



A study on Job Satisfaction of Managers working in Pharmaceutical Industry in Himachal Pradesh

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ABSTRACT: This study was oriented to identify the relationship between job satisfaction and its various variables (which are pay, promotion, the work itself, supervision, & co-workers etc.) among managers working in Pharmaceutical Industry in Himachal Pradesh. The study was conducted among 281 respondents. This study has two objectives that to determine the relationship between socio-economic variables and job satisfaction and to study the impact of organizational variables on job satisfaction. The study revealed that there was no significant relationship between socio-economic variables and job satisfaction of individuals. Whereas it was also revealed that there was a positive relationship between job satisfaction and its organizational variables which were promotion, work itself, supervision and co-workers, pay etc. It proved that job satisfaction (pay, promotion, work itself, supervision and co-workers) can contribute to increase the job satisfaction of individuals in the organization.

Keywords: Job satisfaction; socio-economic variables; organizational variables; Pharmaceutical Industry.

INTRODUCTION

Present era is of Industrialization when every country is going under the effect of liberalization, privatization and globalization. In this world job is not only a main source of income but also an important component of life. Job takes away a large part of each individual's day and also contributes to one's social standing. Warr et al., (1979) ^[1] referred the term job as "the tasks undertaken in a particular setting", whereas work is taken to cover job as "a collection of individual tasks that a worker performs. Job is the formal link within the organization and an important part in the formation of individual's work role". Because of job's central role in many people's life, satisfaction with one's job is an important component in overall well-being (Smith, 2007) ^[2]. According to Wanger & Gooding (1987) ^[3], "Employee satisfaction is supremely important in an organization because it is what productivity depends on". Job satisfaction is commonly interpreted as the intrinsic sense of accomplishment emerged from performing tasks while carrying out one's contractual obligations. Locke (1969) ^[4] defines job satisfaction as, "Pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values." The appraisal is based primarily on core job characteristics comprising skill variety, task identity, working conditions, task significance, and on critical psychological states that includes experienced meaningfulness of the work and knowledge of actual results of the tasks. These parameters determine the resultant pleasurable state of the individual (Hackman & Oldham 1976) ^[5], however, defined the job satisfaction as, "The level and direction of a worker's emotion and effect toward a job and job situation." This definition points towards measurable nature as well as directional (positive/negative) character of the construct. They also study its linkage with individual performance and collective morale of the employees.

Job satisfaction is the outcome of convergence of individual expectations and perceived accomplishments from different factors of the job. The more equivalence between expectation and actual accomplishments stemming from a job, the greater is the satisfaction derived from it. When the feeling is stemmed from a

job, the situation as a whole, it is termed as global satisfaction (Francis & Milbourn Jr. 1980:70) ^[6]. Work, in occupational context, is a wider concept than job. Job is the formal link with the organization and an important part in the formation of individual's work role". According to Kanungo (1982) ^[7] "satisfaction with job is a function of job's capacity to satisfy one's present needs, whereas satisfaction with work as a normative belief about value of work in one's life and is a function of one's past cultural conditioning or socialization". Janssen et al. (1999) ^[8] identified four characteristics of work that render satisfaction to the workers. These are work content, working conditions, labour relations and conditions of employment.

Job satisfaction is a complex phenomenon that has been studied quite extensively. Various literature sources indicate that there is an association between job satisfaction and motivation, motivation is hard to define, but there is a positive correlation between job satisfaction, performance and motivation, whereby motivation encourages an employee, depending on their level of job satisfaction, to act in a certain manner (Hollyforde, 2002) ^[9].

1. Definitions of Job Satisfaction: Job satisfaction is described at this point as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction results from the perception that one's job fulfils or allows the fulfillment of one's own important job values, providing that and to the degree that those values are congruent with one's needs.

Young (1984) ^[10] defined job satisfaction as "the affective reaction that employees have about their jobs". According to Young, job satisfaction has implications for the individual related to physical and mental health, for the organization related to the acceptance of and good performance on the job, and for society related to quantity and quality of life.

Job satisfaction is defined as the extent to which employees like their work (Ellickson, 2002) ^[11]. Even through several different definitions have been proposed, they all point into the same direction; the attitude an employee has towards their job.

