

JOB SATISFACTION AMONG EMPLOYEES OF SUN PHARMA- WITH SPECIAL REFERENCE TO UNIT II, SIKKIM

Management Insight
12(2) 86 - 98
<http://dx.doi.org/10.21844/mijia.v1202.6976>

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ABSTRACT

India's pharmaceutical market accounts for about 1.4 percent of the global pharmaceutical industry in value terms and 10 percent in volume terms. Sun Pharma is a leading and India's top pharmaceutical company. The following study tries to study the job satisfaction of employees of Sun Pharmaceuticals Industries Ltd with reference to Sikkim state and to identify the factors which influence the job satisfaction of employees. The study relies on primary data collected from employees of Sun Pharma, Sikkim with the help of well designed questionnaire. Total sample size is of 120 respondents using convenience sampling method. The first part of the questionnaire consists of questions related to personal information on age, gender, qualification, marital status, duration of work and department. The second part of questionnaire consists of thirty-six statements which are evenly distributed in points and Five Point Likert Scale has been applied for the same. After collection of primary data, it has been entered in SPSS 18.0 for statistical analyses. The study has used simple percentage and averages for the simple probing into the topic. Factor analysis has been used to determine the 14 variables. Various test like Independent T-test, One-way ANOVA were used to test the job satisfaction of respondents and to meet the objective of the study. The study revealed that there is not much difference among the job satisfaction of employees in Sun Pharma.

Key Words : Sun Pharmaceutical, Job Satisfaction, Sikkim

INTRODUCTION

Concept of Job Satisfaction

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al.,1985).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as

well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007).

There is no definite way to define job satisfaction. Despite its wide use across organizations all over the world, and also in everyday life, there is still no universal conformity as to what job satisfaction is. In simple terms, job satisfaction is a measure of contentment of an employee with his/her job. If an employee experiences fulfillment of a need or

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desire, he is satisfied. Job satisfaction differs from person to person.

Sun Pharma- Current Scenario

According to the Sun Pharmaceutical Industries Ltd. Annual report 2014-2015, pharmaceutical market accounts for about 1.4 percent of the global pharmaceutical industry in value terms and 10 percent in volume terms. It is the fourth largest market among pharmaceutical emerging markets after China, Brazil and Russia. The market is estimated to grow at 9-12 percent CAGR to US\$ 21-31 billion between 2013 and 2018. Sun Pharma is a leading global specialty generic and India's top pharmaceutical company. It provides high quality, affordable medicines trusted by customers and patients in over 150 countries globally. Sun Pharma's global presence is supported by 48 manufacturing facilities spread across six continents, R&D centers across the globe and a multi-cultural workforce comprising over 50 nationalities (Sun Pharmaceutical Industries Ltd, 2015).

In Indian context, it is the third largest producer in the world and also contributes to growth and export in the country. Pharmaceuticals Companies have scope for continued expansion. According to Sikkim Human Development Report, 2014 within the period 2007-2010, Sikkim attracted around 14 pharma companies with a total investment of Rs 25,000 million. Sun pharma became operational in Sikkim since 1st April 2009 with Sikkim Plant valued at Rs 50-crore (manufacturing base). The state government has made the state investor-friendly by providing incentives such as a 10-year income tax holiday, 100 per cent excise duty exemption, capital and interest subsidies and the availability of land, and uninterrupted power and labor. Along with the incentives, minimal interference from the state government and the saturation of other locations in the country as a manufacturing hub can help Sikkim in projecting itself as an attractive industrial destination. Currently, most of the employees, especially in the managerial and supervisory positions are being employed from outside the state. Agreements have been

signed up with a few companies for hundred percent local employments and awarding of contract and supplies to locals. (Sikkim Human Development Report, 2014)

REVIEW OF LITERATURE

Job Satisfaction is an important area of research today. The study in the area of job satisfaction like SHRM (2012) "Employee Job Satisfaction and Engagement", A Research Report by the Society for Human Resource Management, studied 35 aspects of employee job satisfaction and 34 aspects of employee engagement which were divided into various topic areas like career development, relationship with management, compensation and benefits, work environment, engagement opinions, engagement behaviors, and conditions for engagement of U.S. employees. Yet a universal conformity has not been developed regarding job satisfaction.

Studies made to understand the relationship between job satisfaction and loyalty included : Rizwan et al. (2012) study on loyalty issues of employees towards their organization reported that satisfaction consisted of four main factors i.e., workplace environment, reward and recognition, teamwork and training and development.

