

## **Satisfaction of the Employees towards the Attitude of the Management: A Study of the Pharmaceutical Industry**

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### **Abstract**

The success of an organisation depends on the knowledge, skills and abilities of its employees. Human resource management is focused on achieving organisational effectiveness, human capital management, knowledge management, good employees' relations, meeting diverse needs and bridging the gap between rhetoric and reality. Effective HRM practices are a fundamental requirement for a successful organisation where different kinds of people are brought together to achieve a common goal. The Indian Pharmaceutical industry has made a mark on the global pharmaceutical scene with its low cost of production, scientific manpower, renowned for being innovative, and low research and development cost. The industry is reported to be growing at 8 to 9 percent annually. Indian pharmaceutical companies have to attract, retain and assist talented individuals to expand their skills essential for successful operation and growth of their company. The Solan and Sirmour districts of the Himachal Pradesh are showing remarkable growth in the industrial development after the announcement of the special industrial package. In the present paper an attempt has been made to analyse the Satisfaction of the employees towards the attitude of the management. The study has been based on both the primary and secondary data. The primary data has been collected through the self-administrated questionnaire and different statistical tools have been used to achieve the results. Finally the suggestions and the recommendations have been highlighted in the paper based on the findings of the study.

**KEYWORDS:** - Human Resource Management Practices, Indian Pharmaceutical Industry, Compound Annual Growth Rate (CAGR).

### **INTRODUCTION**

Human resource management is about managing the people. It is a process of binding the people and organisations together so that the objective of each is achieved. It may be defined as the art of procuring, developing and maintaining the competent work force to achieve the goals of an organisation in an effective and efficient way. It is all about people at work, both as individuals and in groups. The Indian pharmaceutical industry is currently at top amongst India's science-based industries with wide ranging capabilities in the complex field of the drug manufacturing and technology. A highly organized sector, the Indian pharmaceuticals market is expected to expand at a CAGR of 23.9% to reach US\$ 55 billion by 2020. It ranks very high amongst all the third world countries, in terms of technology, quality and the vast range of medicine that are manufactured. The Indian pharmaceutical sector is highly fragmented with more than 20,000 registered units. It has expanded drastically in the last two decades. The Pharmaceutical and Chemical industry in India is an extremely fragmented market with present price competition and government price control. The

pharmaceutical industry in India meets around 70% of the country's demand for bulk drugs, drugs intermediates, pharmaceutical formulations, chemical, tablets, and capsules, orals and injectable. There are approximately 250 large units and about 8000 small scale units, which form the core of the pharmaceutical industry in India (including 5 Central Public Sectors Units). The Indian pharmaceutical industry is estimated to grow at 20% compound annual growth rate (CAGR) over the next five years. The effective management of the human resources leads to the success of the organisation. The satisfaction of the employees is depended upon the facilities provided by the management. Nowadays, when every organisation makes healthy efforts for the welfare and satisfaction of its employees, it is also the responsibility of the employees to understand the requirements of their job and fulfil it with their potentials.

### **Review of Literature**

Rahman et.al. (2013) recommended that the pharmaceutical companies should develop a proper human resource policy and be given emphasis on the proper human resource practices to enhance the satisfaction of their employees. Niazi (2014) suggested that the expectation of the employees can be improved through the effective HRM practices which will be helpful in building a good position of the organisation in the competitive environment. Mohan *et. al.*, (2015) observed that the pharmaceutical Industry is a recession proof industry and extremely knowledge intensive. Therefore, recruiting the right people, retaining them, and keeping them motivated, is very crucial for the companies. The attrition rate is high in this industry. Companies have been using same old methods like to offer higher salaries or stock options to retain the important people. The study revealed that the mindset of the most companies is still ruled by the decade old Satisfaction s and there is a need for giving a greater importance to the HR function and the changing role of the HR Manager in the present challenging times. They suggested that other non monetary methods may prove more effective than the higher pay. Hassan (2016) revealed that there was a significant relationship between the HRM practices and the performance of the employee. Overall, it can be concluded that the HRM practices (compensation, career planning, performance appraisal, and training and employee involvement) play a crucial role in enhancing the employees' performance, so the organisation should modify their HR policies by keeping in view the above factors in order to attain the organisational goals.

### **OBJECTIVES OF THE STUDY**

- 1) To analyze the profile of the respondents working in the pharmaceutical industry.
- 2) To examine the satisfaction of the employees towards the attitude of management on the basis certain selected variables.
- 3) To identify the problems and advance suggestions to make the study result oriented.

### **HYPOTHESIS**

H<sub>0</sub> There is an insignificant relationship between the demographic variables and the employees' level of satisfaction with the attitude of the management.

