



Job Satisfaction of Executives with Reference to Information Technology and Pharmaceutical Industries

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ABSTRACT

Job satisfaction plays an important role for success an executive in the corporate world. Job scope is quiet tedious, demanding, complex, stressful, long hours working etc. Because of such high demanding in nature executives often look stressed, exhausted. One of the greatest attitude to possess for the executives working in these industries is Job Satisfaction. Of course Job satisfaction is not attained or acquired without really creating such congenial environment in the work place. The various factors to provide job satisfaction to the executives fairly depends on different job facets and parameters. To derive full pleasure, happiness and liking towards the job one should be driven to such state of mind by creating such atmosphere at the work place. In this paper we have dealt with the factors, job facets and other parameters which are the key things for bringing in job satisfaction to the employees from bottom to top as well to create positive feeling for the employees and motivation, thereby creating an efficient, effective and productive employees towards achieving better revenues, better margins, better brand image, better reputation to the industry. Thus this paper focuses on the background of Job Satisfaction with giving various theories of Job Satisfaction and finally enlighten on the challenges and the remedial actions for deriving Job satisfaction. In the end this paper presented a test/survey model to find out the level of Job satisfaction for the executives in I.T. and Pharmaceutical Industries.

Keywords: Job Satisfaction, Executives, Employees, Information Technology, Pharmaceutical, Industries, Motivation, Communication.

INTRODUCTION

Job satisfaction is simply how content an individual is with his or her job. A collection of feelings that an individual holds towards his or her job. It is the feeling of an individual and if his or her feeling is positive or negative determines the job satisfaction. Positive feeling generates job satisfaction and negative generates job dissatisfaction. At the more specific levels of conceptualization used by academic researchers and human resources professionals, job satisfaction has varying definitions.

Affective job satisfaction is usually defined as an unidimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole. Hence, affective job satisfaction for individuals is pleasure or happiness their job in general provides. Cognitive job satisfaction is defined as being a more objective and logical evaluation of various parameters of a job.

As such, cognitive job satisfaction can be unidimensional if it comprises evaluation of a job, such as pay, promotion, pay increment, bonus, special award or multidimensional if two or more parameters of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be

satisfactory in comparison with objectives they themselves set or with other jobs.

Objectives of this Paper

1. To examine the Job Satisfaction of the executives in I.T. and Pharmaceutical Industries.
2. To analyze the theories of Job satisfaction.
3. To ascertain Challenges for deriving Satisfaction in I.T. and Pharmaceutical Sector
4. To measure the Job Characteristic Model

Review of Literature

One of the biggest preludes to the study of job satisfaction was the **Hawthorne studies**. These studies (1924–1933), sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne effect) It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.



Fredrick Winslow Taylor's 1911 book, *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction.

Some argue that **Maslow's Hierarchy of Needs** theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization need. This model served as a good basis from which early researchers could develop job satisfaction theories.

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions.

Theories of Job Satisfaction

Affect Theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of satisfaction or dissatisfaction the more a worker values that facet.

Dispositional Theory

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of

satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

Opponent Process Theory

Events that seem negative in manner will give rise to the feelings of stress or anxiety. Events that are positive give rise to the feeling of content or relaxation. The other process is the opponent process, which induces feelings that contradict the feelings in the primary processes. Events that are negative give rise to feelings of relaxation while events that are positive give rise to feelings of anxiety. A variety of explanations have been suggested to explain the uniformity of mood or satisfaction. This theory shows that if you try to enhance the mood of individual it will more likely fail in doing so. The opponent process theory was formulated to explain these patterns of observations.

Equity Theory

Equity Theory shows how a person views fairness in regard to social relationships. During a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another persons puts forth. Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal.

For example, consider two employees who work the same job and receive the same benefits. If one individual gets a pay raise for doing the same or less work than the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, one individual gets a pay raise and new responsibilities, then the feeling of inequality is reduced.