Studies focused on turnover of employees included: Medina (2012) stated that job satisfaction and turnover intention have inverse relationship where low turnover results in increase of organizational productivity and performance and Egan et al. (2004) study found a positive relationship on organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention.

Researches focused on motivation and job satisfaction included among others: Oraman (2011) study to analyze the effectiveness of psycho-social, economic, organizational and managerial tools in work motivation and job satisfaction of textile employees reported that economic tools are significantly and positively related to increase in motivation level per cent of by employee. Singh & Tiwari (2011) conducted study between motivation and job satisfaction.

the white collar employees. The Karl Pearson's coefficient of correlation was used on primary data collected from 45 white color employees (supervisors and above) of BSNL, Saharanpur. The result of the study showed that there is a positive correlation between motivation and job satisfaction.

Studies on the job satisfaction of employees in banks included among others:

Monga et al. (2015) in their results obtained from the study of the level of job satisfaction of employees of the ICICI-bank in Himachal Pradesh revealed that salary, inter-personal relationship, communication, attitude of superiors, working conditions and team work are more important than the factors of training and development, rewards and compensation, nature of job, job security, morale and role clarity in determining job satisfaction of employees. Similarly *Hoshi (2014)* examined employee's satisfaction to their positions at different structured banks (private, public, foreign, and domestic banks) in Northern Cyprus. The factors are connected to managers; rewarding, reorganization, salary, promotion, job security and relation in working environment which showed a positive relationship between the level of job satisfaction and the factors. Also *Bader et al. (2013)* presented a study on the bank employees in Eastern Libya in which the relationships between background (age, gender, education level, marital status, residence, occupation) and the duration of employment, with the level of job satisfaction were analyzed where the respondents reported a high level of job satisfaction.

With reference to the healthcare industry, studies included : *Banyana & Ramasodi (2010)* conducted a study on 103 healthcare professionals at South Rand Hospital found that there exists a relationships between job satisfaction, productivity, absenteeism and turnover among healthcare employees which in turn affects employees' organizational commitment and the quality of healthcare services. The results showed a low level of job satisfaction with almost 80 percent (79.6%) of participants not satisfied with their

jobs.

Parvin & Kabir (2011) studied the job satisfaction of employees in various pharmaceutical companies. The result showed that various factors such as salary, efficiency in work, fringe supervision, and co-worker relation were the most important factors contributing to job satisfaction. In general job satisfaction of the employees in pharmaceutical sector was at positive level.

In India, Pharmaceutical industry is providing income and employment in significant scale. In this sector, the Sun Pharmaceutical Industries Ltd has emerged as one of the giants in production with its establishment in many states of India and supply of pharmaceutical product all over the nation, thus having maximum shares as compared to others. Geo-physical location of Sikkim state is such that the heavy industry is not so feasible to establish. However, in last decade, Government of Sikkim, in consultation with Government of India, has given preference to Pharmaceutical and Tourism Industry in the state. Many pharmaceutical industries are being set up in the region. As far as Pharmaceutical industry in Sikkim state is concerned; Sun Pharmaceutical Industries Ltd has also occupied an important position and is playing a significant role in the region. It has been providing employment opportunities to the people of Sikkim and also the non-locals of the neighboring states. It is a means of livelihood to many of the local community people. Since the geographical location and the customs and traditions of the Sikkim state are totally different from the rest of other states of India, it has been observed that the job satisfaction may vary accordingly.

Further, the study on the job satisfaction level of employees has been examined in various states of India viz., (*Raj & Lalita, 2013*); (*Monga et al., 2015*); the job satisfaction study in Sikkim state has not been studied so far. In addition to that, Pharmaceutical industry is a major hub for employment of the people. Therefore, the study of employee job satisfaction is an important area

to examine. It is in this context, the present study is a pioneer attempt towards examination of the job satisfaction of employees working under the Sun Pharmaceutical Industries Ltd in Sikkim state.

OBJECTIVES OF THE STUDY

- 1) To identify the list of factors that influences the job satisfaction of employees of Sun Pharmaceuticals Industries Ltd.
- 2) To calculate the job satisfaction score among the various demographics classification.
- 3) To test whether the job satisfaction score are statistically different across the various demographics classification.

HYPOTHESES

Gender

Null Hypothesis (H_0) = There is no significant difference about various factors of job satisfaction between male and female.

Alternative Hypothesis (H_1) = There is significant difference about various factors of job satisfaction between male and female.

Age

Null Hypothesis (H_0) = There is no significant difference about various factors of job satisfaction among different age groups.

Alternative Hypothesis (H_1) = There is significant difference about various factors of job satisfaction among different age groups.