## RESEARCH METHODOLOGY

The target population of this study was the employees of pharmaceutical industries situated in the Solan district of the Himachal Pradesh. In order to meet the objectives of the present study, multi stage sampling has been used. At the first stage with the help of convenient sampling Solan district of Himachal Pradesh is selected. At the second stage with the help of simple sampling Baddi, Barotiwala and Nalagarh areas of Solan have been selected. At the third stage 21 Pharmaceutical companies (12 from Baddi, 6 from Barotiwala, 3 from Nalagarh have been selected by adopting purposive sampling. At the fourth stage while adopting the quota random sampling a sample of 315 respondents @ 15 employees from each pharmaceutical company has been selected. While selecting sample, an utmost care has been made to ensure that the employees are selected from different level without any biases or favouritism. For achieving the objectives of the study, different statistical techniques like percentage, chi-square and contingency coefficient have been applied to analyze the data.

## RESULT AND DISCUSSION

### 1. Demographic Profile of the Respondents

Demographic information helps to analyse the combination of the different independent variables like gender, age, working experience, working department, educational qualification and background of the respondents. It depicts from table 4 that the majority of the respondents are males, i.e. 76.8 per cent whereas the females constitute 23.2 per cent of the sample. It may be interpreted that the females may avoid working in the pharmaceutical industry as there is an excessive pressure and complexity of the work. It is observed from table 4 that 58.4 per cent of the respondents belong to the age group of 25-40 years, followed by 21.9 per cent respondents who belong to the age group of up to 25 years. 19.7 per cent respondents belong to the age group of above 40 years. It is noted that the majority of the respondents are from the age group of 25 to 40 years as they may be more capable to face the challenges of day to day working and managing their jobs effectively. It is pertinent to note that a large number of the respondents are highly qualified. 40 per cent of the respondents are noted to be graduates, 37.8 per cent of them are post graduates, while 16.8 per cent of the respondents are +2 passed and the remaining i.e. 5.4 per cent are found to be matriculate. As, it is evident from the above explanation, the majority of the respondents are graduates and post-graduates. Hence, it can be concluded that the pharmaceutical industry is a knowledge based industry and only highly qualified employees may fulfil the organisation requirement through their wide knowledge and experience. It is rightly said that the experience makes a man perfect. Hence, it can be seen that 48.6 per cent of the respondents do have work experience of 5-10 years. 28.9 per cent respondents have work experience of above 10 years followed by 22.5 per cent of the respondents who possess the work experience upto 5 years. In nutshell, it can be concluded that the respondents having the working experiences of 5-10 years constitute a large chunk of the working force of the pharmaceutical industry as the young generation is comparatively found to be more knowledgeable and career oriented. In the pharmaceutical industry, the employees are working in different departments like quality control (Q.C), production, packaging, human resource and store. In the present study 22.53 per cent respondents belongs to the production department, followed by 21.58 per cent respondents who belong to the

store department. It has been found that 18.73 per cent respondents are working in the departments of the human resource (HR) and quality control. Whereas, 18.41 per cent respondents belong to the packaging department. Thus, it can be concluded that the production department constitutes a large number of the employees in the pharmaceutical industry. So far as, the habitation of the respondents are concerned with the majority of the respondents i.e. 60.6 per cent is noted to be Himachali, whereas 39.4 per cent are found to be non Himachali. Hence, it is observed that the pharmaceutical industry, in the state, made efforts to chase the state government policy as 70 per cent employment is given to the Himachali bonofide.

**Table 1**  
**Demographic Profile of the Respondents**

<b>Demographic Features</b>		<b>Responses</b>	<b>Per centage</b>
<b>Gender</b>	Male	242	76.8
	Female	73	23.2
	<b>Total</b>	<b>315</b>	<b>100</b>
<b>Age (in years)</b>	Upto 25 years	69	21.9
	25-40 years	184	58.4
	Above 40 Years	62	19.7
	<b>Total</b>	<b>315</b>	<b>100</b>
<b>Educational Qualification</b>	10 <sup>th</sup>	17	5.4
	+2	53	16.8
	Graduation	126	40.0
	Post Graduation	119	37.8
	<b>Total</b>	<b>315</b>	<b>100</b>
<b>Working Experience</b>	Upto 5 years	71	22.5
	5-10 years	153	48.6
	Above 10 years	91	28.9
	<b>Total</b>	<b>315</b>	<b>100</b>
<b>Working Department</b>	HR	59	18.73
	Production	71	22.53
	Quality Control	59	18.73
	Packaging	58	18.41
	Store	68	21.58
	<b>Total</b>	<b>315</b>	<b>100</b>
<b>Background</b>	Himachali	191	60.6
	Non-Himachali	124	39.4
	<b>Total</b>	<b>315</b>	<b>100</b>

Source: Various Questionnaires from the Respondents

## **2. Satisfaction of the Employees towards the Attitude of the Management**

The employees' Satisfaction towards the attitude of the management has been analysed on the basis of gender, age, educational qualification, working experience and working departments.