2. Factors Affecting Job Satisfaction: The factors that are associated with job satisfaction are divided into two categories named as demographical variables and organizational variables. In the present study five demographical factors are considered named as department, education, gender, age, experience and marital status. The studies reviewed related to demographical studies have covered various aspects such as, gender, age, education, tenure marital status in the context of job satisfaction. It has been found that gender factor has positive relationship to job satisfaction by Tang and Talpade (1999); Ahmed et al., (2003) ^[12, 13]; educational level has significant relationship to the job satisfaction KhMetle (2003) ^[14]; whereas tenure is positively related to job satisfaction by Oshagbemi (2003); Mottaz (1988); Clarke et al. (1996) ^[15, 16, 17]; whereas age has positively related to job satisfaction by Mottaz (1987) in Oshagbemi (2003); Greenberg and Baron (1995); Draffe and Kossen (2002); Okpara (2004) ^[18, 19, 20, 21, 22]; whereas marital status of individual is another dimension of job satisfaction which is positively related to individuals job satisfaction by Cimete et al., (2003); Ahmed et al., (2003); Kuo and Chen (2004); Sharma and Jyoti (2006) ^[23, 24, 25, 26].

Whereas the studies reviewed related to organisational variables have covered the various aspects such as pay, supervision, working conditions, co-workers, and promotion opportunities, and growth opportunity and recognition. It has been found that compensation factor has positive relationship to job satisfaction by Oshagbemi (2000); Brainard (2005) ^[27, 28]; whereas Supervision has significant relationship to job satisfaction by Packard and Kauppi (1999); Wech (2002) ^[29, 30]; whereas promotion opportunities are positively related to job satisfaction by Ellickson and Logsdon (2002) ^[31]; whereas co-workers aspect of job satisfaction also has significant impact on individuals job satisfaction by Madison (2000) ^[32]; whereas working condition which is another dimension of the study. Scholars has reported that working condition has positively related to individuals job satisfaction by Cherrington (1994); Bodur (2001) ^[33, 34]; whereas growth opportunity and recognition has significant relationship to job satisfaction by Ali-Mohammed (2004); De Stefano et al (2005) ^[35, 36].

The literature reviewed provided a piecemeal account of various dimensions of job satisfaction. Very few studies have completely focused on the subject of job satisfaction and the variables associated with this. One another major thing which is found during the study of literature that majority of the reviewed studies were conducted in the foreign countries and on teachers. Therefore, the present study takes into

account both variables (demographical and organisational) viz., ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision—human relations, supervision—technical, variety, working conditions as well as demographic factors to study the job satisfaction of managers working in pharmaceutical industry. An attempt has also been made to find the relationship between the aforesaid variables and job satisfaction of the managers in pharmaceutical industry.

HYPOTHESIS AND OBJECTIVES OF THE STUDY

Within the broader scope of research scope of research gap as emerged, certain core studies available in the existing literature lead to the formulation of following hypothesis and objectives for the present study:

Objectives of the present study:

- To determine the relationship between socio-economic variables and job satisfaction.
- To study the impact of organizational variables on job satisfaction.

Hypothesis of the present study:

- **H₀: 1** Socio-economic variables and job satisfaction have no significant relationship.
- **H₀: 2** Organizational variables and job satisfaction are not related significantly.

MATERIAL AND METHODS (RESEARCH DESIGN)

The present study is evaluative cum diagnostic in nature as it tries to find the type of relationship between job satisfaction and various dependent and independent variables and stresses upon the aspects that affect this relationship. The following steps were taken to make the study effective and accurate:

1. Sample Size Design: Managers working in to fifteen pharmaceutical companies in Himachal Pradesh have been selected as respondents for the sample. There are 383 managers in the top fifteen pharmaceutical companies. All the managers were approached for collection of data but finally 281 questionnaires were found back. So the response rate for the present study was approx 73 percent.

2. Data Collection: The data had been collected from primary as well as secondary sources. The primary data was supplemented by secondary data available from the published reports, manuals, circulars, notification, publication and literature related to the topic under study.

3. Instruments for Data Collection: One of the most popular measures of job satisfaction, Minnesota Satisfaction Questionnaire (MSQ) will be used as a research instrument. In this questionnaire Likert's five point scale had been used to measure the job satisfaction namely very dissatisfied, dissatisfied, neutral, satisfied and very satisfied. On the General Satisfaction scale, the coefficients varied from .87 to .92.

