

## Organizational Health, Job-Involvement and Work-Satisfaction among Supervisors of Pharmaceutical Organizations

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### ABSTRACT

This study aims to determine and find out the significant difference between high and low Organizational health, Job-involvement and Work-satisfaction among Supervisors of Pharmaceutical Organizations. The sample was drawn by random method. The total samples comprised 240 Supervisors of different types Pharmaceutical organizations were selected by this aim of research. The equal number of Supervisors was selected. The data Selection producer of sample were selected by random technique from different Pharmaceutical organizations managers located Anand, Ahmedabad and Vadodara in Gujarat state. O.H, J.I and W.S scale were administered to measure the Supervisors of Pharmaceutical Organizations. Data was analyzed by using means, standard deviations and t test. The result reveal that there is a significant interaction between Supervisors of from Pharmaceutical organizations in different factors and their levels of organizational health, work satisfaction and job-involvement and all three variables in developed closely relation to Supervisors of Pharmaceutical Organizations.

**Keywords:** *Supervisors, Pharmaceutical Organizations, Organizational Health, Job-Involvement, Work-Satisfaction*

As we know job-satisfaction is the resultant of various attitudes the employee holds toward related factors like salary, supervision, work-culture, work-satisfaction, job-involvement, and organizational health and also toward life in general. It is expected that the employees should have high motivation and high involvement in his or her job so as to prove him or herself as more effective in the organization. A highly job involved person demonstrates a strong desire to be at work. But for this the organization should provide proper work environment and should have proper organizational health. Organization exists in relation to environment and it continually strives to cope up with the environment, failure of this leads to many problems that are signs of poor health of the organization. Hence to have a proper combination of work culture

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and proper reward to the employees is needed to generate feeling of happiness, job satisfaction and high level of work involvement.

Job-involvement, work- satisfaction and Organization health is just like an actively participate of any organization of man and woman. It has some essential features e.g. structure, process, relationship, Product, tools, Planned, responsibility, performance in authority behaviour of individuals and group, organization is essential for the continuity of the mission and objective for which it is formed. Plant layout, work measurement, standard operating procedures, human process machine interaction and other activities related to job satisfaction and performances, sophisticated techniques are confined not only to blue collar production jobs but have started to include white-collar jobs as well sophisticated but standardized job functions have been the important considerations. In the present investigation an attempt is made to examine the relationship between perceived organizational health and work-satisfaction as well as job-involvement among supervisors of pharmaceutical organizations.

Organizational studies, organizational behavior, organizational nature and organizational theory is the systematic study and careful application of knowledge about how people - as individuals and as groups - act within organizations. Organizational behavior has evolved from early classical management theories into a complex school of thought—and it continues to change in response to the dynamic environment and proliferate corporate cultures in which today's businesses operate. "The task of getting organizations to function effectively is a difficult one," wrote David A. Nadler and Michael L. Tushman in Hackman, Lawler, and Porter's.

The organizational health as structure and process guides coordinates and controls the business activities of employees. Organizational health if structured on sound principles will help achieve management objectives. The ill-designed and makeshift organizational level makes the management functions difficult and inefficient of employees.

The individual, or “micro” level, include individual motivation and behavior, decision making, interpersonal communication and influence, small group behavior, and individual, dynamic, and inter-group conflict and cooperation At the organization, or “macro” level, topics include organizational growth, organizational change, organizational learning, organizations and leadership, power, social networks, and social responsibility. Effective employee know what to look for in terms of structure, process, and culture and how to under-stand what they find. Therefore, employee must develop diagnostic skills; they must be trained to identify conditions indicative of a problem requiring further attention. The Problem indicators include declining profits, declining quantity or quality of work, increases in absence or delay, and negative employee attitudes. Each of these problems is an issue of organizational behavior." The terms "corporate culture" and "organizational behavior" are sometimes used interchangeably, but in

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reality, there are differences between the many Corporate culture encompasses the shared values, attitudes, standards, and beliefs area that influence like Organizational health, Personality, Perception, Attitudes, job satisfaction, Group dynamics, Politics and the Role of leadership in the organization, Job design, the impact of stress on work, decision-making processes, the communications chain, and company cultures and climates.

