companies. The physical design of the place does have certain impacts on job satisfaction.

Because the work conditions in the pharmaceuticals companies include the employee relationships and work environment, all these factors relate to employee job satisfaction. A good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance. The importance and the need is therefore describing or defining the physical environment by identifying those elements or dimensions that make up the physical environment.

In pharmaceuticals companies, the employees hope they all receive equal treatment with respect to pay or promotion. If pharmaceuticals companies create a fair competitive environment, like fair treatment, fair compensation, fair work hours, these will improve employee job attitudes; fairness can also motivate employees to be hard working.

After this consideration, we can see that fairness can increase employee job satisfaction; satisfied employees offer good services for the organization. This can increase organizational performance, so fairness is a key factor affecting job satisfaction in pharmaceuticals companies. In pharmaceuticals companies job security as an aspect of job satisfaction was more important to male employees than to female employees. Employees from medium- and large-staff-sized organizations, compared with those from small staff-sized organizations, were more likely to cite job security as a very important contributor to their job satisfaction.

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