Besides, the demographic profile items, the questionnaire contains 100 statements of twenty dimensions named as ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision—human relations, supervision—technical, variety, working conditions.

Results and Discussions:

1. Measurement of Job Satisfaction:

1.1. Departmental Profile of Sample: For the present study six departments were taken into consideration namely as HR, Finance, Production, Sales & Purchase, Marketing, and I.T. With respect to department factor following table shows that majority of the respondents i.e. 27.4 percent comes from production department where as minority of the respondents i.e. 10.3 percent respondents comes from sales and purchase department. Because there is not much difference between the samples number taken for the study, so it indicates that the sample taken for the present study is representative of the whole population.

Table No. 1: Respondents' Distribution by Their Department

Category	Frequency	Percent	Cumulative Percent
HR	49	17.4	17.4
Finance	48	17.1	34.5
Production	77	27.4	61.9
Sale & Purchase	29	10.3	72.2
Marketing	35	12.5	84.7
I.T	43	15.3	100.0
Total	281		

1.2. Educational Profile of Sample: For the present study purpose education factor is taken into consideration to check its impact on the individual's job satisfaction and their job performance. Three categories were taken into consideration namely as Graduate, Post Graduate and others. Here, other includes the courses like diplomas in the respective fields. The table no. 2 demonstrates education wise characteristics of the total sample. The following table displays that majority of the respondents i.e. 63.3 percent are post graduate. It indicates that the people hired by the companies are highly qualified whereas only 2.8 percent respondents have other qualification.

Table No. 2: Respondents' Distribution by Their Education

Category	Frequency	Percent	Cumulative Percent
Graduate	95	33.8	33.8
Post Graduate	178	63.3	97.2
Others	8	2.8	100
Total	281		

1.3. Gender Profile of Sample: For the present study purpose gender factor is taken into consideration to check its impact on the individual's job satisfaction and their job performance. This also seems to support the pharmaceutical industry for equal opportunity for qualified candidates for qualified female applicants for vacant jobs. Of the 281 managers that completed the survey 74.0 percent were male i.e. majority of the respondents and remaining 26.0 percent were female respondents. The response rates from both groups were sufficient to conduct statistical analysis. The table below depicts the gender profile of the sample.

Table No. 3: Respondents' Distribution by Their Gender

Gender	Frequency	Percent	Cumulative Percent
Male	208	74.0	74.0
Female	73	26.0	100.0
Total	281		

1.4. Age Profile of Sample: The table no. 4 shows age profile of the total sample. It is revealed from the following table that 48.8 percent respondents come under the age group of more than 30 years whereas minority i.e. 24.2 percent belongs to the age group of 25-30 years. The following table shows that there is not vital difference among the age profile of the total sample. So it revealed that the sample taken was representative of the whole population. This also seems to support the pharmaceutical industry for equal opportunity for qualified candidates for vacant jobs. The table and figure below depicts the gender profile of the sample.

Table No. 4: Respondents' Distribution by Their Age

Category	Frequency	Percent	Cumulative Percent
Below 25 Years	76	27.0	27.0
25-30 Years	68	24.2	51.2
More than 30 Years	137	48.8	100.0
Total	281		

1.5. Experience Profile of Sample: The table no. 5 shows experience profile of the total sample. It is revealed from the following table that majority of the respondents i.e. 42.3 percent has less than 5 years working experience whereas only 21.4 percent respondents has 5-10 years experience. Again there was no much variation among the number of the respondents taken for the present research as per their working experience. The table and figure below depicts the gender profile of the sample.

Table No. 5: Respondents' Distribution by Their Experience

Category	Frequency	Percent	Cumulative Percent
Below 5 Years	119	42.3	42.3
5-10 Years	60	21.4	63.7
More than 10 Years	102	36.3	100.0
Total	281	100.0	

1.6. Marital Profile of Sample: The table no. 6 demonstrates the marital profile of the total sample. It is revealed from the following table that majority of the respondents i.e. 65.8 percent were married and remaining 34.2 percent of respondents were unmarried. The table and figure below depicts the gender profile of the sample.

