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## A STUDY ON JOB PERFORMANCE OF MANAGERS IN PHARMACEUTICAL INDUSTRY IN HIMACHAL PRADESH

**ASHOK KUMAR BANSAL**  
**RESEARCH SCHOLAR**  
**FACULTY OF MANAGEMENT SCIENCES & LIBERAL ARTS**  
**SHOOLINI UNIVERSITY**  
**SOLAN**

**O. P. MONGA**  
**ASSOCIATE DEAN**  
**FACULTY OF MANAGEMENT SCIENCES & LIBERAL ARTS**  
**SHOOLINI UNIVERSITY**  
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### ABSTRACT

*This study was conducted with major objective to understand the impact of socio-demographic variables on job performance of the Managers working in pharmaceutical industry in Solan and Sirmour districts of Himachal Pradesh. The sample for the present study comprised of 281 respondents. The empirical information about socio-demographic characteristics of the respondents was collected by interviewing respondents with the help of questionnaire developed for this purpose. The job performance of the managers was measured by administering, 'The Job Performance Questionnaire' by Bharti Gandhi (2002). On the basis of statistical findings, it was found that the job performance of the managers vary across various sub categories of socio-demographic variables, such as, age, gender, education, marital status, work experience, and department. But the results were found not statistically significant. The chi-square test also did not show any significant association between socio-demographic variables and job performance.*

### KEYWORDS

Job Performance, Pharmaceutical Industry, Managers, and Association.

### INTRODUCTION

In present scenario, where the world of job is changing rapidly due to liberalization, privatization, and globalization, there are numerous changes in the field of technology, culture, values, diversity in work force, diversity in processes and the product produced, etc., even competition in the market place is also affected by it. Thus increased competition has resulted into need for sharpening organizational efficiency for their survival. So it is clear that whether the matter of success of an organization or of individual success, the performance or productivity of employees plays a major role. In this context it may be said that it is important for any organization to have more productive manpower for its success and survival in present era. Equally, it's also fruitful for attainment of individual's goals. The performance of employees is a very complex phenomenon from past decades. Generally performance means outcome achieved or accomplishments at work and the actual contribution of an individual or team to the organizations strategic goals, like stakeholder satisfaction, clean image, and economic sustainability etc. Vitles (1953) used the terms like "capacity to work" and "will to work" and had proposed that both determine the levels of performance. Vroom (1964) has explained that job performance is a result of ability multiplied by motivation. He further stated that job performance is the beginning of everything in organization in terms of the performance of human resources. Organizations function successfully only when the people occupying each structural position perform their role in a coordinated manner.

Job performance is commonly regarded as one of the most central construct within the field of organizational behavior. A substantial body of research has attempted to identify the factors that are responsible for individual differences in job performance. A number of scholars have worked on the job performance of employees. For instance some are; Brady (2001), Myaskovsky et al. (2005), Smita Chattopadhyay and Gupta (2005). These researchers made efforts to explore this aspect of job in the context of factors, such as, age, gender, education, experience and marital status. In addition to this there are half a dozen of more scholars who also investigated this phenomenon. Jurgen et al. (2008) investigated the influences of age and gender compositions on group performance and self-reported health disorders. Age diversity and gender composition was positively correlated with health disorders, and on routine decision-making tasks. Female employees performed worse and reported more health disorders than gender diverse teams. Thomas and Daniel (2008) provided an expanded meta-analysis on the association between age and job performance. Results showed that although age was largely unrelated to core task performance, creativity and performance in training programs. Ahmed et al. (2012) investigated factors affecting the performance of professional teachers at higher educational level in Khyber Pakhtunkhwa. This study was conducted on 400 respondents. In this study researchers found that personal characteristics (age, gender, education and marital status) of the respondents significantly associated with job performance. Chilya (2012) conducted a study to measure the impact of level of education and experience of profitability of small grocery shops in South Africa. The findings of the study revealed that previous work experiences, education levels, age of the owner and the length of business operation significantly impacted on the profitability of the business. Savitri Sharma (2012) conducted a study on job performance and reported that: 1) Correlation between role performance and age, gender, experience, marital status are insignificant; 2) Researcher is also of opinion that the College Principals possessing doctorate degree perform their role in a better way as compared to their post-graduate counterparts. But the findings of these studies being contradictory, it is still not clear that what factors which determine the job performance the most?