Other psychologists have extended the equity theory, suggesting three behavioral response patterns to situations of perceived equity or inequity. These three types are benevolent, equity sensitive, and entitled. The level by each type affects **motivation, job satisfaction, and job performance**.

1. Benevolent-Satisfied when they are under-rewarded compared with co-workers
2. Equity sensitive-Believe everyone should be fairly rewarded
3. Entitled-People believe that everything they receive is their just due

Discrepancy Theory

The concept of discrepancy theory explains the ultimate source of anxiety and dejection. An individual, who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well, they will also feel



dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities for a particular function, over a time period, and if they fail to fulfill those obligations then they are punished.

Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide. Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility.

This theory also explains that if achievement of the obligations is obtained then the reward can be praise, approval, or love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self guide. When the individual fails to obtain these rewards, they begin to have feelings of dejection, disappointment, or even depression.

Two-factor Theory (Motivator-hygiene Theory)

Frederick Herzberg's Two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

Job Characteristics Model (JCM)

Hackman & Oldham proposed the JCM, which is widely used as a framework to study how particular job characteristics 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.

The five core job characteristics can be combined to form a **Motivational Potential Score (MPS)** for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors.

Motivating Potential Score

The motivating potential score (MPS) can be calculated, using the core dimensions discussed above, as follows;

$$MPS = \frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Jobs that are high in motivating potential must be also high on at least one of the three factors that lead to

experienced meaningfulness, and also must be high on both Autonomy and Feedback.

If a job has a high MPS, the job characteristics model predicts that motivation, performance and job satisfaction will be positively affected and the likelihood of negative outcomes, such as absenteeism and turnover, will be reduced.

Factors that Influence Job Satisfaction

Environmental Factors

Communication Overload and Communication Underload

According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction.

Superior-subordinate Communication

It is an important influence on job satisfaction in the workplace.

The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction.

Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship.

Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional.

Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction.

The manner in which supervisors communicate with their subordinates non-verbally may be more important than the verbal content.

Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment.

A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate.

Conversely, a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in their subordinates in the workplace.

Strategic Employee Recognition

Employee recognition is not only about gifts and points. It's about changing the corporate culture in order to meet goals and initiatives and most importantly to connect employees to the company's core values and beliefs.

Strategic employee recognition is seen as the most important program not only to improve employee retention and motivation but also to positively influence the financial situation. The difference between the traditional approach (gifts and points) and strategic recognition is the ability to serve as a serious business influencer that can advance a company's strategic objectives in a measurable way. "The vast majority of companies want to be innovative, coming up with new products, business models and better ways of doing things. However, innovation is not so easy to achieve. A CEO cannot just order it, and so it will be. You have to carefully manage an organization so that, over time, innovations will emerge."

Healthy Challenges for deriving Job Satisfaction in Pharmaceutical Industry

Few US based Multinational Pharmaceutical companies looking after their executives to have maximum Job satisfaction and sense of achievement through certain perks and extra ordinary benefits.

- They give 13 months salary in a year (every 4 weeks a month salary is calculated)
- The executives spouse is flying to US for their maternity leave and their related confinements.
- Washing allowances for their dress codes because they acknowledge that wearing tie commands respect in the field of pharmaceuticals even in the remote villages as stated by the eminent marketing manager.

The more you enjoy the benefits offered by the company: the more you love the job and derive the job satisfaction i.e., the sense of achievement

Vital Challenges for deriving Job Satisfaction in IT Sector

Job Satisfaction has different parameters which influence it. Let me deal some of them here and these are purely by recording them from the industrial experience where these factors have influenced Job Satisfaction and also in turn affected the productivity, efficiency, effectiveness of that particular Industry.

- In life two things which an individual can not choose. Those are of course Parents and the second one is your boss. A boss can provide positive motivation or he can demotivate an employee depending on his/her personality and behaviour towards the individual. Bosses who are true leaders takes more responsibility for his subordinates mistakes and takes less credit for the success of the team. The other type of leaders are commonly we find in the

organizations we work are blame his team for a failure and credit self when there is an award for team achievement. As Former President of India APJ Abdul Kalam said that his director and superior at ISRO Dr. Vikram Sarabhai was so encouraging his subordinate that it is a pleasure to work with him and job satisfaction and retaining with the institute is tremendous when working with such leaders. If the boss you have is encouraging, supportive, participatory and put you to task exploring your satisfaction towards job is high and vice versa.