Qualification

Null Hypothesis (H_0) = There is no significant difference about various factors of job satisfaction among different qualifications.

Alternative Hypothesis (H_1) = There is significant difference about various factors of job satisfaction among different qualifications.

Marital Status

Null Hypothesis (H_0) = There is no significant difference about various factors of job satisfaction between different marital status.

Alternative Hypothesis (H_1) = There is

significant difference about various factors of job satisfaction between different marital status.

Department

Null Hypothesis (H_0) = There is no significant difference about various factors of job satisfaction among various departments.

Alternative Hypothesis (H_1) = There is significant difference about various factors of job satisfaction among various departments.

Duration of Work

Null Hypothesis (H_0) = There is no significant difference about various factors of job satisfaction among different durations of work.

Alternative Hypothesis (H_1) = There is significant difference about various factors of job satisfaction among different durations of work.

METHODOLOGY

Data and statistical method used

The study relies on primary data collected from employees, of Sun Pharma, Sikkim collected with the help of well designed questionnaire. Total sample size of 120 respondents has been taken into consideration and Convenience Sampling Method is applied in the study. The questionnaire has been broadly divided into two parts. The first part of the questionnaire consists of questions related to personal information on age, gender, qualification, marital status, duration of work and department. The second part consists of specific question aiming to answer the mentioned objectives of the study. These questions included important dimensions of job satisfaction like salary, Employee motivation & morale, Job security, interpersonal relationships, work environment, decision making, reward & recognition.

The second part of questionnaire consists of thirty-six statements related to measure the score of job satisfaction by using Five Point Likert Scale (viz., Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree) to maintain the

reliability of the questionnaire the researcher used the positive and negative statements. The positive statements measured by strongly agree is equal to five points and the strongly disagree carries one point. The negative statements are marked in vice versa.

The data has been collected from the Unit-II of Sun Pharmaceutical industry located in Setipool, Sikkim. Period of primary data collection is from January to March 2016. A pilot observation has been undertaken with the help of labor supply officers before the actual framing of questionnaire and collection of primary data. After collection of primary data and proper correction, it has been entered in SPSS 18.0 for statistical analyses. The study has used simple percentage and averages for the simple probing into the topic. First part of the analysis uses frequency and percentage distribution of sample respondents collected from Sun Pharmaceutical industry. Further, since the job satisfaction of individual workers has been marked in five point likert scale, Factor analysis is used. Factor analysis has been used to determine the 14 variables. Various test like Independent T-test, One-way ANOVA (Analysis of Variance) were used to test the job satisfaction of respondents and to meet the objective of the study.

Limitations of the study

The current study is part of an attempt to enrich the existing knowledge in the area of job satisfaction by providing data from the Sun Pharma in Sikkim. Firstly, because the survey instrument had to be filled by the employee, the information presented could be according to their perceived notions. Secondly, there is a possibility that employees who could not participate may have different responses. As the survey is subjected to the prejudice of the participants, hence 100 percent accuracy can't be guaranteed. Further the study has been conducted only on the workers section of Sunpharma Company located in the state of Sikkim. There are two units functioning presently and the study has been conducted only from the data collected in unit-II. The other pharma companies in the area are not studied.

RESULTS AND DISCUSSION

The analysis of the data begins with frequency and percentage distribution of sample respondents collected from Sun Pharmaceutical industry.

Demographic classification of Respondents

The following part of analysis is a simplification of respondents as per their socio-economic profile:

Table 1: Demographic Classification of Respondents

Classification	Group	N	In Percentage %
Gender	Male	42	35.00
	Female	78	65.00
Age	Below 20	13	10.83
	21-30	72	60.00
	31-40	35	29.17
Qualification	Matriculate	10	8.33
	Higher Secondary	48	40.00
	Undergraduate	56	46.67
	Others	6	5.00
Marital Status	Single	78	65.00
	Married	42	35.00

Department	Granulation	14	11.67
	Production	26	21.67
	Packaging	56	46.66
	Raw Material Section	6	5.00
	Administration	6	5.00
	Quality Control	8	6.67
	Store	4	3.33
Duration of work	less than 1 year	38	31.67
	1-3 years	82	68.33

Source: Computed

Factor Classification

The second part of the analysis uses Factor Analysis for factor classification, since the job satisfaction of individual workers has been marked in five point likert scale. Factor analysis

has been used to determine the 14 variables. Various test like Independent t-test, One-way ANOVA were used to test the job satisfaction of respondents and to meet the objective of the study.

