

JOB SATISFACTION LEVEL AND INTENTION TO QUIT AMONG SALES PERSONNEL: A COMPARATIVE STUDY OF INDIAN AND MULTINATIONAL PHARMACEUTICAL ORGANIZATIONS

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ABSTRACT

Sales personnel play an important role in sales and revenue generation of organizations and in building relationships with the customers. His job involves meeting sales targets, deadlines, searching for and retaining contacts which may be strenuous and affect job satisfaction. In pharmaceutical organizations sales personnel are the key person to achieve the targets. Job dissatisfaction can make an intention to quit in their mind and it may cause turnover. This study attempts to job satisfaction level of sales personnel of different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of Sales Personnel. It also investigates Intentions of the pharmaceutical sales people to quit the organization.

Survey method was used in the collection of data. 300 Sales personnel of Indian pharmaceutical and multinational pharmaceutical organizations were used for this study.

Keywords: Sales personnel, Job satisfaction, Pharmaceutical Organizations, Intention to quit.

INTRODUCTION

Job satisfaction is defined as "The extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" Job satisfaction describes how content an individual is with his or her job. The importance of job satisfaction surfaces if the many negative consequences of job dissatisfaction such as - lack of loyalty, increased absenteeism, and increased number of accidents etc are taken into consideration. The assessment of job satisfaction may serve as a good indicator of employee effectiveness. Employee job satisfaction is important to an organization's success. It is a widely studied construct in organizational behavior as it influences other organizational variables like productivity, turnover and absenteeism. Many organizations are spending much time on employee satisfaction initiatives in an effort to reduce turnover, improve productivity and to help organizations succeed.¹

High levels of job satisfaction may be a sign of a good emotional and mental state of employees. The behavior of workers affects

the functioning and activities of the organization's business, depending on their level of job satisfaction. Thus, it can be concluded that job satisfaction will result in positive behavior and dissatisfaction from the work will result in negative behavior of employees. Job satisfaction may serve as an indicator of organizational activities.²

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.³

There are three reasons why managers must focus on the job satisfaction of their employees:

1. Research studies suggests that unsatisfied individuals leave organizations.
2. Satisfied employees are in better health and have longer life expectancy. Further maintain that lack of job satisfaction is associated with symptoms like anxiety, depression and poor physical and psychological health, which have concomitant consequences for absenteeism and commitment.
3. Job satisfaction in the workplace also affects the private lives of individuals, which in turn has an effect on absenteeism and other important work-related attitudes and behavior. Job satisfaction is a 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.⁴

Satisfaction is significantly and negatively correlated with turnover intention. Also job stress has significant negative impact on turnover intention. Employees can't enjoy their job if they are working with tactless and inflexible manager. Studies indicate that employee turnover increases if there is mismatch between management and employees.⁵

Supervisor support plays significant role in escalating commitment level among employees in pharmaceutical industry. Satisfied employee is more potential and exerts his/her maximum efforts towards productivity and success of the organization.

Intention to leave is a well-studied concept and various researches have explained it in various ways. Intention to leave is defined as the level to which a member contemplates leaving the relationship with current community or employer.

Intention to leave refers to the 'conscious and deliberate willfulness of the employees to leave the organization. and it is 'individual own estimated subjective possibility or probability of leaving the organization or profession in near future. Intention to turnover establishes the final cognitive phase in the decision making process, in which members actively consider quitting and searching for alternative jobs or professions.

Intention to leave is reflected in the thoughts and consequently declarations by the members that they actually want to leave.

There are four cognitive parts of turnover intent:

- 1) Thinking of quitting;
- 2) Planning to stay or leave;
- 3) Searching for alternative career; and
- 4) A desire to leave current career.⁶

Employees' intention to leave can be considered as normal choices made concerning present organization.⁷ The stimuli of intention to leave the organization can be characterized as individual, organizational, and external factors.⁸ Turnover intention is significantly reduced by continuous an effective commitment.⁹

Intentions of the pharmaceutical sales people to quit their present jobs are increasing day-by-day and the organizations have to take serious steps to control it. Sale force attrition is a costly affair and an economic drain to pharmaceutical organizations. Leaving the organization by the employees can cause severe troubles to the organization.

Objectives of the Study

Job satisfaction level amongst the Sales personnel is a big problem currently faced by pharmaceutical organizations because of dissatisfaction if employee quits the organization then the major part of the organization's revenue is lost.