Table No. 6: Respondents' Distribution by Their Marital Status

Category	Frequency	Percent	Cumulative Percent
Married	185	65.8	65.8
Unmarried	96	34.2	100.0
Total	281	100.0	

2. Demographical variable of job satisfaction:

2.1. Job Satisfaction and Department: Department is one of the variable amongst variables of the present study. This variable is taken into consideration to measure whether it is associated with job satisfaction or not?

In general it appears that the satisfaction level of person varies from the person to person who is working in other department. It is also revealed from the following table that the satisfaction of the people differ department wise.

The following table shows department wise analysis of job satisfaction. It is revealed that majority of the people i.e. 13.9 % of the total population i.e. 281 is highly satisfied and these respondents belong to production department whereas minority of the respondents i.e. 1.1% was dissatisfied and these respondents belong to Information Technology department.

Table No. 7: Department wise Analysis of Job Satisfaction

Score Category		Department						Total Score
		HR	FINANCE	PROD.	S&P	MKT.	I.T	
Dissatisfied	Count	7	5	14	5	7	3	41
	Percentage	17.1%	12.2%	34.1%	12.2%	17.1%	7.3%	100%
	% Total	2.5%	1.8%	5.0%	1.8%	2.5%	1.1%	14.6%
Satisfied	Count	12	18	24	8	10	13	85

	Percentage	14.1%	21.2%	28.2%	9.4%	11.8%	15.3%	100%
	% Total	4.3%	6.4%	8.5%	2.8%	3.6%	4.6%	30.2%
Highly Satisfied	Count	30	25	39	16	18	27	155
	Percentage	19.4%	16.1%	25.2%	10.3%	11.6%	17.4%	100%
	% Total	10.7%	8.9%	13.9%	5.7%	6.4%	9.6%	55.2%
Total	Count	49	48	77	29	35	43	281
	Percentage	17.4%	17.1%	27.4%	10.3%	12.5%	15.3%	100.0%

$X^2 = 6.536$ $df=10$ $P > NS 0.05$

Since, the calculated value of X^2 ($X^2=6.536$) is less than table value of X^2 at 0.05 significance level i.e. 18.307, the null hypothesis is accepted and it is concluded that department factor is not significantly associated with the job satisfaction.

After applying the Chi-Square test it is found that department factor is not significantly associated with job satisfaction. The results of present study vary from above mentioned studies. This variation between the results of the reviewed studies may be due to the cultural, demographical differences.

2.2. Job Satisfaction and Education: The second variable of the present study is Education. This variable is taken into consideration to measure whether it is associated with job satisfaction or not?

Education can bring some positive changes in one's knowledge, skills and attitude and these aspects plays a vital role in one's job satisfaction. Generally, it is assumed that as education of the person's increases it bring some positive changes in his or her satisfaction. But sometime it may be negative or it may be neutral impact on satisfaction.

The following table outlined the education wise analysis of job satisfaction. It is clear from the table that majority of the respondents i.e. 33.1% respondents were highly satisfied and these respondents were post graduate. Whereas minority of respondents i.e. only 4% of total sample were dissatisfied; these respondents has other qualifications.

Table No.8: Education wise Analysis of Job Satisfaction

Score Category		Education			Total Score
		Graduate	Post Graduate	Others	
Dissatisfied	Count	17	23	1	41
	Percentage	41.5%	56.1%	2.4%	100%
	% of Total	6.0%	8.2%	.4%	14.6%
Satisfied	Count	20	62	3	85
	Percentage	23.5%	72.9%	3.5%	100%
	% of Total	7.1%	22.1%	1.1%	30.2%
Highly Satisfied	Count	58	93	4	155
	Percentage	37.4%	60.0%	2.6%	100%
	% of Total	20.6%	33.1%	1.4%	55.2%
Total	Count	95	178	8	281
	Percentage	33.8%	63.3%	2.8%	100.0%

$X^2 = 6.016$ $df=4$ $P > NS 0.05$

Since, the calculated value of X^2 ($X^2=5.942$) is less than table value of X^2 at 0.05 significance level i.e. 9.487, the null hypothesis is accepted and it is concluded that education factor is not significantly associated with the job satisfaction.

After applying the Chi-Square test it is found that education factor is not significantly associated with job satisfaction. The results of present study vary from above mentioned studies. This variation between the results of the reviewed studies may be due to the cultural, demographical differences.

