

Job Satisfaction Determinants among Employees in the Pharmaceutical Industry

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Abstract: *The present study focuses on identifying various job satisfaction determinants among employees of pharmaceutical industry. Job satisfaction is basically very important factor influencing the employee organizational performance, productivity and retention mainly in sectors such as pharmaceuticals where there is high levels of expertise and responsibility are required. The research explores various factors including work environment, compensation, career development opportunities, organizational culture, leadership styles, and work - life balance, which are believed to significantly impact employee satisfaction. A survey was conducted among employees working at various pharmaceutical companies to assess their perceptions of these determinants. The findings suggest that while compensation and career development opportunities are important, work environment and leadership styles play a crucial role in shaping overall job satisfaction. Additionally, the study highlights the growing importance of work - life balance, especially in light of the increasing demands of the pharmaceutical industry. The results provide valuable insights for human resource management in the pharmaceutical sector, offering recommendations for improving employee satisfaction and, by extension, organizational effectiveness.*

Keywords: Organizational Effectiveness, Job Satisfaction, Productivity

1. Introduction

In the modern pharmaceutical industry, employees' job satisfaction has emerged as a critical factor for organizational success and sustainability. The competitive nature of this sector, coupled with its high dependence on skilled professionals, makes understanding and enhancing job satisfaction paramount. Job satisfaction refers to the degree to which employees feel content with their roles, responsibilities, and work environment. It influences productivity, employee retention, and overall organizational performance. Pharmaceutical companies operate in a high - pressure environment characterized by strict regulations, rigorous quality standards, and constant innovation. In such a setting, ensuring that employees feel valued and fulfilled is essential for maintaining high levels of engagement and reducing turnover. Job satisfaction in the pharmaceutical industry is influenced by a range of factors, both intrinsic and extrinsic, which vary across different roles, from research and development to sales and field operations.

Understanding these determinants allows organizations to implement targeted strategies for fostering a supportive and motivating work environment. This, in turn, contributes to employee well - being, organizational efficiency, and a sustained competitive advantage.

2. Literature Review

Job satisfaction has been widely studied due to its significant impact on employee performance, organizational commitment, and overall organizational effectiveness. Researchers have identified numerous factors that influence

job satisfaction, with work environment, motivation, training, compensation, organizational commitment, and leadership styles being prominent themes in the literature. This review synthesizes key findings from various studies on job satisfaction determinants, focusing on their implications for employee performance and organizational success.

Diningsih (2021) explored the role of workplace safety and health programs in enhancing employee performance. She found that workplace safety, when combined with a manageable workload, positively impacts employee performance, especially in high - stress environments. Work stress, influenced by safety measures and workload, mediates the relationship between safety programs and employee performance. This highlights the importance of a supportive work environment in promoting employee well - being and job satisfaction.

Hidayah et al. (2021) examined the effects of motivation, training, and compensation on employee performance at PT. Wahyu Septyan in Bengkulu. The study showed that motivation, particularly intrinsic motivation, and adequate training programs positively influenced job satisfaction and performance. When employees feel motivated and well - equipped to handle their tasks, they are more likely to be engaged and satisfied in their roles. This finding underscores the significance of continuous learning and motivation in fostering employee satisfaction.

Woerdianto and Husain (2021) focused on the impact of work discipline and motivation on employee performance at PT. Fuse Nano Tekno in Jakarta. Their study found that both factors directly influenced job satisfaction, with disciplined

work environments fostering a sense of responsibility and commitment among employees. Furthermore, work motivation was a critical factor that mediated the relationship between discipline and performance, suggesting that motivated employees are more likely to exhibit high performance and satisfaction.

Loan (2020) examined the mediating role of job satisfaction in the relationship between organizational commitment and employee performance. The study revealed that organizational commitment directly influences job satisfaction, which in turn affects employee performance. When employees are committed to the organization, they tend to be more satisfied with their jobs, leading to enhanced performance. This finding suggests that organizations should focus on building strong commitment among employees to improve overall satisfaction and performance.

Demir (2020) highlighted the role of self - efficacy in job satisfaction, organizational commitment, motivation, and job involvement. The study concluded that employees who believe in their abilities (self - efficacy) are more likely to experience job satisfaction, exhibit higher organizational commitment, and engage more actively in their roles. This suggests that fostering self - efficacy in employees can be a key strategy for improving job satisfaction and overall performance.

Vasani and Pillai (2019) explored the relationship between employee engagement and performance, finding a strong link between engagement and job satisfaction. Engaged employees, who feel emotionally and intellectually invested in their work, exhibit higher performance levels and greater job satisfaction. Madhyvadany and Panboli (2019) further emphasized that employee engagement is crucial for maintaining job satisfaction, as it leads to enhanced motivation, reduced turnover, and higher performance levels.