Statement of Problem: In the present era there is a healthy competition in the market. In this phase to survive in the market place it is important to have productive hands. As it is noticed that the youth of present is very much career conscious, they want to attain their goal by at any ends. So in this phase to retain the skilled and higher performer employees is a very crucial issue in this corporate world. Because in present time, on one hand, jobs demand knowledge, skills, and good performance; and, on the other hand employees aspirations also change with the passage of time. So the present employee has also become more demanding, because of increased professionalism. In this context, it can be said that job performance is very important for the individual and as well as an organizational concern. Since the success and growth of any organization largely depends on performance of employees, therefore, it continues to be an area of continued interest for the researchers in the field of organizational behavior.

In this backdrop the present study i.e. 'A study on Job performance of Managers in Pharmaceutical Industry in Himachal Pradesh' was conducted.

### OBJECTIVES

The main objective of this study was to find out the impact of socio-demographic variables, such as, age, gender, education, marital status, work experience and department on the job performance.

In this study following hypotheses were framed and tested.

H<sub>01</sub>: There is no association between age and job performance.

H<sub>0</sub>2: Association between job performance and gender is not significant.  
 H<sub>0</sub>3: Relationship between education and job performance is not significant.  
 H<sub>0</sub>4: There is no significant relationship between marital status and job performance.  
 H<sub>0</sub>5: Association of experience with job performance is not significant.  
 H<sub>0</sub>6: Impact of department on job performance is not significant.

## REVIEWS RELATED TO JOB PERFORMANCE

Brief account of these studies is presented here.

**Brady (2001)** examined the job performance of Principals in California. Researcher reported that the length of years in current position relates to Principals perceived job performance and overall job satisfaction. Brady theorized that Principals who stayed in their current position the longest most likely stayed due to high job satisfaction and perceived job performance.

**Myaskovsky et al. (2005)** examined the separate and combined impact of gender composition and training method on both the performance and interpersonal behaviors exhibited in small work groups. Results indicated that groups whose members were trained together took longer to assemble their radio and made more errors than those trained apart. No performance differences were found between the mixed gender and the same gender groups.

**Roos (2005)** studied the relationship between employee motivation, job satisfaction and corporate culture. The scholar found that demographic variables namely, age, gender, tenure, education level and seniority of employees showed influence on employee motivation, job satisfaction and corporate culture.

**Smita Chattopadhyay and Gupta (2005)** conducted a study on the impact of life stages and career stages on employee job performance. Scholars are of opinion that there is a significant impact of life stages (age) as well as career stages of employees on their performance.

## RESEARCH METHODOLOGY

The present study was carried out in the state of Himachal Pradesh. All employees working in pharmaceutical industries in Himachal Pradesh comprised the study population.

There are 362 pharmaceutical companies spread over 7 districts viz Solan, Sirmour, Kangra, Una, Bilaspur, Mandi, and Shimla. There companies are of large, medium and small pharmaceutical. However Solan district tops among seven districts in having highest (262) pharmaceutical companies followed by Sirmour District which has 64 such companies. Remaining five districts have companies ranging from 3-12. For the purpose of this study, two districts i.e. Solan and Sirmour were considered as the concentration of pharmaceutical industries is high in these districts. As these companies are not only small, medium and large but also vary in terms of their turnover, infrastructure, and size of human resource. Hence, for this study, to reduce variance and to have almost homogenous group, top 15 pharmaceutical companies, namely, Ranbaxy Laboratories, Cipla, Torrent Pharmaceuticals, Dr Reddy's Laboratories, Panacea Biotec, Gopal Lifesciences, Morepen Mankind Pharmaceuticals, Fem Care Pharma Limited, Indo co Remedies, Promed, Alkem, Ozone Ayurvedics, Abyss Pharma Private Limited, Dabur, Zyclus Cadila were selected.