2.3. Job Satisfaction and Gender: The next variable of the present study is gender. This variable is taken into consideration to measure whether it is associated with job satisfaction or not?

To some extent gender factor also affects the job satisfaction of individuals like night shifts, long working hours, manual work, decision making, field work etc. Ahmed, Raheem and Jamal (2003).

The following table demonstrates gender wise analysis of job satisfaction. It is clear from the table that majority of the respondents i.e. 40.2% highly satisfied and these respondents were male, whereas only 3.6% female respondents were dissatisfied.

Table No. 9: Gender Wise Analysis of Job Satisfaction

Score Category		Gender		Total Score
		Male	Female	
Dissatisfied	Count	31	10	41
	Percentage	75.6%	24.4%	100%
	% of Total	11.0%	3.6%	14.6%
Satisfied	Count	64	21	85
	Percentage	75.3%	24.7%	100%
	% of Total	22.8%	7.5%	30.2%
Highly Satisfied	Count	113	42	155
	Percentage	72.9%	27.1%	100%
	% of Total	40.2%	14.9%	55.2%
Total	Count	208	73	281
	Percentage of Total	74.0%	26.0%	100.0%

$X^2 = .226$ $df = 2$ $P > NS 0.05$

Since, the calculated value of X^2 ($X^2=.226$) is less than table value of X^2 at 0.05 significance level i.e. 5.991, the null hypothesis is accepted and it is concluded that gender factor is not significantly associated with the job satisfaction. The result of present study is not supportable to the study conducted by Ahmed, Raheem and Jamal (2003). This variation among the results of the present study and studies conducted by different authors may be due to sector differences or may be due to cultural, demographical or psychological characteristics of the respondents.

2.4. Age wise Analysis of Job Satisfaction: The next variable of the present study is age. This variable is taken into consideration to measure whether it is associated with job satisfaction or not?

Age also plays an important role in individual's job satisfaction. This factor may have a positive, negative or may be neutral impact on job satisfaction.

According to Greenberg and Baron (1995); Drafke and Kossen (2002); Okpara (2004) reported that there is a significant relationship between age and job satisfaction. Researchers have conducted these studies in overseas countries. In the present study this factor is considered to find whether the same results appear in Indian concern or not.

The following table outlined the age wise analysis of job satisfaction. It is found from the table that majority of the respondents i.e. 25.6% were highly satisfied and these respondents were of more than 30 years old and only 2.5% respondents were dissatisfied and these respondents were of 25-30 years old.

Table No. 10: Age wise Analysis of Job Satisfaction

Score Category		Age			Total Score
		<25 Years	25-30 Years	>30 Years	
Dissatisfied	Count	11	7	23	41
	Percentage	26.8%	17.1%	56.1%	100%
	% of Total	3.9%	2.5%	8.2%	14.6%
Satisfied	Count	22	21	42	85
	Percentage	25.9%	24.7%	49.4%	100%
	% of Total	7.8%	7.5%	14.9%	30.2%
Highly Satisfied	Count	43	40	72	155
	Percentage	27.7%	25.8%	46.5%	100%
	% of Total	15.3%	14.2%	25.6%	55.2%
Total	Count	76	68	137	281
		27.0%	24.2%	48.8%	100.0%

$X^2 = 1.735$ **df=4** **P > NS 0.05**

Since, the calculated value of X^2 ($X^2=1.735$) is less than table value of X^2 at 0.05 significance level i.e. 9.487, the null hypothesis is accepted and it is concluded that age factor is not significantly associated with the job satisfaction.

The result of present study is not supportable to the study conducted by Greenberg and Baron (1995); Drafke and Kossen (2002); Okpara (2004). This lack of correspondence among the results of the present study and studies conducted by above mentioned authors may be due to geographical, sector differences or may be due to cultural, demographical characteristics or psychology of the respondents.

2.5. Job Satisfaction and Experience: The next variable of the present study is age. It's a contradictory statement that experience and job satisfaction is significantly related to each other or not. The literature reviewed revealed that according to Oshagbemi (2003), Mottaz (1988), Clarke et al. (1996), reported that there is significant relationship between experience and job satisfaction. This variable is taken into consideration to measure whether it is associated with job satisfaction or not?