Adebisi and Omolayo (2018) focused on the impact of in - service training and staff development on job performance in the healthcare sector. They found that continuous professional development programs positively influenced job satisfaction and improved performance among healthcare workers. Training not only enhances employees' skills but also boosts their confidence, leading to greater job satisfaction and better performance.

Spencer and Byrne (2016) examined the relationship between psychopathic features among corporate managers and employee job satisfaction. They found that managers with high levels of psychopathic traits negatively impacted employee job satisfaction. This highlights the importance of leadership in shaping the work environment and employee satisfaction, with ethical and supportive leadership being critical for maintaining high levels of job satisfaction.

Monga et al. (2015) conducted a study on job satisfaction among employees at ICICI Bank in Himachal Pradesh. They found that factors such as work culture, career development, and compensation played significant roles in determining employee satisfaction. Employees who felt valued and had clear career growth opportunities were more likely to be satisfied and perform well in their roles. This underscores the

importance of a positive organizational culture in fostering job satisfaction.

3. Research Methodology

This study adopts a descriptive research design to investigate the determinants of job satisfaction among employees in the pharmaceutical companies of Mumbai city. A convenience sampling method is employed to select a sample of 400 employees from both head office and field office roles, ensuring representation across diverse job functions and demographic groups. Primary data is collected through structured questionnaires and semi - structured interviews, while secondary data is sourced from company reports and industry publications. The questionnaire includes Likert - scale and open - ended questions, pre - tested for reliability and validity. Data is analysed using descriptive statistics (mean, standard deviation) and inferential statistics (regression and correlation analyses) to examine the relationship between job satisfaction, motivation, and work performance.

Objective:

- 1) Examine the current levels of job satisfaction among employees in the pharmaceutical industry across different organizational roles and hierarchies.
- 2) To identify the intrinsic factors (e. g., role clarity, recognition, meaningful work) that influence job satisfaction among head office and field office employees.
- 3) Analyse the extrinsic factors (e. g., compensation, work environment, job security) contributing to job satisfaction in the pharmaceutical sector.

Hypothesis:

H₀₁: Intrinsic factors, such as role clarity and recognition, significantly influence job satisfaction among employees in the pharmaceutical industry.

H₀₂: There is no significant relationship between job satisfaction and work performance in the pharmaceutical sector.

4. Data Analysis & Interpretation:

Respondents Profile:

About 30% respondents were female and nearly 70% respondents were male respondents from various pharmaceutical companies of Mumbai city. Among 400 respondents mainly 20% were being administrative staff, 30% were technical staff, 40% were being field representatives which accounts for nearly about 160 respondents whereas 10% respondents being at managerial position of pharma companies.

Factors Related to Job Satisfaction:

Determinants related to job satisfaction were being classified as intrinsic, extrinsic, organizational, work - life balance and demographic aspects.

Intrinsic Factors:

Intrinsic factors were further being classified as role clarity and autonomy, achievement and recognition and work meaningfulness.

Table 4.1: Intrinsic Factors Impacting Job satisfaction

Category	Factors	Very Low (1)	Low (2)	Moderate (3)	High (4)	Very High (5)	Total
Intrinsic	Role Clarity and Autonomy	40 (10%)	60 (15%)	100 (25%)	120 (30%)	80 (20%)	400
	Achievement and Recognition	30 (7.5%)	70 (17.5%)	110 (27.5%)	120 (30%)	70 (17.5%)	400
	Work Meaningfulness	20 (5%)	50 (12.5%)	90 (22.5%)	150 (37.5%)	90 (22.5%)	400

The data on intrinsic factors in pharmaceutical companies reveals that a significant number of employees feel positively about their work environment. Specifically, 30% of respondents rated Role Clarity and Autonomy as high, with another 20% rating it very high, indicating a clear understanding of responsibilities and decision - making autonomy. However, 15% reported low clarity, suggesting room for improvement. In terms of Achievement and Recognition, 30% of employees felt highly recognized, though 17.5% reported low recognition, highlighting an area where the company can enhance its reward systems. Similarly, Work Meaningfulness was rated high by 37.5% of

respondents, with 22.5% feeling their work was very meaningful, reflecting the significance employees place on contributing to healthcare and patient welfare. However, 5% rated the meaningfulness of their work as low, indicating a need for greater alignment between individual roles and the company's mission to foster a sense of purpose.