Involvement of an employee in the job is the most important factor for performance. A committed employee will always do better than others. But without involvement, there is no commitment. No involvement no commitment, so if an employer wants committed workers, committed supervisor & managers, then he has to make them involved in the work by motivating them, by rewarding them, or by providing them good working conditions. Organizational psychologists have defined job-involvement as a *“potentially distinct attitude”*, Lodahl and Kejner (1965), “have defined” job-involvement as the extent to which self-esteem is affected by level of performance.” Lodahl and Kejner, (1965), Saleh and Hosek, (1976), Wiener and Gechman (1977), Saal, Rabinowitz ,Kanungo, (1979-82), *“have defined” job-involvement as the extent to which self-esteem is affected by level of performance.”*

The greatest contribution of the motion and time study is in the area of job involvement in standardization of work. Individuals differ in the ways of doing their jobs very widely and the motion and time study clearly show that wrong habits of performing jobs can be unwittingly and easily acquired if due consideration is not given to evolve the best method of work and teaching it to the workers. The faulty method of performing the job may not only affect the production adversely, but also expend undue energy of the employee. This could be saved for his own benefit, if we train a man to do a job in the best possible way, then the differences in the productivity are not the matter of faulty methods.

There are numerous techniques measuring job-satisfaction. Some of the commonly used techniques include rating scales, critical incidents, interviews and action tendencies."Job-Satisfaction is a complex phenomenon." The nature and extent of factors contributing to it are not yet fully known. But, a good deal of research studies in various countries with different cultures that have accumulated by now, have certainly advanced our understanding of the factors, we shall, for our purpose, emphasize here the studies of (Herzberg, Maysner and Snyderman) and his associates the two-factor theory of job-satisfaction dis-satisfaction proposed by them as they provide possibly the broadest scope so far in understanding the relevant factors prevailing a cross cultures as well as in India. Many theories of Job-satisfaction like Herzberg's motivator-hygiene theory, existence, relatedness and growth theory, Vroom's expectancy theory, goal setting theory, give some idea regarding how to generate job-satisfaction.

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### ***Aims & Objectives Of The Study:***

The major objectives of the present investigation are as follows:

- To study the role of organizational health in relationship between low and high scores of supervisors in Pharmaceutical Organizations.
- To examine effect of high and low scores of job-involvement of supervisors in Pharmaceutical Organizations.
- To study the effect of low and high scores of work satisfaction among supervisors in Pharmaceutical Organizations.
- To study the extent of organizational health, job-involvement & work -satisfaction among supervisors in Pharmaceutical Organizations.

### **METHOD AND MATIRIALS**

#### ***Sample:***

For the purpose of the present investigation, a sample consisting of 240,( In all) individual respondents were selected as a final sample from Pharmaceutical organizations of supervisors from different places of Baroda and Anand District levels were considered in the group of High and low level of score of supervisors in Gujarat state.

#### ***Tools:***

Following tools were used

For the collection of the data, various research tools have, been used in the related studies. Researchers have collected the information regarding Organizational health, Job-involvement and Work-satisfaction

#### ***Personal data sheet:***

For information (Dependents variables and Independent variables) Organizational health, Job-involvement and Work-satisfaction regarding age, family, area, stream, sex, income source, type of work, Type of industries, Types of district and so on were collected data/samples by Personal data sheet.

#### ***Used of Scale:***

For the present investigation, the tools used were Organizational health inventory (OHI) by Miles M.B. (1973). Reliability as a Test-rest- $R=0.79$  and Odd-even= $0.84$ . The inventory consists of 40 items and total possible range of scores 40 to 200. Job-involvement scale was constructed by Lodhal and Kejner (1965). Reliability as a Test-rest- $R=0.73$  and Odd-even= $0.80$ . The inventory consists of 20 items and total possible range of scores 20 to 80, and Work-satisfaction questionnaire was constructed by Prayag Mehta and Mahveer Jain (1976). Reliability as a coefficient was  $R=0.85$  and split-half- $0.67$ . The questionnaire consists of 23, items and total possible range of scores 23 to 79.

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### *Hypotheses:*

*Following major hypothesis tested in present research.*

H0-1: : There is no significant mean difference in the scores of Organizational health between high and low scores of supervisors (having high and low level) in Pharmaceutical Organizations.

H0-2: There is no significant mean difference between the scores of Job-involvement between high and low scores of supervisors (having high and low level score) in Pharmaceutical Organizations.

H0-3: There is no significant mean difference between the scores of Work-satisfaction between high and low score of supervisors (having high and low level) in Pharmaceutical Organizations.