Table 2: Factor Classification

Factor	Communi- nality	Item description	Factor Loading	Eigen Value	Varia- nce %
Factor 1 Employee Motivation	.718	Paid vacation/sick leave are best comparable & Morale with other institutions in the industry	.794	2.661	7.002
	.822	Schedules are flexible enough to accommodate personal problems.	.671		
	.748	Salary is at par with other companies in the same industry	.654		
	.669	No opportunity available to use leadership qualities	.399		
Factor 2 Work Environment	.747	Equal opportunities exist for promotion across all the departments	-.085	2.471	6.503
	.765	Bonus during festivals is at par with the other companies in the industry	.261		
	.701	There exists cordial relationship among co-workers across all the functions and departments	.141		
	.697	Employees have an easy access to top management	.301		
Factor 3 Welfare Amenities	.835	Residential facilities are not available to the workers	.050	2.379	6.260
	.782	Feedback mechanism is subjective and bias	-.104		
	.820	Medical facilities are not in tune with the present day cost of healthcare	-.179		

Factor 4 Performance Incentives	.761	There are adequate provisions for monetary incentives in case of better work performances	-.049	2.252	5.927
	.695	The criteria for promotion are merit based	.160		
	.835	Interdepartmental exchanges are allowed frequently	.131		
Factor 5 Non-mone- tised incentives	.675	No monetary employee recognition schemes in the company	.021	2.212	5.821
	.697	Absence of equal opportunities to all employees of all the departments	.006		
Factor 6 Labour law compliance	.642	Working hours are in accordance with the prescribed rules & regulations laid down by the HRD, Govt of India	-.093	2.027	5.335
	.726	Subordinates/superior relationships are cordial	.165		
	.787	Night shifts are properly administered	.322		
Factor 7 Job security	.775	Warning signs (pink slips) are a regular practice in the company	.078	2.017	5.307
	.760	Absence of Job security in the company irrespective of number of years served in the company	.140		
Factor 8 Relation with supervisors & coworkers	.827	Senior management shows genuine interest in well being of employees	.089	2.013	5.297
	.693	Supervisors provide full support and guidance to every employee	.045		
	.723	Proper coordination and cooperation exists among the workers in various departments in the company	-.008		
Factor 9 Employee engagement	.787	The duration of lunch break commensurate with the HR practices in the industry	.016	2.012	5.294
	.797	No provision of recreational facilities for workers	.094		
Factor 10 Work/role clarity	.770	There is no independence associated with work roles.	0.49	1.922	5.059
	.598	Change in work duties is contingent on relationship with the supervisor and personal contacts	-.093		
	.886	Minimal opportunity exists to learn new skills	.124		
Factor 11 Work involvement	.761	Work load is at par with other companies in the industry	.188	1.807	4.756

	.700	There are adequate chances for variety of job responsibilities	.100		
Factor 12 Equity & fairness	.829	Salary is at par with public sector enterprises in the country	.076	1.765	4.644
	.809	There are equal working hours for the male and female staffs	-.125		
Factor 13 Workers potentiality	.714	Working conditions not at par with institutions in the same industry	.234	1.763	4.638
	.780	Remote location of work results in loss of valuable time in transit.	-.242		
	.716	Absence of adequate opportunity to utilize our skills and talents	.347		
Factor 14 Concern for employees	.902	Transportation facilities are one of the best in the industry	-.175	1.507	3.966
	.862	Employees redressal facilities /complaints section exist just on paper	.417		

Source: Computed using SPSS 18.0

The researcher wishes to find the effect of the employees' job satisfaction score by using the following factors such as Employee Motivation & Morale, Work Environment, Welfare Amenities, Performance Incentives, Non-monetised incentives, Labour law compliance, Job security,

Relation with supervisors & coworkers, Employee engagement, Work/role clarity, Work involvement, Equity & fairness, Workers potentiality, Concern for employees.

The following are the results of the Independent t-test and One-way ANOVA.