An exploratory survey is designed, keeping in mind following objectives:

- To study the factors affecting job satisfaction amongst sales personnel of Indian pharmaceutical organizations.
- To study the factors affecting job satisfaction amongst sales personnel of multinational pharmaceutical organizations.
- To find out the significant difference between satisfaction level of sales personnel of Indian and multinational pharmaceutical organizations.
- To study the intention to quit amongst sales personnel of Indian pharmaceutical organizations.
- To study the intention to quit amongst sales personnel of multinational pharmaceutical organizations.
- To find out the significant difference between Intention to quit amongst sales personnel of Indian and Multinational pharmaceutical organizations.

METHODOLOGY

The Structured questionnaire was used as a quantitative research tool to collect primary data based on Minnesota Satisfaction questionnaire instrument, using likert scale, based on five points and it was distributed among sales personnel of different pharmaceutical organizations, for the collection of data. The collected data was further analyzed by hypothesis testing and statistical analysis. Based on review of literature 7 factors were identified which can decide level of job satisfaction and intention to quit amongst sales personnel. Further the intention of salesperson to quit the organization was studied with the help of Minnesota Satisfaction questionnaire.

The factors that leads to satisfaction or dissatisfaction among employees are: Pay, Promotion, Rewards & Recognitions, Work itself, Supervisor's support, Fringe benefits, Co-operation of co-workers etc.

The data was analyzed with descriptive statistics method by using means, standard deviation and finally t- test is used as a statistical tool to compare the means of factors.

Sampling design

The population selected for the study consisted of 300 sales personnel, who are working at different positions like area managers, regional managers and human resource managers of 30 Indian and multinational pharma organizations. The convenience based random sampling technique was used to collect the data.

Data collection

A questionnaire the main tool used for collecting quantitative primary data. Renis Likert type 5 point scale was used to convert qualitative nature of the data into quantitative type. The respondents are asked to indicate their degree of agreement by checking one of five response categories. The data are typically treated as interval scale.

Primary data was collected mainly by the help of structured questionnaire to the selected sample of 300 respondents in which 153 respondents of Indian pharmaceutical organizations and 125 respondents from multinational organizations given their responses.

RESULTS AND DISCUSSION

Job satisfaction level and intention to quit was studied amongst sales personnel of Indian pharmaceutical and multinational organizations. 153 respondents from Indian pharma organizations and 125 respondents from multinational pharma organizations responded for the questionnaire.

Descriptive statistic tables (Table 1 - Table 11) as given below, were prepared in which responses for every question were recorded on Likert scale, based on Minnesota satisfaction questionnaire (MSQ).

For each factor satisfaction level and intention to quit of sales personnel of Indian and Multinational organizations was observed. Further with all mean values total average mean was calculated to identify the overall satisfaction level and intention to quit amongst sales personnel of Indian and Multinational pharmaceutical organizations. Further the significance difference was analyzed.

Table 1: Descriptive statistics for 'Pay'

Question Number	1	2	3	4
Mean value for each question for Indian organizations' personnel	2.313	2.183	1.941	1.954
Mean value for each question for multinational organizations' personnel	3.384	3.368	3.064	3.008
Average mean value for Indian organizations' personnel	2.098			
Average mean value for multinational organizations' personnel	3.206			

Table 2: Descriptive statistics for 'Promotion'

Question Number	1	2	3	4
Mean value for each question for Indian organizations' personnel	2.301	2.373	2.353	2.137
Mean value for each question for multinational organizations' personnel	3.17	3.21	3.3	3.21
Average mean value for Indian organizations' personnel	2.291			
Average mean value for multinational organizations' personnel	3.222			

Table 3: Descriptive statistics for 'Rewards & Recognitions'

Question Number	1	2	3	4	5
Mean value for each question for Indian organizations' personnel	2.261	2.359	2.196	2.150	2.206
Mean value for each question for multinational organizations' personnel	3.240	2.840	3.272	3.120	3.184
Average mean value for Indian organizations' personnel	2.234				
Average mean value for multinational organizations' personnel	3.131				

Table 4: Descriptive statistics for 'Fringe Benefits'

Question Number	1	2	3	4
Mean value for each question for Indian organizations' personnel	2.333	2.339	2.006	2.058
Mean value for each question for multinational organizations' personnel	3.344	3.448	2.96	3.088
Average mean value for Indian organizations' personnel	2.184			
Average mean value for multinational organizations' personnel	3.21			

Table 5: Descriptive statistics for 'Co-operation of Co-workers'

