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A study on factors affecting employee job satisfaction in sun Pharma, Mohali (Punjab)

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Abstract
One of the biggest issues facing managers nowadays when it comes to managing their workforce is employee happiness and loyalty. The most important resource for any organization is its workforce; the longer a worker is employed by a company, the more valuable they become. Several Research has been done in a number of industries to show how job happiness affects employee loyalty. The core of employee happiness is the notion that working for that specific organization is the greatest choice for them, together with a strong sense of satisfaction with the organization. The study's goal was to determine how an employee's job satisfaction affected them. Additionally, this study identifies a number of variables that influence worker satisfaction. A questionnaire survey was employed in the study to accomplish its goal. The findings demonstrate that every aspect of the organization has a direct impact. Numerous socio economic and individual characteristics, including age, sex, incentives, working environment, education, length of service, and labor, etc. This article aims to examine various aspects that impact job satisfaction in a pharmaceutical company Sun Pharma located in Mohali, India.

Introduction
A general mindset that arises from numerous specific mindsets in three domains: (i) personal traits; (ii) relationships with coworkers outside of the workplace; and (iii) particular job aspects, is job happiness. Analyzing these elements separately is not possible. It is decided that employees' perceptions of their work, whether positive or negative, determine their level of job satisfaction. When work needs align with employees' expectations and desires, it happens.

To achieve a comprehensive knowledge of job satisfaction, a more thorough approach necessitates the inclusion of numerous more criteria. It is important to take into account various elements, including the employee's age, health, temperament, desires, and aspiration level. In addition, his social standing, leisure activities, and relationships with his family all eventually contribute to his job happiness.

Need for the study
To comprehend, in light of general characteristics, the degree of employee happiness. Employee satisfaction is a prerequisite for the firm to operate efficiently, boost production, and contend with competition. Employees with a positive attitude will be content with their jobs. Therefore, in order to help the organization make decisions, a survey has been conducted to evaluate employee satisfaction.

Objectives of the study
a) To study the level of satisfaction of respondents towards working conditions and welfare facilities.
b) To study the level of satisfaction of respondents towards financial benefits, opportunities for promotion and training.
c) To study the opinion of respondents towards interpersonal relationship, appreciation of work and decision making.
d) To study the level of satisfaction of respondents towards standing rules, grievances Redressal system and disciplinary action, interest and boredom.

e) To find out over all level job satisfaction among the executives.

f) To give suggestions to improve the level of job satisfaction, if required.

Scope of the study
The scope of the study is limited to Employees of the

Factors Relating to Job Satisfaction
Job satisfaction is derived from many interrelated factors. Every factor has it's own importance and which cannot be neglected. All these factors are subject to change from time to time and therefore study of these factors is important. These factors are:

Personal Factors
1. **Sex:** The majority of studies on the topic show that women are typically more content with their jobs than males are. This can be a result of the various roles that women play when they work outside the home. It was shown that, although receiving less money, women prefer to work with amiable coworkers and in a positive social environment.
2. **Age:** Research has revealed varying findings across various demographics about the correlation between age and job satisfaction. While some believe there is minimal correlation between age and job happiness, there are instances where this correlation is significant. While job satisfaction declines with age in certain groups, it increases in others.
3. **Education:** Studies on this relationship indicate that employees with higher levels of education tend to be less satisfied, whereas those with lower levels of education tend to be more satisfied. However, some studies find no correlation at all, thus it's important to take into account factors like an organization's advancement policy in regard to education.
4. **Time of Job:** According to a number of research, job satisfaction rises over the first few days before gradually declining.

Factors in Job
1. **Type of Work:** The nature of the work is the most crucial component. according to studies, having a job leads to higher job satisfaction than doing regular employment. According to other research, a minority of professionals reported being unsatisfied, compared to the majority of manufacturing workers.
2. **Skill Required:** When skill levels are high, employees are more likely to find their primary source of satisfaction in their work. Only in cases when contentment with skill has considerably declined has satisfaction with working conditions or pay become apparent.
3. **Occupational Status:** There is a strong link between occupational status, income, and year of education. Research indicates that workers have higher levels of job dissatisfaction in positions with lower social status and prestige.
4. **Responsibility:** In an industry, accountability is also very important. Research on accountability among factory managers has therefore been proven to be more important in terms of promoting their job satisfaction.