Table 3: Results of T-test and F-test

	Classification	Factor 1 Employee Motivation & Morale	Factor 2 Work Environment	Factor 3 Welfare Amenities	Factor 4 Performance Incentives	Factor 5 Non monetised incentives	Factor 6 Labour law compliance	Factor 7 Job security
Gender	Male	13.23 ± (2.38)	13.57 ± (2.22)	11.04 ± (2.69)	9.66 ± (2.19)	5.61 ± (1.60)	10.85 ± (1.82)	5.14 ± (1.63)
	Female	14.28 ± (1.98)	14.64 ± (2.40)	10.28 ± (2.57)	11.28 ± (1.61)	6.17 ± (1.89)	11.15 ± (1.14)	5.76 ± (1.68)
	t value (Sig.)	-2.561**	-2.384**	1.527**	-4.201***	-1.629**	-.987**	-1.966**
Age	Below 20	13.69 ± (2.13)	13.46 ± (2.96)	10.61 ± (2.39)	10.92 ± (2.06)	5.38 ± (1.85)	11.38 ± (.65)	5.69 ± (1.37)
	21-30	14.09 ± (2.13)	14.63 ± (2.07)	10.54 ± (2.52)	10.76 ± (1.92)	6.15 ± (1.88)	10.93 ± (1.80)	5.45 ± (1.72)
	31-40	13.62 ± (2.30)	13.80 ± (2.66)	10.54 ± (2.99)	10.54 ± (2.11)	5.85 ± (1.62)	11.17 ± (1.27)	5.68 ± (1.72)
	F value (Sig.)	0.618 ^{NS}	2.330 ^{NS}	.004 ^{NS}	.222 ^{NS}	1.114 ^{NS}	.603 ^{NS}	.263 ^{NS}

Qualification	Matriculate	12.60 ± (1.07)	15.00 ± (1.49)	10.80 ± (3.08)	10.60 ± (1.57)	6.80 ± (1.22)	11.20 ± (.78)	5.40 ± (1.42)
	Higher Secondary	13.83 ± (2.58)	14.12 ± (2.96)	10.83 ± (2.52)	10.37 ± (1.88)	6.08 ± (1.95)	10.75 ± (1.57)	5.37 ± (1.48)
	Undergraduate	14.17 ± (1.94)	14.07 ± (1.86)	10.46 ± (2.55)	10.92 ± (2.15)	5.85 ± (1.80)	11.14 ± (1.67)	5.75 ± (1.84)
	Others	14.33 ± (1.36)	16.00 ± (2.36)	8.66 ± (3.38)	11.66 ± (1.36)	5.00 ± (.89)	12.33 ± (.51)	5.33 ± (2.25)
	F value(Sig.)	1.607 ^{NS}	1.569 ^{NS}	1.266 ^{NS}	1.162 ^{NS}	1.423 ^{NS}	2.068 ^{NS}	.489 ^{NS}
Marital	Single Status	14.35 ± (1.98)	14.38 ± (2.10)	10.15 ± (2.47)	10.94 ± (2.07)	6.12 ± (1.82)	11.23 ± (1.39)	5.74 ± (1.79)
	Married	13.09 ± (2.31)	14.04 ± (2.85)	11.28 ± (2.79)	10.28 ± (1.74)	5.71 ± (1.77)	10.71 ± (1.82)	5.19 ± (1.41)
	F value (Sig.)	9.864 ^{***}	.541 ^{NS}	5.219 ^{**}	3.103 ^{NS}	1.432 ^{NS}	3.000 ^{NS}	2.992 ^{NS}
Department	Granulation	14.00 ± (2.21)	13.28 ± (2.12)	9.85 ± (2.50)	10.00 ± (1.66)	5.57 ± (1.65)	10.00 ± (2.54)	6.00 ± (1.24)
	Production	14.53 ± (1.58)	14.92 ± (1.67)	9.61 ± (2.84)	11.07 ± (1.57)	6.61 ± (1.62)	11.38 ± (1.23)	5.61 ± (1.67)
	Packaging	14.14 ± (2.18)	14.64 ± (2.27)	10.89 ± (2.52)	11.10 ± (1.87)	6.10 ± (1.93)	11.03 ± (1.43)	5.57 ± (1.79)
	Raw Material Section	12.00 ± (3.22)	13.33 ± (2.73)	11.66 ± (2.25)	8.66 ± (3.38)	5.66 ± (1.86)	11.33 ± (2.06)	3.66 ± (1.36)
	Administration	11.33 ± (2.06)	11.00 ± (4.64)	11.00 ± (3.09)	10.66 ± (1.03)	4.00 ± (.00)	11.00 ± (.89)	6.00 ± (1.54)
	Quality Control	14.00 ± (1.69)	14.50 ± (1.60)	10.00 ± (2.61)	10.75 ± (1.90)	6.50 ± (1.19)	11.75 ± (1.16)	5.00 ± (1.51)
	Store	13.00 ± (1.15)	14.00 ± (.00)	13.00 ± (.00)	8.50 ± (2.88)	4.00 ± (.00)	11.00 ± (.00)	6.50 ± (.57)
	F value(Sig.)	3.039 ^{***}	3.349 ^{***}	1.776 ^{NS}	2.981 [*]	3.138 [*]	1.584 ^{NS}	1.937 ^{NS}
Duration of work	less than 1 year	15.05 ± (2.06)	13.57 ± (2.57)	10.00 ± (2.10)	10.84 ± (2.18)	6.31 ± (1.91)	11.05 ± (2.24)	5.73 ± (1.91)
	1-3 years	13.39 ± (2.03)	14.58 ± (2.24)	10.80 ± (2.82)	10.65 ± (1.89)	5.82 ± (1.74)	11.04 ± (1.15)	5.46 ± (1.57)
	F value(Sig.)	17.162 ^{***}	4.752 ^{**}	2.454 ^{NS}	.221 ^{NS}	1.890 ^{NS}	.000 ^{NS}	.682 ^{NS}