Question Number	1	2	3	4	5
Mean value for each question for Indian organizations' personnel	2.660	2.372	2.228	2.503	2.307
Mean value for each question for multinational organizations' personnel	3.328	2.952	2.792	3.36	2.656
Average mean value for Indian organizations' personnel	2.414				
Average mean value for multinational organizations' personnel	3.018				

Table 6: Descriptive statistics for 'Work itself'

Question Number	1	2	3	4	5	6	7	8	9	10
Mean value for each question for Indian organizations' personnel	2.176	2.385	2.483	2.483	2.183	2.235	2.320	2.457	2.339	2.143
Mean value for each question for multinational organizations' personnel	3.248	3.36	3.56	3.744	3.288	3.304	3.36	3.336	3.528	3.192
Average mean value for Indian organizations' personnel	2.320									
Average mean value for multinational organizations' personnel	3.392									

Table 7: Descriptive statistics for 'Supervisor's Support'

Question Number	1	2	3	4	5	6	7	8	9	10
Mean value for each question for Indian organizations' personnel	2.568	2.738	2.483	2.379	2.620	2.366	2.405	2.392	2.359	2.156
Mean value for each question for multinational organizations' personnel	3.408	3.096	3.104	3.072	3.304	3.128	3.008	3.296	3.192	2.96
Average mean value for Indian organizations' personnel	2.447									
Average mean value for multinational organizations' personnel	3.152									

Table 8: Descriptive Statistics of Average Means of all factors

S.No.	Factors	Indian Companies	Multinational Companies
		Average Means	Average Means
1.	Pay	2.098	3.206
2.	Promotion	2.184	3.222
3.	Supervision	2.214	3.152
4.	Fringe benefits	2.234	3.21
5.	Rewards	2.236	3.131
6.	Co-workers	2.32	3.018
7.	Work nature	2.355	3.392
	Total Average Mean	2.355	3.190

Table 9: T- test for testing the significance

t-Test: Two-Sample Assuming Equal Variances		
	Variable 1	Variable 2
Mean	2.234429	3.190143
Variance	0.007239	0.012832
Observations	7	7
Pooled Variance	0.010036	
Hypothesized Mean Difference	0	
df	12	
t Stat	-17.8479	
P(T<=t) one-tail	2.62E-10	
t Critical one-tail	1.782288	
P(T<=t) two-tail	5.25E-10	
t Critical two-tail	2.178813	

Table 10: Descriptive Statistics of Intention to quit

Question Number	1	2	3	4	5	6	7	8
Mean value for each question for Indian organizations' personnel	2.241	2.183	2.137	2.163	2.202	2.830	2.163	2.888
Mean value for each question for multinational organizations' personnel	3.288	3.296	3.296	3.808	3.744	3.752	3.632	3.696
Average mean value for Indian organizations' personnel	2.351							
Average mean value for multinational organizations' personnel	3.564							

Table 11: T- test for testing the significance

t-Test: Two-Sample Assuming Equal Variances		
	Variable 1	Variable 2
Mean	2.3509	3.564
Variance	0.099533	0.052736
Observations	8	8
Pooled Variance	0.076135	
Hypothesized Mean Difference	0	
df	14	
t Stat	-8.79297	
P(T<=t) one-tail	2.24E-07	
t Critical one-tail	1.76131	
P(T<=t) two-tail	4.48E-07	
t Critical two-tail	2.144787	

CONCLUSION

As per the interpretation and results of individual factors, it was observed that in Indian pharmaceutical organizations sales personnel are less satisfied with the all factors in comparison of multinational pharmaceutical organizations.

As per the study of overall job satisfaction, it was found that sales personnel of Indian pharmaceutical organizations are less satisfied in comparison of multinational pharmaceutical organizations. Overall average mean value was found to be **2.355** as per the responses of sales personnel of Indian pharmaceutical organizations. Mean value **3.190** was calculated as per the responses of sales

personnel of multinational pharma organizations and further in the t- test for testing of significance the calculated value was observed **17.847**, which is greater than tabulated value **2.085**. which shows the significant difference between satisfaction level of sales people of Indian and multinational pharma organizations. So overall satisfaction was observed greater in multinational pharma organizations.

Further it was investigated that Intention to quit is more in Indian pharma Organizations sales personnel as compared to multinational organizations. Indian pharma organizations sales personnel shown mean value **2.351** and mean value **3.564** was observed for Multinational pharma organizations sales personnel. The t- test for testing of significance found to be (calculated value) **8.792** which is greater than tabulated value **2.144**. It was concluded that the difference between means of two samples were significant. So it was found that in Indian pharma organizations sales people, Intention to quit is more in comparison to multinational organizations.

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