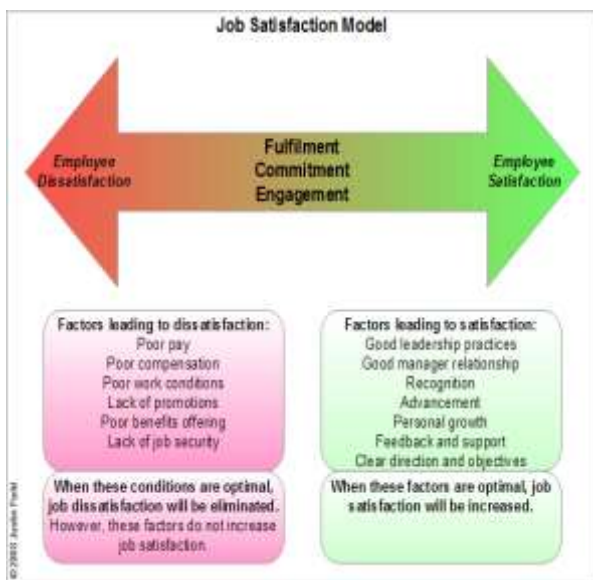
- There is lot of competition in IT field. There is more demand for the high IQ engineers. Attrition levels are very high. This itself is a parameter which indicates us that the Job Satisfaction is low for those engineers who are looking for a change.
- To motivate and to provide more job satisfaction IT companies are creating a very congenial environment in the work place by providing games, snack bars, gyms, yoga centre, swimming etc. To ensure that the executives are released of their stress and to ensure that they get better feeling and satisfaction to work in that specific IT company.
- Retaining talent is a much bigger task for the HR professional. If we lose talent, to again fill that vacancy it is a tedious job for the HR. Today in the IT sector focus is on how to retain talent and how to reduce attrition rate.
- Job satisfaction is an attitude and not a behaviour.
- Normally no boss likes his/her subordinate to be smarter than him/her. If you happen to work with this type of boss, one should be careful not to be over enthusiastic and trying to overtake boss. As the saying goes it is preferable not to be in front of your boss and rear of a donkey. If you have any innovation or creative discovery at your office the best way to get recognized is that it should be disclosed to the ultimate boss or the CMD besides putting that in the public domain of the company. This will not snatch your discovery and your name would be recognized by your co-employees and this can bring in large job satisfaction. There is all possibility if your boss is greedy can claim your discovery as his/her and may de-motivate you.
- In a new environment one faces lot of initial hick ups and may get dissatisfied in his/her job. As they say that time teaches you many lessons including it brings you job satisfaction. Patience is important for realising once dreams. Dreams realization takes you to the level of job satisfaction. Definitely a satisfied employee brings in for the organization lot of positives such as more production, more earnings, more margins, more reputation, more quality, more brand equity etc. Lesson from this explanation is that have patience for reaching your goals.

- If you can see your subordinates achieve job satisfaction you too will. How can we make them happy at the work place? Only by sharing their job by participating with them, providing them with ideas to explore possible alternatives vis a vis new dimensional achievements.
- Find the schematics which can provide you a clear picture on Job Satisfaction.