### *Variables of the study:*

Scores of supervisors high and low on Organizational health, Job-involvement and Work-satisfaction as dependent variables and supervisors as a mediator variables as well as independent

## RESULTS AND DISCUSSION

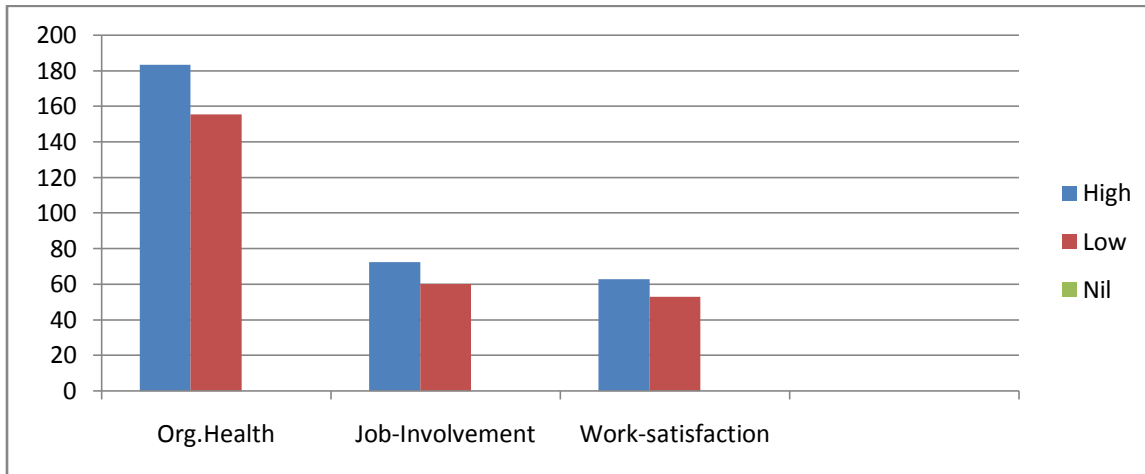
The scores on Organizational health, Job-involvement and Work-satisfaction among supervisors were analyzed as stated in basic statistics is as per below

***Table No.1: Comparison ('t' test) of mean scores of organizational health, work- involvement and job-satisfaction between high and low scores for Supervisors, of Pharmaceutical Organizations.***

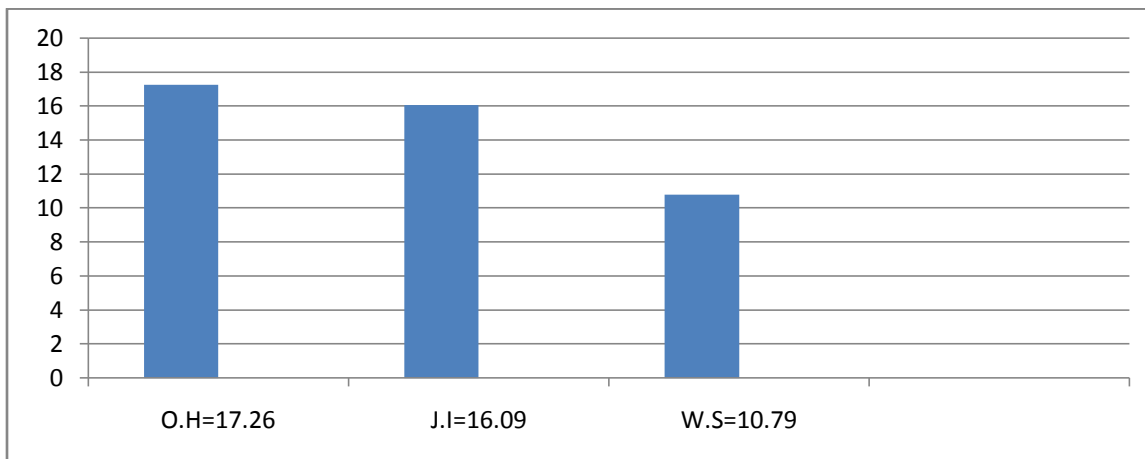
Content	Score	No. Of respondents	Mean	S.D.	S.E. (mean)	't' value	Level of Significance
Organizational health	High	40	183.45	8.26	1.31	17.26	0.01
	Low	40	155.70	5.94	0.94		
Job involvement	High	40	72.60	3.74	0.59	16.09	0.01
	Low	40	60.40	3.00	0.48		
Work satisfaction	High	40	62.95	3.97	0.62	10.79	0.01
	Low	40	53.13	4.17	0.66		

Column Comparison of mean scores of O.H, W.I. and J.S. between high and low scores for Supervisors, of Pharmaceutical organizations.

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Following column discussion above ( $H_1, H_2, H_3$ ) hypothesis and Column (Histogram) of variables, Comparison of mean scores of O.H, W.I. and J.S. between 't' value of supervisors among Pharmaceutical Organizations.



$H_1$ : There is no significant mean difference in the scores of organizational health between low and high scores of supervisors in pharmaceutical organization.