Extrinsic Factors:

Extrinsic factors were further being classified as compensation and benefits, work environment, job security, training, and development

Table 4.2: Extrinsic Factors Impacting Job satisfaction

Category	Factors	Very Low (1)	Low (2)	Moderate (3)	High (4)	Very High (5)	Total
Extrinsic	Compensation and Benefits	50 (12.5%)	80 (20%)	120 (30%)	100 (25%)	50 (12.5%)	400
	Work Environment	30 (7.5%)	60 (15%)	110 (27.5%)	140 (35%)	60 (15%)	400
	Job Security	20 (5%)	40 (10%)	100 (25%)	150 (37.5%)	90 (22.5%)	400
	Training and Development	40 (10%)	70 (17.5%)	120 (30%)	120 (30%)	50 (12.5%)	400

About 25% and 12.5% respondents have rated the factor compensation and benefits on higher side which suggest that there is high impact of aspect compensation and benefits on job satisfaction level.30% have rated medium level of influence, similarly about 12.5% and 20% have rated the factors low to very low. In case of extrinsic factor work environment, it was found that nearly 35% and 15% respondents have rated the factor work environment on higher side which suggest that there is high impact of aspect work environment on job satisfaction level.27.5% have rated medium level of influence, similarly about 15% and 7.5% have rated the factors low to very low.

in the organization's ability to provide stable employment. A smaller percentage of respondents rated job security as "Very Low" (5%) or "Low" (10%), showing limited dissatisfaction. Overall, job security is rated on the higher side, contributing positively to employee satisfaction.

Responses for training and development are evenly distributed across "High" (30%) and "Moderate" (30%) categories, with a notable portion also in "Very High" (12.5%). This suggests that employees generally perceive training opportunities as satisfactory but see room for improvement. A smaller percentage rated it as "Very Low" (10%) or "Low" (17.5%), indicating some dissatisfaction. Overall, training and development are rated positively, showing the organization's focus on skill enhancement.

The majority of responses for job security fall in the "High" (37.5%) and "Very High" (22.5%) categories, indicating that employees feel secure in their jobs. This reflects confidence

Table 4.3: Organizational Factors Impacting Job satisfaction

Category	Factors	Very Low (1)	Low (2)	Moderate (3)	High (4)	Very High (5)	Total
Organizational	Leadership and Management Style	30 (7.5%)	70 (17.5%)	100 (25%)	130 (32.5%)	70 (17.5%)	400
	Communication	20 (5%)	50 (12.5%)	90 (22.5%)	160 (40%)	80 (20%)	400
	Opportunities for Advancement	40 (10%)	80 (20%)	120 (30%)	110 (27.5%)	50 (12.5%)	400

Organizational factors such as leadership and management style, communication, and opportunities for advancement significantly influence job satisfaction among employees. Leadership and management style received predominantly positive ratings, with 32.5% rating it "High" and 17.5% "Very High, " though 25% rated it "Moderate" and 25% combined rated it "Low" or "Very Low, " highlighting mixed perceptions. Communication was rated even more favourably, with 40% selecting "High" and 20% "Very High, " emphasizing its role as a key driver of satisfaction, though

17.5% indicated challenges. Opportunities for advancement showed a balanced response, with 30% rating it "Moderate" and 27.5% "High, " but a notable 30% combined rated it "Low" or "Very Low, " reflecting dissatisfaction among some employees regarding career growth potential. These findings suggest that while organizational practices generally foster job satisfaction, targeted improvements in leadership, communication, and growth opportunities could address existing gaps.

Table 4.4: Work - Life Balance Factors Impacting Job satisfaction

Category	Factors	Very Low (1)	Low (2)	Moderate (3)	High (4)	Very High (5)	Total
Work - Life Balance	Flexible Work Schedules	50 (12.5%)	90 (22.5%)	110 (27.5%)	100 (25%)	50 (12.5%)	400
	Support for Family Needs	40 (10%)	70 (17.5%)	110 (27.5%)	120 (30%)	60 (15%)	400

Work - life balance factors significantly influence job satisfaction. Flexible work schedules received mixed ratings, with 27.5% marking them as "Moderate" and 25% as "High," but 35% rated them as "Low" or "Very Low," indicating scope for enhancement. Support for family needs was rated positively, with 30% marking it as "High" and 15% as "Very High," highlighting its importance. However, the moderate and lower ratings suggest the need for further improvement in work - life balance initiatives.

Hypothesis Testing Results:

H₀1: Intrinsic factors, such as role clarity and recognition, do not significantly influence job satisfaction among employees in the pharmaceutical industry.

H_a1: Intrinsic factors, such as role clarity and recognition, significantly influence job satisfaction among employees in the pharmaceutical industry.