Measuring Job Satisfaction through a test which is having closer relation to the research carried out by “Cooper”

HS* - High Satisfaction; *LS - Low Satisfaction

- | | |
|--|-------------------|
| 1) Communication and information flow in your organization | HS* 5 4 3 2 1 *LS |
| 2) Your remuneration | HS* 5 4 3 2 1 *LS |
| 3) Your position in your organization | HS* 5 4 3 2 1 *LS |
| 4) Relation with your subordinates & superiors | HS* 5 4 3 2 1 *LS |
| 5) Your chemistry with your boss | HS* 5 4 3 2 1 *LS |
| 6) Recognition in your organization | HS* 5 4 3 2 1 *LS |
| 7) Your participation in important decision making | HS* 5 4 3 2 1 *LS |
| 8) Training and development imparted to you | HS* 5 4 3 2 1 *LS |
| 9) Job responsibility given to you | HS* 5 4 3 2 1 *LS |
| 10) Reward on your achievement | HS* 5 4 3 2 1 *LS |
| 11) Facilities for you in your organization | HS* 5 4 3 2 1 *LS |
| 12) Commuting facility for you | HS* 5 4 3 2 1 *LS |
| 13) Food, snacks, cold and hot beverages facility | HS* 5 4 3 2 1 *LS |
| 14) Respect for you in your organization | HS* 5 4 3 2 1 *LS |
| 15) Inter department cooperation | HS* 5 4 3 2 1 *LS |
| 16) Stress release through relaxation methods | HS* 5 4 3 2 1 *LS |
| 17) Relation with peers | HS* 5 4 3 2 1 *LS |
| 18) Empathy towards each other employees | HS* 5 4 3 2 1 *LS |
| 19) Problems at office due to your boss | HS* 5 4 3 2 1 *LS |
| 20) Flexibility at work | HS* 5 4 3 2 1 *LS |
| 21) Change management in the organization | HS* 5 4 3 2 1 *LS |
| 22) Strategies adopted by you in the organization | HS* 5 4 3 2 1 *LS |
| 23) Environment of the organization | HS* 5 4 3 2 1 *LS |
| 24) Concern for the employees | HS* 5 4 3 2 1 *LS |
| 25) Safety and surveillance arrangements | HS* 5 4 3 2 1 *LS |



Individual Factors

Emotion

Mood and emotions form the affective element of job satisfaction. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are

often more intense, short-lived and have a clear object or cause.

Some research suggests moods are related to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction.

Emotion work (or emotion management) refers to various types of efforts to manage emotional states and displays.

It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction.³²

The understanding of how emotion regulation relates to job satisfaction concerns two models:

Emotional dissonance

Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions, that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment, and low job satisfaction.

Social interaction model

Taking the social interaction perspective, workers' emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example: The accumulation of favorable responses to displays of pleasant emotions might positively affect job satisfaction.

Genetics

It has been well documented that genetics influence a variety of individual differences. Some research suggests genetics also play a role in the intrinsic, direct experiences of job satisfaction like challenge or achievement (as opposed to extrinsic, environmental factors like working conditions). One experiment used sets of monozygotic twins, reared apart, to test for the existence of genetic influence on job satisfaction. While the results indicate the majority of the variance in job satisfaction was due to environmental factors (70%), genetic influence is still a minor factor. Genetic heritability was also suggested for several of the job characteristics measured in the experiment, such as complexity level, motor skill requirements, and physical demands.

CONCLUSION

Job satisfaction is most vital for anyone who is working for an organization. Otherwise the results of the organization would be adverse.

Moreover for the IT industry as these jobs are quiet demanding, hard work, stressful, result oriented and requires long hours of work. The attrition rates are very high compared to the other sectors. Due to the above

demanding qualities required by the IT professionals it is very easy for them to lose interest on the job, or becoming demotivated or disappointed.

The only way to enhance happiness and interest for these professionals is by creating a healthy and congenial environment in the work place, and also it is very important for these professionals to find a way to relax at work place.

Many of these companies are providing different tools, equipment and facilities to rejuvenate its employees and to remove fatigue thereby bringing in fresh energy to take up the challenges and to give better results to the organization.

Finally it is to reaffirm that to create a successful IT Industry an industry with better ROI job satisfaction is a vital factor for its executives as well for the its employees.

Provide an atmosphere in the industry where an employee feels that this is his destination and this is place of temple for his career progression.

This win win situation will bring in fruitful results to the Industry as well a golden career for the IT executives.

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