The information about number of managers working in these companies was obtained through telephonic enquiry from the establishment office of each company. As per this information, there were three hundred and eighty three managers working in these companies. All the 383 managers belonging to 15 companies were included in the sample. All the 383 managers working in fifteen companies were included in the sample. The unit of study was the manager.

The primary data pertaining to general background of the respondents was collected through interviews, whereas, the job performance was assessed by administering Job Performance Questionnaire, Bharti Gandhi (2002). This instrument is highly reliable as its reliability has been tested at alpha co-efficient of 0.75 levels and 0.96 levels. It has been earlier used by a number of scholars, namely, Nisha Kumari (2008), Anita Sharma et al, (2010).

However, out of 383 managers, complete information was available from 281 managers. have co-operated and participated in the study. Some others either refused to cooperate or were absent on the day of study. Finally, the analysis of information gathered from 281 managers was done using SPSS and by employing percentage, mean, standard deviation, and Chi-square in this study.

## OBSERVATIONS

The data on socio-demographic attributes of the 281 managers in the table below reveals that about half of them were in their middle age; there is preponderance of males (74%); postgraduates outnumber (63.3%) others i.e. graduates and diploma holders; a little over one third of them had less than five years of experience in the world of work; about 65 per cent were married and highest i.e. 27 per cent were employed in production department followed by Human Resource Department (17%).

TABLE NO. 4.1: SOCIO-DEMOGRAPHIC DISTRIBUTION OF RESPONDENTS

Age	Frequency	Percentage
<25	76	27.0
25-30	68	24.2
>30	137	48.8
<b>Total</b>	<b>281</b>	<b>100</b>
Gender	Frequency	Percentage
Male	208	74.0
Female	73	26.0
<b>Total</b>	<b>281</b>	<b>100</b>
Education	Frequency	Percentage
Diploma holders	8	2.8
Graduate	95	33.8
Post Graduate	178	63.3
<b>Total</b>	<b>281</b>	<b>100</b>
Experience	Frequency	Percentage
< 5	110	42.3
5-10	60	21.4
> 10	102	36.3
<b>Total</b>	<b>281</b>	<b>100</b>
Marital Status	Frequency	Percentage
Married	185	65.8
Unmarried	96	34.2
<b>Total</b>	<b>281</b>	<b>100</b>
Category	Frequency	Percent
HR	49	17.4
Finance	48	17.1
Production	77	27.4
Sale & Purchase	29	10.3
Marketing	35	12.5
I.T	43	15.3
<b>Total</b>	<b>281</b>	<b>100</b>



**SOCIO-DEMOGRAPHIC VARIABLES AND JOB SATISFACTION**

The relationship of socio-demographic variables, namely, age, gender, education, work experience, marital status and department with the job performance of the 281 managers is described below;

**AGE AND JOB PERFORMANCE**

Generally, it is assumed that age affects the individual's job performance; job satisfaction, motivation etc. If an insight gets into the career stages then it appears that in the early phase of his or her career, individuals are usually full of enthusiasm and energy to perform well and to explore his or her growth opportunities. But in the middle of his or her career individual is not as energetic as earlier phase of career due to some factors like job security, higher aspirations etc. and as individual moves forward in his or her career, experience increases and performance chart may goes up. Here, in the present study efforts were made to measure the association of age and job performance of managers. The following table outlines the age wise analysis of job performance.