### **2.1 Gender-wise Satisfaction towards the Attitude of the Management**

It has been evident from the table 2.1 that 49.6 per cent male and 50.7 per cent female respondents respond negatively towards the attitude of the management. Whereas, 44.1 per cent respondents of both the categories viewed that they are satisfied with the attitude of the management and 6 per cent respondents are not expressing their views regarding the same. While applying the chi square test, it has been found that the calculated value of the chi square i.e. 1.85 is less than the table value at 5 per cent level of significance. So, the null hypothesis is accepted with the inference that there is an insignificant relationship between the gender and the satisfaction of the respondents with the attitude of the management. The opinions of the respondents are the same. It can be concluded that the lack of co-ordination between the employees and the management may be the reason of the employees' dissatisfaction with the attitude of the management.

**Table 2.1****Gender-wise Satisfaction towards the Attitude of the Management**

Gender	Responses			Total
	Yes	No	Don't Know	
Male	105 (43.4)	120 (49.6)	17 (7.0)	242 (100)
Female	34 (46.6)	37 (50.7)	2 (2.7)	73 (100)
Total	139 (44.1)	157 (49.8)	19 (6.0)	315 (100)

Source: Various Questionnaires from the Respondents

Note: Figures in the parentheses indicate the per centage of the rows total  
Chi Square Value =1.850: 'p'-Value =.397; Contingency coefficient=.076

**2.2 Age-wise Satisfaction towards the Attitude of the Management**

It has been observed that the respondents belonging to the age group upto 25 years i.e. 66.7 per cent are not satisfied with the attitude of the management; only 23.2 per cent respondents of the same age group feel satisfied with the behaviour of the management. Further, it has been inferred from the table that the respondents belonging to the age group 25-40 years followed by the age group of above 40 years are mainly satisfied with the same. Whereas, a very few respondents are unable to express their views regarding the attitude of the management; either it is positive or negative. In the present table, an attempt has also been made to examine the relationship between the age and the Satisfaction s of the employees towards the attitude of the management. While analysing the table, it has been found that the results of the chi-square test shows that there is a significant relationship between the age and the satisfaction of the employees with the attitude of the management.

**Table 2.2****Age-wise Satisfaction towards the Attitude of the Management**

Age	Responses			Total
	Yes	No	Don't Know	
Upto 25 Years	16 (23.2)	46 (66.7)	7 (10.1)	69 (100)
25-40 Years	93 (50.5)	83 (45.1)	8 (4.3)	184 (100)

Above 40 Years	30 (48.4)	28 (45.2)	4 (6.5)	62 (100)
Total	139 (44.1)	157 (49.8)	19 (6.0)	315 (100)

Source: Various Questionnaires from the Respondents

Note: Figures in the parentheses indicate the per centage of the rows total

Chi Square Value =16.664; 'p'-Value =.002; Contingency coefficient =.224

### 2.3 Educational Qualification-wise Satisfaction towards the Attitude of the Management

It is observed from the table 2.3 that a large number of the respondents having educational qualification of matriculation and plus two i.e. 64.7 per cent and 64.2 per cent respectively are not satisfied with the attitude of the management. Further, to test the relationship between the educational qualification and the satisfaction of the employees towards the attitude of management, the chi-square test is applied, and it has been found that the chi-square value is insignificant at 5 per cent level of significance. Hence, the null hypothesis is accepted and it can be concluded that there is an insignificant relationship between the educational qualification and the satisfaction of the employees with the attitude of the management. It may be due to the reason that the management is not worried about such issues like quality of work life, training facilities, promotion opportunity and job satisfaction etc.

**TABLE 2.3**  
**Educational Qualification-wise Satisfaction towards the Attitude of the Management**

Educational Qualification	Responses			Total
	Yes	No	Don't Know	
Matric	5 (29.4)	11 (64.7)	1 (5.9)	17 (100)
Plus Two	14 (26.4)	34 (64.2)	5 (9.4)	53 (100)
Graduate	61 (48.4)	58 (46.0)	7 (5.6)	126 (100)
Post Graduate	59 (49.6)	54 (45.4)	6 (5.0)	119 (100)
Total	139 (44.1)	157 (49.8)	19 (6.0)	315 (100)

Source: Various Questionnaires from the Respondents

Note: Figures in the parentheses indicate the per centage of the rows total

Chi Square Value =10.960; 'p'-Value =.090; Contingency coefficient =.183

### 2.4 Working Experience-wise Satisfaction towards the Attitude of the Management

It is observed from the table 2.4 that a large chunk of the respondents has the working experience upto 5 years and above 10 years i.e. 64.8 per cent and 52.7 per cent respectively are not satisfied with the attitude of the management. While applying the test of independence it has been found that the computed value of the chi-square i.e. 17.647 which is higher than the table value at 5 per cent of significance. Hence, it rejects the null hypothesis and it can be concluded that there is a significant

relationship between the working experience and the satisfaction of the respondents about the attitude of the management. Moreover, it can be interpreted that the management is not worried to handle the various problems related to the employees.