Factors Controlled By the Management
1. **Wages:** The primary determinant of job satisfaction is wages. Greater pay correlated with greater job happiness, although this correlation does not always translate into contentment among all employees. Research indicates that while pay may be positively correlated with job satisfaction in certain situations, highly educated individuals tend to place a greater value on job security and growth prospects than pay.
2. **Working Condition:** Convenient working surroundings are also considered to be crucial. Increased job satisfaction and decreased weariness are directly correlated with improved working conditions.
3. **Benefits:** Another significant element is the acceleration of other advantages. Research indicates that well-paid, highly educated workers place greater value on perks and amenities.
4. **Security**: According to every study, workers desire a consistent job. When a job is secure, work satisfaction will increase, and vice versa. Research indicates that those with higher levels of education also place less importance on security.
5. **Opportunity for Promotion:** Research indicates that individuals who have worked for a while will choose career growth over salary. Where there are lots of prospects for career progression, people are happier in their jobs.

Review of literature
Yahaya *et al*. (2019) [16] determined the impact of occupational stress on absenteeism, intention to leave and job satisfaction among personnel working in Malaysia in Companies Commission. The result showed that absenteeism and intention to leave are not directly influenced by occupational stress but job satisfaction was directly influenced and "job satisfaction has negative impact on both, intention to leave and absenteeism". This determined that personnel who were highly satisfied with job are less wished-for to leave and have low tendency towards absenteeism. The study also suggested that better salaries, providing good facilities, rewards and benefits as well as recognition to personnel were various ways to increase their satisfaction level. Organisational management can reduce employees stress by providing proper support system, training, good communication at the workplace.

Gomeshu and Fanta (2018) [17] investigated whether & how much intrinsic job satisfaction effects commitment of jobholders of banking sector. Their research found that intrinsic job satisfaction has a significant impact on employees' commitment. They also established that job satisfaction has moderately strong and substantial relation with affective commitment and positive and significant relation (less than affective commitment) with normative commitment. Continuous commitment, on the other hand, has a negative relationship with intrinsic job satisfaction. Furthermore, by using more intrinsic characteristics, it was possible to lessen employee continuous commitment and shift employees toward affective and normative commitment.

Haile, Gualu, Zeleke, and Dessalegn (2017) [18], studied that Ethopian nurses were moderately satisfied with their jobs, with higher levels of satisfaction related to the nature of work and the most dissatisfaction related to promotion.

There was a difference in job satisfaction among nurses based on their age, gender, and whether or not they had children.

Myint San *et al.* (2016), studied job satisfaction in private banks in Myanmar could be classified into four factors: administrators, coworkers, compensation, and job satisfaction. According to the study, job satisfaction did not change in the morning of the service term but is highest after 15 days of service. Low-level workers and those who have been in the job for a longer period of time was less satisfied with their managers, while more educated individuals were dissatisfied with their pay. The primary data was gathered from 364 workers at 12 banks in Kangon and Mandalay, Myanmar.

Tinu *et al.* (2015) [19] studied the relationship between Gender, Commitment and Job Satisfaction among College Lecturers. The study showed that there was no difference in the level of job satisfaction of the faculty and the level of satisfaction depends on the gender. The male faculty members were less happy with their jobs, while the female faculty members have worked in the colleges were happy with their jobs. The gender has an important impact on the level of job satisfaction among the faculty members who have worked in the college.

Srivastava, Sh, and Chabra, S. (2014) [20] studied whether teachers' expressed level of job satisfaction was influenced by their gender or educational qualifications such as NET and PhD. The study showed that teacher educators were satisfied with their jobs; there was neither significant relationship between gender and job satisfaction, nor does qualification have a significant effect on job satisfaction.