Source: Computed using SPSS 18.0

	Classification	Factor 8 Relation with super- visors & coworkers	Factor 9 Employee engagement	Factor 10 Work/ role clarity	Factor 11 Work involvement	Factor 12 Equity & fairness	Factor 13 Workers potenti- ality-	Factor 14 Concern for emp- loyees
Gender	Male	10.57 ± (1.48)	6.57 ± (1.51)	9.85 ± (2.10)	7.09 ± (.82)	7.47± (1.06)	8.90 ± (1.67)	6.90 ± (1.70)
	Female	11.00 ± (1.75)	6.56 ± (1.38)	9.53 ± (2.36)	7.17 ± (1.40)	7.84 ± (.70)	9.20 ± (1.85)	6.97 ± (1.21)

	t value (Sig.)	-1.347**	.027**	.731**	-.415**	-2.283***	-.874**	-.234**
Age	Below 20	11.46 ± (1.12)	6.76 ± (1.53)	9.61 ± (1.75)	7.53 ± (.66)	7.53 ± (1.19)	9.23 ± (2.27)	6.92 ± (1.49)
	21-30	10.63 ± (.67)	6.68 ± (1.78)	9.55 ± (1.78)	7.09 ± (1.27)	7.87 ± (2.36)	9.02 ± (1.30)	6.86 ± (1.37)
	31-40	11.05 ± (1.53)	6.25 ± (1.65)	9.85 ± (2.28)	7.11 ± (1.23)	7.45 ± (1.01)	9.20 ± (1.65)	7.14 ± (1.43)
	F value (Sig.)	1.741 ^{NS}	1.192 ^{NS}	.206 ^{NS}	.729 ^{NS}	3.194**	.145 ^{NS}	.474 ^{NS}
Qualification	Matriculate	10.60 ± (.84)	6.80 ± (1.03)	7.80 ± (2.44)	7.20 ± (.78)	7.40 ± (.51)	9.00 ± (1.88)	7.60 ± (1.07)
	Higher Secondary	11.29 ± (1.41)	6.54 ± (1.57)	9.83 ± (2.17)	7.12 ± (1.24)	7.70 ± (.61)	9.08 ± (1.91)	6.95 ± (1.47)
	Undergraduate	10.50 ± (1.97)	6.57 ± (1.33)	10.00 ± (2.24)	7.25 ± (1.25)	7.82 ± (1.04)	9.07 ± (1.66)	6.92 ± (1.39)
	Others	11.00 ± (.00)	6.33 ± (1.86)	8.00 ± (.89)	6.33 ± (1.36)	7.33 ± (1.03)	9.66 ± (2.25)	6.00 ± (.89)
	F value(Sig.)	2.089 ^{NS}	.145 ^{NS}	4.103***	1.022 ^{NS}	1.127 ^{NS}	.212 ^{NS}	1.669 ^{NS}
Marital Status	Single	10.74 ± (1.65)	6.61 ± (1.39)	9.25 ± (2.32)	7.33 ± (1.00)	7.74 ± (.90)	9.30 ± (1.89)	6.89 ± (1.32)
	Married	11.04 ± (1.69)	6.47 ± (1.48)	10.38 ± (2.01)	6.80 ± (1.51)	7.66 ± (.78)	8.71 ± (1.53)	7.04 ± (1.54)
	F value(Sig.)	.906 ^{NS}	.259 ^{NS}	7.014***	5.145**	.216 ^{NS}	3.040 ^{NS}	.312 ^{NS}
Department	Granulation	10.00 ± (2.00)	6.57 ± (1.65)	10.42 ± (2.65)	7.42 ± (.75)	7.57 ± (.75)	8.57 ± (2.13)	7.14 ± (1.40)
	Production	11.23 ± (2.23)	6.84 ± (1.04)	9.15 ± (2.39)	7.61 ± (1.02)	7.84 ± (.54)	8.92 ± (2.27)	6.76 ± (1.45)
	Packaging	10.85 ± (1.44)	6.57 ± (1.41)	9.75 ± (2.28)	6.89 ± (1.46)	7.75 ± (.74)	9.32 ± (1.64)	7.07 ± (1.17)
	Raw Material Section	10.33 ± (1.36)	6.33 ± (1.86)	10.66 ± (1.36)	7.00 ± (.89)	8.00 ± (.89)	8.00 ± (.00)	7.33 ± (2.58)
	Admin	11.66 ± (.51)	6.33 ± (1.86)	8.66 ± (.51)	7.33 ± (.51)	8.00 ± (.00)	9.33 ± (.51)	7.33 ± (1.03)
	Quality Control	10.75 ± (.88)	6.25 ± (1.38)	9.00 ± (2.72)	6.75 ± (1.16)	7.75 ± (1.16)	9.25 ± (1.90)	7.00 ± (1.30)
	Store	11.00 ± (1.15)	6.00 ± (2.30)	10.00 ± (.00)	7.50 ± (.57)	6.00 ± (2.30)	10.00 ± (.00)	4.50 ± (.57)
	F value(Sig.)	1.188 ^{NS}	.380 ^{NS}	1.010 ^{NS}	1.415 ^{NS}	3.412***	.955 ^{NS}	2.562**
Duration of work	less than 1 year	10.63 ± (1.74)	6.68 ± (1.31)	9.47 ± (2.08)	7.21 ± (1.25)	7.94 ± (.51)	9.52 ± (2.03)	7.15 ± (1.28)
	1 - 3 years	10.95 ± (1.63)	6.51 ± (1.47)	9.73 ± (2.36)	7.12 ± (1.22)	7.60 ± (.96)	8.90 ± (1.64)	6.85 ± (1.44)
	F value(Sig.)	.953 ^{NS}	.337 ^{NS}	.332 ^{NS}	.134 ^{NS}	4.089**	3.200 ^{NS}	1.226 ^{NS}