**TABLE NO. 4.4.1: AGE OF RESPONDENTS AND JOB PERFORMANCE**

Job Performance	Age (in years)			Total Score
	>25	25-30	<30	
High Performer	49 64.47%	33 48.52%	74 54.01%	156 55.5%
Moderate Performer	11 14.47%	15 22.05%	38 27.73%	64 22.8%
Low Performer	16 21.05%	20 29.41%	25 18.24%	61 21.7%
<b>Total</b>	<b>76 100%</b>	<b>68 100%</b>	<b>137 100%</b>	<b>281 100%</b>

$df=4$ ,  $\chi^2 = 8.177$ ,  $P > 0.05$ , NS

There were 281 total respondents for the present study purpose. From the total respondents, it is revealed that higher percentage of the people were of higher performers (55.5 %), followed by the moderate performers (22.8%) whereas only 21.7% respondents were the low performers. It is clear from above table that there is no significant difference between the job performance across the three age groups. It was observed that across three categories of working experience, in age group 25 or less, majority (64.47%) were higher performers followed by 54.01% managers who were 30 years or more old, whereas, the age group of 25-30 showed the lowest percentage i.e. 48.52%. The proportion of moderate performer ranged between 14 to 28% across all age groups. The low performer respondents accounted only 10-17 percent.

Since, the calculated value of  $\chi^2 = 8.177$  is less than the table value 9.487 at 0.05 significance; it indicates that age is not associated with job performance of managers. This finding further point out that the null hypothesis i.e. there is no association between age and job performance is accepted. This finding is similar to the finding of the study conducted by Thomas and Daniel (2008). On the other hand this finding is contrary to the studies conducted by the researchers namely, Sumita Chattopadhyay and Gupta, Ajay (2005), Jurgan et al. (2008), Kaushal S.L. and Yashmin Janjhua (2011), Masqsood Ahmed et al. (2012). The mentioned researchers have found that age is significantly related with job performance of employees.

**GENDER AND JOB PERFORMANCE**

Gender factor may have an impact on the individual's job performance or it may be neutral which have no impact on the individual's job performance. To some extent gender factor also affects the job performance in terms of night shifts, long working hours, manual work, decision making, field work etc. It is also seemed that there are some particular tasks in industry where men labor is more preferable. In the present study the efforts were made to examine individual's job performance in the context of their gender. The table 4.4.2 demonstrates the data in account of job performance as per gender.

**TABLE NO. 4.4.2: GENDER OF RESPONDENTS AND JOB PERFORMANCE**

Job Performance	Gender		Total Score
	Male	Female	
High Performer	113 54.32%	43 58.90%	156 55.5%
Moderate Performer	52 25%	12 16.43%	64 22.8%
Low Performer	43 20.67%	18 24.65%	61 21.7%
<b>Total</b>	<b>208 100%</b>	<b>73 100%</b>	<b>281 100%</b>

$df=2$ ,  $\chi^2 = 2.338$ ,  $P > 0.05$ , NS

It is revealed from the above table that maximum people i.e. 55.5 % of the total population i.e. 281 is higher performer, whereas percentage of moderate and low performers is very less i.e. 22.8% and 21.7%, respectively. It is interesting to note that across sub-categories of gender i.e. males and females; a very little difference was perceived in percentages under higher, moderate and poor performer's categories. This variation is not significant as the difference is less than 10. It reveals that male and female managers working in pharmaceutical industry in Himachal Pradesh vary in their proportions but this variance in their level of job satisfaction is not significant. It is also supported by the 'Goodness of Fit' test as calculated value of  $\chi^2 = 2.338$  is less than the table value 5.99147 at 0.05 significance level it reports that gender is not significantly associated with the job performance. Hence, the null hypothesis i.e. there is no significant association between gender and job performance is accepted. This finding is supported by the study conducted by Myaskousky et al. (2005). The researcher found that no performance differences between the mixed and the same gender groups. However, finding of the preset study is contrary to the studies conducted by Jurgan et al. (2008), Ahmed et al. (2012), Chhiliya (2012), who reported that gender has significant relationship with performance of employees. They pointed out that males have better job performance than the females.

**EDUCATION AND JOB PERFORMANCE**

As it is already stated in the introduction of table 4.2.3 that how education is related or what role it play in individuals life. Education may have some impacts on job performance of individuals also. Due to education a person accumulates knowledge, acquire skills and some changes may be seen in his/her attitude. All these factors may play a vital role in work performance of individuals. Here in the present study, efforts were intended to measure the association of job performance with education. The following table outlines data in relation to the education and job performance.