The following table displays the experience wise analysis of job satisfaction. After applying the percentage method on collected data, it is found that majority of the respondents i.e. 24.9% were highly satisfied and these respondents has less than five years experience and only 3.9% respondents are dissatisfied and they has 5-10 years working experience.

Table No. 11: Experience wise Analysis of Job Satisfaction

Score Category		Experience			Total Score
		<5 Years	5-10 Years	>10 Years	
Dissatisfied	Count	14	11	16	41
	Percentage	34.1%	26.8%	39.0%	100%
	% of Total	5.0%	3.9%	5.7%	14.6%
Satisfied	Count	35	19	31	85
	Percentage	41.2%	22.4%	36.5%	100%
	% of Total	12.5%	6.8%	11.0%	30.2%
Highly	Count	70	30	55	155

Satisfied	Percentage	45.2%	19.4%	35.5%	100%
	% of Total	24.9%	10.7%	19.6%	55.2%
Total	Count	119	60	102	281
	Percentage	42.3%	21.4%	36.3%	100.0%

$$X^2 = 1.987 \quad df=4 \quad P > NS 0.05$$

Since, the calculated value of X^2 ($X^2=1.987$) is less than table value of X^2 at 0.05 significance level i.e. 9.487, the null hypothesis is accepted and it is concluded that experience factor is not significantly associated with the job satisfaction.

The result of present study is differing to the study conducted by the above mentioned researchers. This disparity among the results may be due to geographical, sector differences or may be due to cultural, demographical characteristics or psychology of the respondents.

2.6. Job Satisfaction and Marital: The next variable of the present study is marital status. This variable is taken into consideration to measure whether it is associated with job satisfaction or not?

Studies conducted on the relationship between the level of education and job satisfaction showed no sound pattern. The impact of this factor on job satisfaction may be positive, negative or may be neutral. Cimete, Gencalp and Keskin (2003), Ahmed, Raheem and Jamal (2003), Kuo and Chen (2004), Sharma and Jyoti (2006) researchers are of opinion that marital status has an impact on job satisfaction. Most of the reviewed studies were conducted in the foreign countries, so there may some variation in the results due to some factors like cultural, demographical characteristics etc.

The following table shows the marital status wise analysis of job satisfaction. It is revealed from the following table that majority of the respondents i.e. 36.7% were highly satisfied and they were married respondents and only 6.0% of respondents are dissatisfied and they were unmarried respondents.

Table No. 12: Marital Status wise Analysis of Job Satisfaction

Score Category		Marital Status		Total Score
		Married	Unmarried	
Dissatisfied	Count	24	17	41
	Percentage	58.5%	41.5%	100%
	% of Total	8.5%	6.0%	14.6%
Satisfied	Count	58	27	85
	Percentage	68.2%	31.8%	100%
	% of Total	20.6%	9.6%	30.2%
Highly Satisfied	Count	103	52	155
	Percentage	66.5%	33.5%	100%
	% of Total	36.7%	18.5%	55.2%
Total	Count	185	96	281
	Percentage	65.8%	34.2%	100.0%

$$X^2 = 1.215 \quad df=2 \quad P > NS 0.05$$

Since, the calculated value of X^2 ($X^2=1.215$) is less than table value of X^2 at 0.05 significance level i.e. 5.991, the null hypothesis is accepted and it is concluded that experience factor is not significantly associated with the satisfaction.

The result of present study is differing to the study conducted by Cimete, Gencalp and Keskin (2003), Ahmed, Raheem and Jamal (2003), Kuo and Chen (2004), Sharma and Jyoti (2006). This lack of correspondence to the reviewed studies may be due to geographical, sector differences or may be due to cultural, demographical characteristics or psychology of the respondents.

Table No. 13: Job Satisfaction Correlation with Organisational Variables**Descriptive Statistics**

Dimensions	Mean	Std. Deviation	Correlation with Job Satisfaction	Sample
Ability	17.32	3.893	0.8952	281
Achievement	17.35	3.902	0.8840	281
Activity	17.64	4.031	0.8916	281
Advancement	17.37	3.774	0.8688	281
Authority	17.51	3.727	0.8853	281
Company Policy	17.19	4.050	0.8827	281
Compensation	17.30	4.000	0.8486	281
Co-workers	17.64	3.785	0.8781	281
Creativity	17.35	3.865	0.8560	281
Independence	17.43	3.574	0.8798	281
Moral	17.53	3.552	0.8704	281
Recognition	17.47	3.871	0.8998	281
Responsibility	17.54	3.865	0.8998	281
Security	17.38	3.799	0.8847	281
Social service	17.29	3.627	0.8690	281
Social Status	17.54	3.799	0.9123	281
Supervision HR	17.56	3.907	0.8862	281
Supervision Tech	17.60	3.777	0.8753	281
Variety	17.66	3.484	0.8589	281
Working Condition	17.50	3.624	0.8712	281