Chandramma (2013) [21] studied the relationship between Job Satisfaction and Teaching Effectiveness of Teachers. The study found that the teacher educators were happy with the job totally. The 3 socio-demographic variables such as management, age and marital status would have an impact on the job satisfaction of the teacher education. The teacher would work with the private management institutions to have a high level of job satisfaction compared to working in the government institutions. The young teaching educators would have a high level of job satisfaction compared to the middle aged and old age educators. Study also showed that with age the satisfaction level decreases. The teacher educators who were unmarried would have a high level of job satisfaction compared to the married people.

Jain *et al.* (2012) [22] identified elements that were responsible for job satisfaction and the level of job satisfaction among banking staff (public / private). It was concluded that the level of job satisfaction among private bank employees was lower than that of public bank employees. Furthermore, layoff threats, relationships with supervisors, fewer welfare schemes, and service conditions were identified as major sources of dissatisfaction among private sector banking employees. Furthermore, among them were the following main causes of job satisfaction: a secure work environment, a welfare policy, job stability, and promotion.

Afolabi and Omole (2011) [23] examined the influence of personality type (A and B) and work force diversity on ethical behavior and job satisfaction of a sample of Nigerian police. The sample consisted of 120 policemen and women whose ranks were from Constable to Assistant Superintendent of police in the Irrua Area Command, Edo State, Nigeria. The findings of the study revealed that type B persons had higher job sati faction and were more ethical in behavior compared to the type a persons. Also, there was a significant joint prediction of age, gender, educational attainment and work experience on job satisfaction and ethical behavior of the sample. Here, age, gender and work experience had a significant independent contributions to job satisfaction and ethical behavior. However, the independent contribution of education on job satisfaction and ethical behavior was non-significant.

Research Methodology
Design of the Study
It is a Descriptive and Explorative study design, which had enabled to know the level of job satisfaction among the executives working at Sun Pharma, Mohali.

Sampling
A sample of 107 employees was taken which contributes to about 46% of the total employees.
The result of the study was characterized on the basis of:
a) Total Respondent; and,
b) Departmental wise

Pilot Study
A pilot study was carried out initially, and then the questionnaires were distributed to the respondents. Here, five employees each received five questionnaires to see how they responded. The completed questionnaire indicated that they were all defined and unambiguous. The questionnaire was then completed.

Methods of Data Collection
Data was gathered using both primary and secondary sources original data comes directly from the respondents via the questionnaire; secondary data comes from any source other than the original data, such as office files, documents, manuals, etc.

Data Analysis and Interpretation
After all the data were displayed after tabulation, analyzed the tabulated data as per the objectives of the study.
For the study, Average Satisfaction was calculated using the following formula:-

Average Satisfaction = Percentage of employees satisfied/very satisfied/Percentage of total employees taken

Attributes taken into consideration for the study
The few attributes that are taken for consideration for the study are as follows:-
1. Working Hours.
2. Fair Payment for work done.
3. Training.
4. Physical Layout of the Department.
5. Motivation.
6. Performance feedback.
7. Teamwork.
8. Welfare Benefits.

Employee Satisfaction Measurement
It has been stated that perceived performance and expectations determine employee satisfaction. Employee satisfaction is high when performance meets expectations; low performance results in dissatisfaction. But as hard as it

seems, the technique is actually quite simple. High satisfaction rates are more crucial for any business to provide since they show strong loyalty and prevent customers from leaving when a better offer comes in.

Tools for tracking and measuring employee satisfaction
1. **Complaint and Suggestion System:** Staff members are free to voice concerns and make recommendations using tools including suggestion boxes and in-person meetings with superiors, among other things.
2. **Lost Employee Analysis:** The employee loss rate is calculated or exit interviews are performed.
3. **Employee Satisfaction Survey:** To determine employee satisfaction, a random sample of recent buyers is contacted via phone or a questionnaire on a regular basis.