Table 4.5: Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	.674	.673	.71116

a. Predictors: (Constant), Achievement and Recognition, Role Clarity

The model summary indicates a strong relationship between intrinsic factors (role clarity and achievement and recognition) and job satisfaction, as evidenced by an R - value of 0.821. The R - Square value of 0.674 shows that 67.4% of the variance in job satisfaction can be explained by these factors, suggesting a significant impact. The Adjusted R - Square value of 0.673 reaffirms the robustness of the model after accounting for the predictors. Additionally, the standard error of the estimate (0.71116) suggests a moderate level of precision in the model's predictions, highlighting the relevance of intrinsic factors in influencing job satisfaction.

Table 4.6: ANOVA Test Results

ANOVA ^a						
Model	Sum of Square		Mean Square	F	Sig.	
1	Regression	415.927	2	207.963	411.197	.000 ^b
	Residual	200.783	397	.506		
	Total	616.710	399			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Achievement and Recognition, Role Clarity

The ANOVA results confirm the statistical significance of the model, with an F - statistic of 411.197 and a p - value of 0.000. This indicates that the combination of role clarity and achievement and recognition has a significant collective impact on job satisfaction. The model's ability to explain a substantial portion of the variance further strengthens the evidence for the influence of intrinsic factors. The low residual sum of squares (200.783) compared to the regression sum of squares (415.927) underscores the model's effectiveness.

Table 4.7: Coefficient Analysis

Coefficients ^a						
Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.628	.108		5.837	.000
	Role Clarity	.853	.132	.849	6.484	.000
	Achievement & Recognition	-.030	.139	-.028	-.216	.829

a. Dependent Variable: Job Satisfaction

The coefficient analysis reveals that role clarity has a significant and positive influence on job satisfaction, with a standardized beta coefficient of 0.849, a t - value of 6.484, and a p - value of 0.000. This highlights the critical role of clarity in enhancing job satisfaction. Conversely, achievement and recognition have a negligible and statistically insignificant effect, as evidenced by a standardized beta coefficient of - 0.028 and a p - value of 0.829. This suggests that while role clarity is essential for job satisfaction, achievement and recognition may not hold the same weight in this context.

H₀2: There is no significant relationship between job satisfaction and work performance in the pharmaceutical sector.

H_a2: There is significant relationship between job satisfaction and work performance in the pharmaceutical sector.

Table 4.8: Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.612	.611	.77582

a. Predictors: (Constant), Work Performance

The R - value of 0.782 indicates a strong positive correlation between job satisfaction and work performance. The R - Square value of 0.612 signifies that 61.2% of the variance in job satisfaction is explained by work performance, demonstrating a substantial predictive capacity of the model. The adjusted R - Square of 0.611 further confirms the model's reliability after adjusting for the number of predictors.

Table 4.9: ANOVA Test Results

ANOVA ^a						
Model	Sum of Square		Mean Square	F	Sig.	
1	Regression	377.156	1	377.156	626.613	.000 ^b
	Residual	239.554	398	.602		
	Total	616.710	399			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Performance

The F - statistic value of 626.613 and a significance level of 0.000 indicate that the regression model is statistically significant, rejecting the null hypothesis (H₀) that there is no significant relationship between job satisfaction and work performance. This confirms that work performance significantly predicts job satisfaction.

Table 4.10: Coefficient Analysis

Coefficients ^a						
Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.756	.112		6.749	.000
	Work Performance	.815	.033	.782	25.032	.000

a. Dependent Variable: Job Satisfaction

The unstandardized coefficient (B) for work performance is 0.815, indicating that for every unit increase in work performance, job satisfaction increases by 0.815 units. The standardized coefficient (Beta) of 0.782 highlights a strong influence of work performance on job satisfaction. The t - value of 25.032 with a significance level of 0.000 reinforces the statistical significance of this predictor. The data strongly supports the alternative hypothesis (H_{a2}) that there is a significant relationship between job satisfaction and work performance in the pharmaceutical sector. This underlines the importance of enhancing work performance to improve employee satisfaction levels.

5. Conclusion

The study highlights that intrinsic factors like role clarity significantly impact job satisfaction in the pharmaceutical industry, while achievement and recognition have a lesser effect. Organizational factors such as leadership, communication, and advancement opportunities also play a crucial role in shaping job satisfaction. Work - life balance, particularly flexible schedules and family support, is another key factor influencing satisfaction. Overall, employees rated work - life balance factors positively but suggested areas for improvement. Enhancing these factors could lead to higher job satisfaction and improved performance in the pharmaceutical sector.

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