The above table shows the descriptive statistics of various variables which are associated with job satisfaction of individuals. It is clear from the above table that organizational variable of the present study named as ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision—human relations, supervision—technical, variety, working conditions are highly associated with job satisfaction of individuals. Because the minimum correlation of organizational variables to job satisfaction is 0.84863 and maximum correlation which is found is 0.912352.

Since the Pearson's Correlation value is vary between 0.848 to 0.912, so the hypothesis of present study is rejected that there is no significant relationship between organizational variables and job satisfaction.

Now it is concluded that there is a high degree of correlation between organizational variables and job satisfaction. This is due to some reason that these are variables which provide individual's favourable environment, healthy work culture, comfort and working conditions etc. These variables may encourage people to perform well at his or her job and be happy with job. If these variables seen through theoretical point of view then it also come true that these variables are associated with individual's job satisfaction.

CONCLUSION

First, the study has highlighted some positive aspects of the work life. Those include continuing high levels of autonomy, creativity, sense of achievement, job itself and working conditions. These motivating core job characteristics satisfy the manager's need for engaging on meaningful work activities. The job characteristics like autonomy and flexibility clearly stand out as the most important factors for job satisfaction as revealed by Bellamy, Morley and Watty too (2003). The association of selected variables with job satisfaction in the present study varies between 0.84863(minimum) and 0.912352 (maximum) correlations which are found after the data analysis. Among the socio-economical variable department, gender, age, education, marital status and experience has not significant impact on job satisfaction of manager's working in pharmaceutical industry in Himachal Pradesh.

An overall review of the paper reveals that managers' satisfaction is more affected by the organizational variables whether socio-economical variables have neutral or moderate impact on their job satisfaction.

1. Strategic Actions for Improving Job Satisfaction: Although the managers working in pharmaceutical industry in Himachal Pradesh are highly satisfied with all the dimensions of job satisfaction but following are certain aspects which should be looked into:

2. Appropriate Recognition: Everyone appreciates getting credit when it is due. The occasion to share the success of employees with others is almost limitless. The work of leading managers should be given due recognition in the form of financial and non-financial rewards. Socialising and interacting at personal level could enhance the bonding. This will act as motivating factor for managers to keep on giving good performance and enhance their level of job satisfaction.

3. Right Follow-up of Promotion Policy: Although promotion happen through HR policy but the procedure sometimes takes quite long time and managers get frustrated because there is not more age difference of the managers. It is found that there are majority of the managers who are younger and the youngest people require growth as fast as can. So that the formalities should begin quite in advance so that the managers are promoted at right time.

4. Better Package: If the industry wants to attract more competent people to its organisation, it will have to offer them lucrative compensation and more of financial incentives so that they do not think they are underpaid. The recommendation of sixth pay commission should be implemented. This will improve their overall level of job satisfaction as well as life satisfaction.

5. Advancement: If the industry wants to retain or attract more competent people to its organisation, it will have to offer them better career advancement opportunities. Because of this existing people can be retained and new comer can be attract.

6. Security: In the present era employees feel unsecure for their job. So employees can be retained or attract if industry provide job security. This will definitely leads to their job satisfaction and respectively their performance.

7. Working Conditions: The working conditions of a industry has a significant impact on one's job satisfaction. In the present study it is found that managers are satisfied with their present working condition. But it's of greater importance that it should be maintained in future also.

8. Implications: Through analysis of different elements of job satisfaction reveal the importance of job characteristics like autonomy, advancement, supervision, authority, working conditions and job itself etc. of job for enhancing the manager's job satisfaction. Before appointing an individual it should be stressed upon that his/her expectations and values match with that of the job. Lesser the discrepancy higher would be the level of job satisfaction. Further research, could explore the relationship between the socio-economical variables with job satisfaction in some other industries or fields.

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