Source: Computed using SPSS 18.0

DISCUSSION ON TESTING OF HYPOTHESES

Gender

According to the data analysis, we cannot reject the null hypothesis "there is no significant difference about various factors of job satisfaction between male and female" with respect to following factors namely Welfare amenities, Non-monetised incentives, Labour law compliance, Job security, Relation with supervisors & coworkers, Employee engagement, Work/role clarity, Work involvement, Equity & fairness, Workers potentiality, Concern for employees.

However the factors Employee Motivation & Morale, Work Environment & Performance Incentives reject the null hypothesis i.e., they accept the alternative hypothesis "there is significant difference about various factors of job satisfaction between male and female". According to the Employee Motivation & Morale, Work Environment & Performance Incentives female are more satisfied as compared to male.

Age

According to the data analysis, we cannot reject the null hypothesis "there is no significant difference about various factors of job satisfaction among different age groups" with respect to following factors namely Employee Motivation & Morale, Work Environment, Welfare Amenities, Performance Incentives, Non-monetised incentives, Labour law compliance, Job security, Relation with supervisors & coworkers, Employee engagement, Work/role clarity, Work involvement, Workers potentiality, Concern for employees.

However the factors "Equity & fairness" reject the null hypothesis i.e., it accepts the alternative hypothesis "there is significant difference about various factors of job satisfaction among different age groups". According to Equity & fairness factor, 21-30 age group is highly satisfied as compared to other age groups.

Qualification

According to the data analysis, we cannot reject the null hypothesis There is no significant

difference about various factors of job satisfaction among different qualifications" with respect to following factors namely Employee Motivation & Morale, Work Environment, Welfare Amenities, Performance Incentives, Non-monetised incentives, Labour law compliance, Job security, Relation with supervisors & coworkers, Employee engagement, Work involvement, Equity & fairness, Workers potentiality, Concern for employees.

However the factors Work/role clarity reject the null hypothesis i.e., it accepts the alternative hypothesis "there is significant difference about various factors of job satisfaction among different qualifications". According to Work/role clarity, undergraduate is highly satisfied as compared to other groups.

Marital Status

According to the data analysis, we cannot reject the null hypothesis "there is no significant difference about various factors of job satisfaction between different marital status" with respect to following factors namely Work Environment, Performance Incentives, Non-monetised incentives, Labour law compliance, Job security, Relation with supervisors & coworkers, Employee engagement, Equity & fairness, Workers potentiality, Concern for employees.

