

Role of P-E fit on Job Satisfaction of Medical Representatives

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Abstract

Job satisfaction always has been significant variable with the performance of the employee and his organizational commitment and turnover intentions. After globalization number of small and big firms have entered in the pharmaceutical drug manufacturing and marketing industry with identical drug contents increasing huge competition in the market and at the same time providing ample job opportunities and career growth for marketing personnel. This study focuses on the role of person-job fit and person-organization fit on the job satisfaction, organization commitment and turnover intentions of the Medical Representatives of pharmaceutical firms working in Pune district.

Keywords: *Job satisfaction, organization commitment, turnover intentions*

I. Introduction

There are number of small and big organizations in pharmaceutical business in India. There is a huge competition in the market for the drugs on same diseases. After globalization there are even multinational companies entered in the Indian market and also Indian organizations expanding their business globally. In this scenario the pharmaceutical sales persons also named as Medical Representatives (MR) have big responsibility to increase the market share and sales of the organizations. MR work as ambassador of the firm and are subject to incompatible expectations from different groups outside and within the firm. The MR's role is critically important in the firm's revenue generation activities and his performance has a major impact on many positions within the firm. Therefore the job satisfaction of the MRs has been in considerable attention of research in marketing and sales area.

Job satisfaction is related with different aspects of the job like pay, supervision, individual differences, role perceptions, organizational variables, job variables, organizational commitment, propensity to leave, turnover and organization citizenship behavior. The number of player in the market also has provided big employment and promotion opportunities for the MRs which tend them to turnover and join other firm with more benefits. The sales of the firm is highly related with the contacts and relations

developed by MR in the market and with the doctors. Hence retention of the sales team also is a big task and the job satisfaction of the MRs plays important role in this consent.

Person- Environment fit Theory has been widely used in the organizational behavior area to study individual and work outcomes like job satisfaction. The person – environment fit research stream also encompasses consequences of job satisfaction like commitment and turnover intentions. The PE fit constructs are relatively simple and quite appropriate for study of MR's job satisfaction in emerging market contexts.

II. Definitions

Job Satisfaction

It indicated the extent to which people like their jobs (Spector, 1997). The extent of liking of job have effect on the concern individual and his organization. It affects the quality of work-life and may also influence important work related behaviors and attitudes. Job satisfaction can be conceptualized as a set of attitudes about various facets of a job. The facets of the job satisfaction include satisfaction with benefits, coworkers, nature of the work itself, pay, promotion, recognition, security, supervision etc. Antecedents of job satisfaction can be broadly classified as job characteristics, role variables, work schedules and personal antecedents. Person Job fit and person organization fir belong to personal antecedent category.

Person-Environment Fit: It is defined as the compatibility between people and their work environment (Kristof-Brown, Zimmerman and Johnson, 2005). P-E fit supposed to cover four domains: person-job (PJ), person-organization (PO), person-group (PG) and person-supervisor (PS) fit. Prior research in organizational behavior has identified relationships between these type of fit and individual outcomes such job satisfaction, job performance, withdrawal behaviors and tenure.

Person-Job Fit: Person-job (PJ) fit has been defined as the degree to which individual's preferences, knowledge, activities, skills, needs, and values match the job requirements (Brkich, Jeffs and Carless,2006). An employee may experience a good PJ fit when he enjoys the work he does and finds it interesting, and when he has skills and experience to perform well in his job.

Person-Organization Fit: Person-Organization (PO) fit occurs when there is compatibility between people and the organization in which they work in (Kristoff,1996). Compatibility may exist when the people and organizations are similar in some way. The similarity can be expressed in four ways: similarity between individuals and the organization in terms of values or culture, similarity of goals, similarity between the needs and desires of individuals and the organization's structures and processes, and finally congruence between the individual's personality and the organization's climate.

Organization commitment: When people believe the goals of the organization worth striving for and values of organization worth upholding and their organization being a great place to be in, they are supposed to strong organizational commitment and tend to remain with the organization and are willing to put in considerable efforts in work.

Objectives of the study

1. To study the level of overall job satisfaction of MRs
2. To study the relationship between job satisfaction and consequences like organizational commitment and turnover intention.
3. To study the relationship between person job fit, person-organization fit and job satisfaction.

Hypothesis of the study

1. Job satisfaction is positively related to organizational commitment.
2. Job satisfaction is negatively related to turnover intentions.
3. Person-Job fit is related positively to job satisfaction.
4. Person-Job fit is related positively to organizational commitment.
5. Person-Job fit is related negatively to turnover intentions.
6. Person-Organization fit is related positively to job satisfaction.
7. Person- Organization fit is related positively to organizational commitment.
8. Person- Organization fit is related negatively to turnover intentions.
9. Organization commitment is related negatively to turnover intentions.

III. Review of Literature

Brown and Peterson (1993) used a meta-analysis to understand the antecedents and consequences of salesperson job satisfaction and found that job satisfaction had a strong positive influence on organization commitment. Johnston (1990) and Babakus (1996) also found that job satisfaction positively influences organizational

commitment and has a negative influence on turnover. Mathieu and Zajac (1990) indicated that higher levels of organization commitment are associated with lower turnover intentions. Brush, Moch and Pooyan (1987) carried out a meta-analytic study and found linear relationship between the age and job satisfaction, older employees are having higher levels of job satisfaction. Caldwell and O'Rielly (1990) and Saks and Ashforth (1997) identified relationships between PE fits and individual outcomes such as job satisfaction, job performance, withdrawal behaviors and tenure. Donovan, Brown and Mowen (2004) used PE fit theory and explored the relationships between customer orientation and job variables. Lauver, Kristof & Brown (2001) found using a sample of non sales employees that PJ fit had a positive impact on job satisfaction. Same observations were noted by Arvey, Carter and Buerkley (1991).Caldwell and O'Reilly (1990) found that higher levels of PJ fit were related with lower levels of turnover intentions. Saks and Ashworth (1997) found significant positive relationship between PJ fit and organization commitment and a significant negative relationship between PJ fit and turnover intentions. Boxx, Odom and Dunn (1991) found that employees were more satisfied with their jobs and had higher commitment to the organization when excellent fit existed between employees and organization. Moynihan and Pandey (2008) found that PO fit was negatively correlated to turnover intentions.