Hypotheses formulated under study were tested by applying, 't' test technique. The score on organizational health were analyzed in basic statistics in terms of mean and S.D's and 't' values is summarized in given above table no.1 with column. The score on O.H.of Supervisors in the Pharmaceutical organizations when their level of perceived O.H as well as high O.H. and low O.H., is taken into consideration as an independent variables above hypothesis was formulated to answer the 't' value is observed that individual's perception about his organizational will have some direct or indirect impact on his high and low O.H. above table No.1, formulated and it was found that the 't' value for level of perceived O.H.is ( Mean of Higher level organizational health of higher 183.45 and lower level organizational health of lower of 155.70) and It can be seen from above table No.1 that the 't' value of organizational health score of Supervisors of

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Pharmaceutical organizations 117.26, which is significant at 0.01 levels. Therefore, the above  $H_1$  null hypothesis was rejected and it was concluded that there is an interaction between the level of organizational health of the managers. Hence, the above hypothesis was rejected. It can be said that there is a significant organizational health difference between high and low level O.H of Pharmaceutical Organizations. It is the high and low perceived organizational health significantly differ on organizational health of supervisors. As per the scoring pattern, the lower score indicates lower organizational health and higher score indicates higher organizational health. It is the high and low perceived organizational health significantly differ on organizational health of managers.

*H0-2: There is no significant mean difference between the scores of Job-involvement between high and low scores of supervisors (having high and low level score) in Pharmaceutical Organizations.*

Hypotheses formulated under study were tested by applying, 't' test technique. The score on Job-involvement were analyzed in basic statistics in terms of mean and S.D's and 't' values are summarized in given above table no.1 and histogram. The score on Job-involvement of Supervisors in the Pharmaceutical organizations when their level of Job-involvement as well as high Job-involvement and low Job-involvement is taken into consideration as an independent variables above hypothesis was formulated to answer the 't' value is observed that individual's perception about his organizational will have some direct or indirect impact on his high and low Job-involvement above table No.1 and Graff was formulated and it was found that the 't' value for level of Job-involvement is ( Mean score of Higher level Job-involvement Of higher 72.60 and lower level Job-involvement of lower of 60.40) and It can be seen from above table No.1 that the 't' value of Job-involvement score of Supervisors of Pharmaceutical organizations 16.09, which is significant at 0.01 levels. Therefore, the above  $H_2$  null hypothesis was rejected and it was concluded that there is an interaction between the level of job-involvement of the supervisors. Hence, the above hypothesis was rejected. It can be said that there is a significant Job-involvement difference between high and low level job involvements of Pharmaceutical Organizations. As per the scoring pattern, the lower score indicates lower Job-involvement and higher score indicates higher Job-involvement. It is the high and low job involvements significantly differ on supervisors of Pharmaceutical Organizations.

*H0-3: There is no significant mean difference between the scores of Work-satisfaction between high and low score of supervisors (having high and low level) in Pharmaceutical Organizations.*

Hypotheses formulated under study were tested by applying, 't' test technique. The score on Work-satisfaction were analyzed in basic statistics in terms of mean and S.D's and 't' values are summarized in given above table no.1 and histogram. The score on Work-satisfaction of Supervisors in the engineering organizations when their level of Work-satisfaction as well as high Work-satisfaction and low Work-satisfaction is taken into consideration as an independent

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variables above hypothesis was formulated to answer the 't' value is observed that individual's perception about his organizations will have some direct or indirect impact on his high and low Work-satisfaction above table No.1, with column was found that the 't' value for level of Work-satisfaction is ( Mean score of Higher level Work-satisfaction of higher 62.95 and Work-satisfaction of lower of 53.13) and It can be seen from above table No.1 that the 't' value of Work-satisfaction score of Supervisors of Pharmaceutical organizations 10.79, which is significant at 0.01 levels. Therefore, the above H<sub>3</sub>, null hypothesis was rejected and it was concluded that there is a interaction between the level of Work-satisfaction of the supervisors. Hence, the above hypothesis was rejected. It can be said that there is a significant Work-satisfaction difference between high and low level job involvements of Pharmaceutical Organizations. As per the scoring pattern, the lower score indicates lower Work-satisfaction and higher score indicates higher Work-satisfaction. It is the high and low work-satisfaction significantly differs on supervisors of Pharmaceutical Organizations.

### **CONCLUSIONS**

- The Pharmaceutical organizations Supervisors have low level organization health had low level of organizational health and high level organizational health had high level of organizational health.
- The Pharmaceutical organizations Supervisors have low level job involvement had low level of organizations involvements and high level job involvement had high level of organizations involvements. It means optimism for better pay, less repetitive work and more opportunity for self expression.
- The Pharmaceutical organizations Supervisors have low level work satisfaction had low level of work satisfaction and high level work satisfaction had high level of work satisfaction in the organizations.
- It is observed that there is a significant interaction between Supervisors of Pharmaceutical organizations and levels of organizational health, work satisfaction and job-involvement and all three variables in closely relation to Supervisors of Pharmaceutical Organizations.

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### ***Conflict of Interests***

The author declared no conflict of interests.

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