Scale Construction
For Questionnaire
On the basis of different attributes taken into consideration, a questionnaire was prepared. To each, there are 4 possible answers out of which one is to be ticked. In case of pertaining to satisfaction, the respondent has to give a response in terms of very satisfied, satisfied, dissatisfied, very dissatisfied.

ii) **For interpretation**
After the collection of data, the results were plotted in the form of graph and the interpretation was carried out taking the following scale into consideration:
0 to 0.5 ---------------Very Dissatisfied.
0.5 to 1.0------------- Dissatisfied.
to 1.5 --------------- Satisfied
1.5 to 2---------------Highly Satisfied

Interpretation
Based on the data collected, as a whole, the total respondents are dissatisfied with the following attributes:
a) Working Hours,
b) Training,
c) Motivation, and
d) Team Work, And the employees are very much dissatisfied with
e) Performance feedback, and
f) Welfare Benefits,

Major Findings of the Study
On the basis of the methodology adopted for the study, the following findings were drawn:

i) **Satisfaction Level of The Employees (Department Wise):** There are six departments in this organization: the departments of production, engineering, finance, warehouse, quality control and assurance, and human resources. Since each department has a different degree of satisfaction, I made an effort to get information from them all.

a) **Production Department**
45 percent of the department's total workforce is the percentage of employees that are taken into account. The production department's employees are extremely dissatisfied with Performance Feedback (0.2), Team Work (0.2) & Welfare Benefits (0.3), Working Hours (0.7),

Training (0.5), and Motivation (0.5). They are also highly satisfied with the department's physical condition (1.9) and payment structure (1.2).

b) **Quality Control and Assurance Department**
This is one of the most crucial divisions in any company, but especially in the pharmaceutical sector. That being said, the department's staff members are essentially happy with every attribute with the exception of welfare benefits (0.8), teamwork (0.4), and performance feedback (0.4).

c) **Warehouse Department**
The only aspects about which the department's workers are somewhat content are their working hours and training (1.2).

d) **Engineering department**
The only thing that this engineering department's staff is really happy about is their training (1). They are also quite happy about their physical layout (1.6), very unhappy about performance feedback, payment, welfare benefits, and motivation (0.4), and unhappy about teamwork (0.8) and working hours (0.6).

e) **Human Resources and Finance Department**
Since there are fewer personnel overall (The finance department has four and human resources has three). information gathered from each of these seven workers. The workers in these two sectors are extremely unhappy with performance feedback (0.5), motivation & welfare benefits (0.4), and payment (0.7). They are also content with working hours, training, physical layout, and teamwork (1).

ii) **Causes for Employee Dissatisfaction**
On the basis of data collection, the foregoing discussions would highlight the factors of Employees dissatisfaction.

Long Working Hours
Typically, the working day begins at 8:30 am and ends at 5:00 pm. However, due to factors like rising market demand, employees must work until 7 p.m., with the possibility of an extension until 10 p.m. Long work hours have a negative impact on social behavior, work pace, error rate, and other aspects of task performance. They also have a negative impact on employees' health. When combined with sleep disturbances, long work hours further deteriorate task performance. Workers may have a variety of health-related issues, including: a) cardiovascular issues; and b) mental health issues. Not only does it disrupt domestic relationships, but it also negatively affects the work-life balance.
The study discovered that while the majority of respondents were happy with the payment structure, a small percentage of workers in Sun Pharma (Mohali) warehouse, engineering, human resources, and finance departments believed that their compensation did not reflect their value to the company, which is the primary demotivating factor.

b) **Training**
The effectiveness of modern companies now heavily depends on training. Competencies are the fundamental knowledge and skills that an organization possesses to provide them an advantage over rivals. Training is essential to developing and enhancing key competencies, which makes it the cornerstone of strategy execution.

Additionally, workers must constantly improve their knowledge, skills, and capacities to deal with new procedures and systems due to the fast evolving nature of technology. Nonetheless, almost all workers require continual training of some kind to sustain productive performance or adapt to new tasks.