However the factors Employee Motivation & Morale, Welfare Amenities, Work/role clarity, Work involvement, reject the null hypothesis i.e., it accepts the alternative hypothesis "there is significant difference about various factors of job satisfaction between different marital status". According to Welfare Amenities and Work/role clarity, married are more satisfied and single are more satisfied as per the Employee Motivation & Morale and Work involvement.

Department

According to the data analysis, we cannot reject the null hypothesis "there is no significant difference about various factors of job satisfaction among various departments" with respect to following factors namely Welfare Amenities, Labour law compliance, Job security, Relation

with supervisors & coworkers, Employee engagement, Work involvement, Workers potentiality, and Work/role clarity.

However the factors Employee Motivation & Morale, Work Environment, Performance Incentives, Non-monetised incentives, Equity & fairness, Concern for employees reject the null hypothesis i.e., it accepts the alternative hypothesis "there is significant difference about various factors of job satisfaction among various departments". According to Employee Motivation & Morale, Work Environment and Non-monetised incentives production workers are more satisfied, packaging employees are more satisfied Performance Incentives, and for Equity & fairness, Concern for employees, the employees of Raw Materials Section and Administration are more satisfied.

Duration of work:

According to the data analysis, we cannot reject the null hypothesis "there is no significant difference about various factors of job satisfaction among different durations of work" with respect to following factors namely Welfare Amenities, Performance Incentives, Non-monetised incentives, Labour law compliance, Job security, Relation with supervisors & coworkers, Employee engagement, Work/role clarity, Work involvement, Workers potentiality, Concern for employees.

However the factors Employee Motivation & Morale, Work Environment, Performance Incentives, Equity & fairness, reject the null hypothesis i.e., it accepts the alternative hypothesis "there is significant difference about various factors of job satisfaction among different durations of work". According to Employee Motivation & Morale and Equity & fairness employees working for less than one year are more satisfied, whereas workers working for 1-3 years are more satisfied for Work Environment.

MAJOR FINDINGS

The present study reveals that,

1. On the basis of gender-wise classification of

job satisfaction, out of 14 variables, there is no significant difference in both genders for 11 variables. However the significant difference is marked in Employee Motivation & Morale, Work Environment & Performance Incentives where female is more satisfied as compared to male.

2. According to Equity & Fairness factor, 21-30 age group is highly satisfied as compared to other age groups. However, no significant difference has been found among age group in mentioned variables.
3. As per the educational qualification, the job satisfaction of undergraduate employees is marked higher in Work/Role clarity factor compared to groups. Further, the study shows that the job satisfaction of employee in Sun Pharmaceutical is equal irrespective of different educational qualification.
4. On the factors of Welfare Amenities and Work/role clarity, married employees are more satisfied whereas unmarried are more satisfied on factors of Employee Motivation & Morale and Work Involvement.
5. Department wise study of job satisfaction among employee depicts that the job satisfaction differs department wise in almost all the defined factors of the study. On the factors of Employee Motivation & Morale, Work Environment and Non-monetised incentives, production workers are more satisfied. Packaging employees are more satisfied on factor of Performance Incentives, whereas the employees of Raw Materials Section and Administration are more satisfied on the factors of Equity & fairness, Concern for employees,
6. As far as job experience of employee is concerned, the employee with less experience (less than one year) has been found more satisfied compared to more experienced employee in factors of Employee Motivation & Morale and Equity & Fairness, whereas the job satisfaction among employees having and experience for 1-3 years has been found more satisfied in Work Environment factor.

CONCLUSION

An examination has been made on Job Satisfaction of Employee in Pharmaceutical industry in Sikkim state, with special reference to Sun Pharmaceutical Industries Ltd. Various studies in particular to job satisfaction have been carried out throughout the country but job satisfaction in Sikkim has been carried out for the first time. After having a detailed examination on job satisfaction of employees of Sun pharma in Sikkim state, it has been found that job satisfaction among employees donot differ as per demographic variables i.e., age, gender, qualification, marital status, duration of work and department. From here we can conclude that the employees are satisfied irrespective of any demographic variable. It also shows that there is unbiased treatment in the company resulting out of which there is uniform job satisfaction among employees.

SCOPE FOR FURTHER RESEARCH

The present study is entirely based on the primary data collected from the labor section of Sun Pharma. The future researcher may study the job satisfaction of other managerial staff and top level management. Further the study has been conducted only in unit-II of Sun Pharma, whereas the future research can focus on Unit-I for their study.

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