IV. Methodology

The samples were selected from Medical Representatives from different pharmaceutical companies working in Pune district. The researcher collected data of 50 MRs by taking care of adequate number of MRs across different age, experience and educational qualifications. The constructs of this study are person-job fit, person organization fit, job satisfaction, organization commitment and turnover intentions. A questionnaire was developed using between two to four items per construct and final totaling to thirteen items. Seven-point Likert type scales were used for measuring the items.

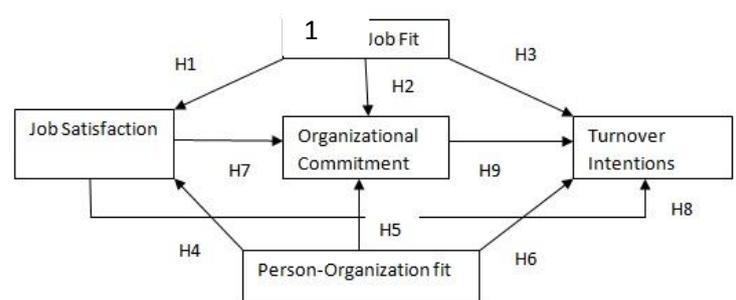


Figure 1|

V. Results and analysis

The results of estimation with respect to the model shown in figure was done and the standard path coefficients and t values are shown in the Table1.

Hypothesis	Description	Standardized estimate	t value	Hypothesis supported
H1	PJ fit relation with Job satisfaction	+0.575	3.783	.001
H2	PJ fit relation with Org Commitment	+0.071	0.507	NS
H3	PJ fit relation with Turnover intentions	-0.299	-1.798	NS
H4	PO fit relation with Job satisfaction	+0.139	1.213	NS
H5	PO fit relation with Org Commitment	+0.453	4.121	.001
H6	PO fit relation with Turnover intentions	-0.035	-0.237	NS
H7	Job satisfaction – Org Commitment	+0.321	2.652	.007
H8	Job satisfaction – Turnover intentions	-0.364	-2.674	.004
H9	Org commitment- Turnover intentions	-0.041	-0.273	NS

Table 1

PJ fit has shown positive relationship with job satisfaction supporting Hypothesis 1 and the standardized path coefficient was 0.575 with t=3.783

and $p < .001$. These findings are consistent with the result of Lauver and Kristof-Brown, 2001; Saks and Ashforth, 1997. PJ fit also has shown positive relationship with organization commitment and negative relationship with turnover intentions, but these relationships were not statically significant and thus Hypothesis 2 and 3 are not supported. It appears that in emerging marketing contexts, perception of fit with the job does not simultaneously result in identification and attachment with the organization. It also shows a good fit with a job but would be open for searching for a similar job offering better perks and working conditions. Similarly PO fit has shown positive relationship with job satisfaction with coefficient of 0.139 but this was not significant. Its seems that the MR may perceive a good fit with the organization on parameters like values, goals and personalities but may not find the job to be equally satisfying. The relationship between PO fit and Organizational commitment was positive and significant with a path coefficient of 0.453 and $t=4.121$, $p < .001$ supporting Hypothesis 5. PO fit has shown negative relationship with turnover intentions, hence Hypothesis 6 was not supported. These findings differ from the observation of Verquer(2003) with respect to the impact of PO fit. This may be because of in India a person may find a similarity between himself and the organization but this would not preclude a search for another job in terms of reputation, prestige, values, goals and climate. The relationship between job satisfaction and organization commitment was positive and significant with a coefficient of 0.321 and $t=2.652$, $p < .007$ and thus Hypothesis 7 was supported. Job satisfaction also has shown significant negative relationship with turnover intentions with path coefficient of -0.364 and $t=-2.674$, $p < .004$ supporting to Hypothesis 8. The path between organizational commitment and turnover intentions was negative but was not significant hence Hypothesis 9 was not supported. The results of present study has non significant impact of person-job fit and person-organization fit on turnover intentions underscore the need for more research on person environment fit and its impact in emerging market contexts.

VI. Conclusion

Job satisfaction and organization commitment are important variables. Among the medical representatives there is shown strong linkage between person-job fit and job satisfaction; and between person-organization fit and organization commitment. Job satisfaction should be monitored both in global terms and in terms of facets as the job satisfaction is strong linked with organization commitment and negatively to turnover intentions. This way the medical representatives can

be retained with the firm for longer periods and will put dedicated efforts on behalf of the firm.

attitudes”, Journal of Vocational Behavior, 63,473-89.

VII. Limitations and suggestions

The sample size was small and sample was limited to the Medical Representatives working in Pune district. Further researcher may use the samples of across the country and types of organizations. More research is required in emerging market contexts to examine the relationship between organization commitment and turnover intentions and relation of those with job satisfaction.

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