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Impact of Individual and Employment Variable on Job Satisfaction & Turnover Intention among Sales and Marketing Professionals

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Abstract

Employee retention is fast becoming one of the most critical managerial functions, as it affects organizational effectiveness, due to the generally increasing trends of employee turnover across the world. The employee turnover has shown a higher prevalence in certain organizational functions like Sales & Marketing; which needless to say are very important due to their boundary spanning and customer interfacing nature. The current study looks at the impact of personal and employment related variables on affective job satisfaction and the resultant turnover intention. The study looks at the impact of age, experience, gender, position, salary, type of organization, financial turnover of the organization, educational qualification, place of posting, dependence status, additional family income & professional membership on job satisfaction and turnover intention.

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Keywords: Affective job satisfaction, Turnover intention, sales force, organisational variables, employment variables;

1. Introduction

The Indian pharmaceutical industry, along with information technology, has been in the forefront of economic progress in the post liberalization era. The growth of the pharmaceutical industry has been both from domestic sales and international expansion. The industry contributes about 10%, by volume, and 1.4%, by value, to the global pharmaceutical sales (Kodgule, 2012). However, despite the growth, the industry has been not without its fair share of troubles like the high prevalence of employee turnover, among pharmaceutical sales & marketing professionals, between 25-30% (Chary & Gupta, 2013) and corroborated by practicing managers. This high turnover, of the field force, has its economic costs in the form of loss of sales, customer loyalty, business continuity and tacit knowledge; all of which are extremely important for marketing success and resultant organizational effectiveness.

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2. Literature Review.

Employee job satisfaction, since long, has been one of the most widely studied and popular job attitudes (Locke, 1976; Judge & Church, 2000; Judge & Mueller, 2012), due to its impact on organizational performance. It has been conclusively proven that happier employees significantly improve organizational performance (Robbins & Judge, 2007). Most of these studies have spanned across various social sciences perspectives that have included sociology, economics, psychology and management (which has been a mixture of the other three schools). The treatment of job satisfaction also has varied and has encompassed the cognitive, affective and the conative realms of the tripartite component of attitude, as proposed by Eagly & Chaiken (1993). The conative component, indicated by variables like turnover intentions, organizational citizenship behavior, life satisfaction, turnover etcetera, has been kept fairly separate in most studies and has been treated as the dependent variable (dependent on the cognitive & affective component) (Sanjeev & Surya, 2016). Determinants of job satisfaction, and thus turnover intention, are numerous and have been widely studied by researchers. The determinants are broadly classified in to personal and organizational characteristics. Most widely studied personal characteristics include personality, culture and demographic characteristics. There have been many organizational characteristics that been studied, in relation to job satisfaction, and most important has been the job attributes (also called job variables, job characteristics, job parameters and job facets). M. A. Sanjeev (2016) studied about 24 job attributes while examining job satisfaction among sales & marketing personnel. Some of the lesser studied variables include factors like place of posting, company turnover, managerial levels etc. the current study examines the influence of about 12 variables, including personal and organizational, for its effect on job satisfaction and turnover intention. The variables included are age & experience (only age is examined as it highly co-varies with experience and has a correlation coefficient of 0.91), gender, position, salary, type of organisation, financial turnover of the organisation, educational qualification, place of posting, dependence status, additional family income & professional membership. For the current study affective angle of job satisfaction (**AJS**) is considered and adopts the definition of Locke (1976) ‘pleasurable positive emotional state resulting from appraisal of one’s job or job experience’. Turnover intention (**TOI**) is defined as ‘the (subjective) probability that an individual will change his or her job within a certain period of time’ (Henneberger & Souza-Poza, 2002). However the time frame is not specified and left to the subjectivity of the research sample.

3. Research objectives

The current study, done among the sales and marketing professionals of the pharmaceutical industry in India has the following objectives.

- Examine the impact of the personal and organizational variables on the affective job satisfaction among the sales and marketing professionals.
- To examine the impact of personal and organizational variables on the turnover intentions among the research subjects.

The study looks at the objectives from an inductive perspective, in that no prior hypothesis is set or tested based on earlier studies or based on the practicing manager’s experience.

4. Research methodology.

The current study is a descriptive cross-sectional study done among the pharmaceutical sales & marketing professionals currently in service with at least 1 years of experience. The population is estimated to be about 1.5 lakh (McKinsey) and the sample size is calculated at 900 with a response rate of about 40% and CI requirement of 0.05. The sampling method used is a clustered field intercept for the paper and pencil survey and online-snowballing for the online version. The survey consisted of self-administered 6 items; a 4 item composite measuring affective job satisfaction and a 2 item composite measuring turnover intention developed specifically for this purpose (Annexure A). The responses were recorded on a 5 point agreement type Likert scale. Data analysis was done using SPSS and used bi-variate analysis, T-test, ANOVA and post-hoc comparisons.

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