**TABLE 4.12.4**  
**Working Experience-wise Satisfaction towards the Attitude of the Management**

Working Experience	Responses			Total
	Yes	No	Don't Know	
Upto 5 Years	18 (25.4)	46 (64.8)	7 (9.9)	71 (100)
5-10 Years	80 (52.3)	63 (41.2)	10 (6.5)	153 (100)
Above 10 Years	41 (45.1)	48 (52.7)	2 (2.2)	91 (100)
Total	139 (44.1)	157 (49.8)	19 (6.0)	315 (100)

*Source: Various Questionnaires from the Respondents*

*Note: Figures in the parentheses indicate the per centage of the rows total*

*Chi Square Value =17.647; 'p'-Value =.001; Contingency coefficient =.230*

## 2.5 Working Department-wise Satisfaction towards the Attitude of the Management

The table 2.5 shows that 44.1 per cent respondents are satisfied with the attitude of the management. Further, it has been observed that more than half of the respondents working in the HR and production departments are more satisfied as compared to the employees working in other departments. About 50 per cent respondents are not satisfied with the attitude/behaviour of the management. A larger chunk of the employees working in the packaging department i.e. 67.2 per cent is not satisfied with the same. Further, it has also been observed that the employees belonging to the store and packaging departments i.e. 8.6 per cent and 10.3 per cent respectively show no concern regarding the attitude of the management. While applying the chi-square test, it has been noted that the calculated value of the chi-square i.e. 21.966 is more than the table value at 1 per cent level of significance. So, the null hypothesis is rejected and it can be concluded that there is a significant relationship between the working departments and the satisfaction of the employees with the attitude of the management. The value of the contingent coefficient i.e. .255 shows that the variables are related with each other. It may be due to the reason that the working environments of the pharmaceutical companies are not equal for the employees of different departments. So the satisfaction of the employees towards the attitude of the management is different from their working departments.

**TABLE 2.5**  
**Working Department-wise Satisfaction towards the Attitude of the Management**

Working Department	Responses			Total
	Yes	No	Don't Know	
HR	33 (55.9)	25 (42.4)	1 (1.7)	59 (100)
Production	40	29	2	71

	(56.3)	(40.8)	(2.8)	(100)
Quality Control	22 (37.3)	33 (55.9)	4 (6.8)	59 (100)
Packaging	14 (24.1)	39 (67.2)	5 (8.6)	58 (100)
Store	30 (44.1)	31 (45.6)	7 (10.3)	68 (100)
Total	139 (44.1)	157 (49.8)	19 (6.0)	315 (100)

Source: Various Questionnaires from the Respondents

Note: Figures in the parentheses indicate the per centage of the rows total

Chi Square Value =21.966, 'p'-Value =.005; Contingency Coefficient=.255

## CONCLUSION & SUGGESTIONS

All important decisions related to the employees are taken by the management and it affects the satisfaction of the employees. Employees may be positively or negatively accept it. The Positive attitude of the employees towards the management leads the organisational success. Where, the negative perception of the employees towards the management creates a lot of problems in front of the management. It can be concluded from the above discussion that there is an insignificant relationship between gender and educational qualification of the respondents towards the attitude of the management. The views of the employees regarding the attitude of the management is same irrespective from their gender and educational qualification. While, there is significant relationship between age, working experience and working department of the employee's level of satisfaction and attitude of management. The opinions of the employees are significantly differing. Overall the employees are found to be dissatisfied with the attitude of the management. It may be possible that the management is not worried about such issues like quality of work life, training facilities, promotion opportunity and job satisfaction etc. lack of co-ordination between the employees and the management may be the reason of the employees' dissatisfaction with the attitude of the management. In the age of competition and tough working life, companies should focus on the satisfaction of employees along with the profit maximisation. Companies should pay more attention on the welfare facilities provided to its employees like education, entertainment, loan facilities and retirement's benefits. All these facilities may help in developing the optimistic outlook, trust and security among the employees. The management should find the ways to encourage the social relations because the socialisation is a key element of happiness. It will be helpful in creating positive attitude among the employees towards the management. Companies need to develop convergence and continuously work with the employees to redesign the work, eliminate the job stress, increase the job autonomy, provide learning and training opportunities and improve the quality of work life. A sense of belongingness in the mind of employees can be created only if the employees have the positive perception towards the attitude of the management and it will surely be helpful in the growth and success of the pharmaceutical industry.

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