The current study identified the following reasons why employees weren't happy with the training they received.

1. Since supervisory and managerial staff members typically receive these trainings, younger staff members are discouraged from developing their skills and knowledge in order to boost productivity.
2. Workers only receive training appropriate to the type of work they do.
3. In the Department of Quality Assurance and Control. Workers encounter difficulties at work because they do not possess the necessary theoretical understanding of the properties of the chemicals that are used.

c) Motivation

After hiring and training staff members, it's critical to inspire them to put up the necessary effort in order to meet corporate goals. Perceived demands for employee happiness are known as motivation variables, and they have an impact on worker productivity and performance. A physiological or psychological deficiency or need that intensifies action toward a goal or rewards is the first step in the motivation process.

The following findings about the unhappiness of employees with regard to motivation were made. Because management did not take any action to find out what the employees wanted or what issues they were having while working for the company, the employees were typically demotivated. Their sense of belonging to the company is diminished as a result, which lowers their productivity at work.

d) Teamwork

The idea of teamwork is when individuals collaborate as a group to achieve shared goals or objectives. Teamwork, as applied to the workplace, is a strategy that unites employees' mindsets toward common company objectives in a corporate and typically altruistic way. Working well in a team environment requires knowledge and abilities related to effective collaboration. Many employers try to improve their workers' collaborative efforts through training, cross-training, and workshops in order to enable individuals efficiently work together in a cohesive group as businesses and organizations grow larger and more sophisticated.

e) Welfare Benefits

Employee perks are a type of indirect remuneration meant to enhance the standard of living for both the employees' personal and professional lives. Benefits make about 40% of the employer's overall payroll expense. Employers typically anticipate increased productivity and assistance from their staff in exchange. Given that workers now anticipate a greater range of perks, how these benefits are conceived and presented will determine how motivating they are.

According to the survey, the company's three layer benefit plan-the Officer Level, Managerial Level, and Worker Level-was the main cause of employee discontent.

Conclusion and Recommendation

Employees of various industrial establishments are not happy with the amenities offered to them by the management of the industrial facility, despite the government's various policies and programs on industrial development, employee welfare, and statutory rules. The study's summary based on the objectives reveals the following and advises management to implement remedial actions to boost productivity:

Working Hours

It is recommended that employees be granted a period of leisure during non-working hours to enhance their productivity. The following time slot should be allocated for relaxation:

After working from 8:30 a.m. until 10:00 a.m., there will be a 15-minute tea break.

Following a 10-15 am–12:30 pm workday, take a 30-minute lunch break.

Following a 1:00–5:00 p.m. workday, there will be a 15-minute tea break. Following a 5:15 pm to 8:00 pm. From 8 onwards next shift with same leisure time.

Payment of Work Done

Every employee's productivity should be measured by the company using a precise process, and workers should receive bonuses, promotions, and other forms of compensation in accordance with their output.

The administration ought to offer a range of monetary and non-monetary incentive programs to boost staff members' dedication to the company.

Training

1. In order to improve junior level employees' knowledge and abilities and boost production, organizations should offer training facilities.
2. Cross-functional training should be given to staff members to equip them with the multiskills they need to assume greater responsibilities.
3. The Quality Control and Assurance Department staff should receive off-the-job training to familiarize them with the range of chemicals that will be utilized in their labs.

Motivation

1. Every department should have a complaint box where staff members can record grievances pertaining to their work. The management should then regularly review these complaints and take appropriate corrective action.
2. The management ought to try to determine the social needs of the staff, for which the manager ought to communicate with his colleagues on a regular basis.

Teamwork

1. To improve the organization's teamwork, management should take the initiative to host seminars and workshops that include group dynamic games.
2. Team members ought to hold official and informal meetings to foster better communication among themselves as well as to inform the members of the team of their goals.

Welfare Benefits

Contractual workers are the ones who are worried about fooding. The contractual head should regularly invigilate in order to improve the quality. To improve food quality, the HR staff should also conduct a monthly inspection.

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