TABLE NO. 4.4.3: EDUCATION OF RESPONDENTS AND JOB PERFORMANCE

Job Performance	Education			Total Score
	Diploma Holders	Graduate	Post Graduate	
High Performer	4	52	100	156
	50%	54.73%	56.17%	55.5%
Moderate Performer	0	28	36	64
	.0%	29.47%	20.22%	22.8%
Low Performer	4	15	42	61
	50%	15.78%	23.59%	21.7%
Total	8	95	178	281
	100%	100%	100%	100%

$df=4$ ,  $\chi^2=9.045$ ,  $P > 0.05$ , NS

Out of 281 respondents, higher percentage i.e. 55.5 was of higher performers. Only 21.7% of total population showed the poor performance. It is revealed from the above table that there is no significant difference in percentage across the all categories of education in respect to higher performance and same it happens in case of moderate performance. The variation across higher and moderate performer is not significant as the difference is less than 10 percent. Whereas in case of poor performance diploma holders showed the higher percentage i.e. 50 followed by post graduates (23.59%) whereas graduates has returned lower percentage (15.78) in the poor performer's category.

Since, the calculated value of  $\chi^2=9.045$  is less than the table value of  $\chi^2$  at 0.05 significance level i.e. 9.48773, the null hypothesis i.e. education is not significantly associated with job performance, is accepted. This finding of the present study goes with the result of the study conducted by Posner (1992). The researcher reported that performance of employees is not moderated by the education.

#### EXPERIENCE AND JOB PERFORMANCE

Experience also plays an important role in individual's job performance but it may be true in one situation or it may be not in other. Through exposure to work a person learns about the work culture, behavior patterns required at work place, duties and responsibilities, discipline, punctuality, new outlook of life etc., in the context of his/her job. Hence, it may be possible that tenure of services also affect the job performance of employees. In the present study efforts were directed to find out that whether job performance of individual's is affected by their tenure of services or not. In table 4.4.4 data illustrate job performance as per individuals work experience;

TABLE NO. 4.4.4: WORK EXPERIENCE OF RESPONDENTS AND JOB PERFORMANCE

Job Performance	Experience (in years)			Total Score
	>5	5-10	<10	
High Performer	71	33	52	156
	59.66%	55%	50.98%	55.5%
Moderate Performer	20	13	31	64
	16.80%	21.66%	30.39%	22.8%
Low Performer	28	14	19	61
	23.52%	23.33%	18.62%	21.7%
Total	119	60	102	281
	100%	100%	100%	100%

$df=4$ ,  $\chi^2=5.942$ ,  $P > 0.05$ , NS

Out of 281 respondents, it was found that higher percentage i.e. 55.5 is of higher performers and only 21.7% respondents of whole population showed the poor performance. The percentage of high performers was highest (59.66%) in respondents with less than 5 years of experience and the lowest (50.98%) in with more than 10 years of experience. It is interesting to observe that there is very little difference noted across all categories of work experience. The variation among all values is less than 10. It is also supported by the 'Goodness of Fit' test as the calculated value of  $\chi^2=5.942$  is less than the table value of  $\chi^2$  at 0.05 significance level i.e. 9.487. Thus null hypothesis, 'there is no association between work experience and job performance' is accepted and it is reported that the duration of work experience is not significantly associated with the job performance. This finding of the study is in line with the studies conducted by Posner (1992).

#### MARITAL STATUS AND JOB PERFORMANCE

Marital status also plays an active role in individual's job performance. Because of this factor responsibility, recognition, and social status also increase. After marriage, a person learns to discharge domestic and family responsibilities and thereby develops more maturity which may lead to his or her better performance at work place. The following table shows the marital status wise analysis of job performance;

TABLE NO. 4.4.5: MARITAL STATUS OF RESPONDENTS AND JOB PERFORMANCE

Job Performance	Marital Status		Total Score
	Married	Unmarried	
High Performer	97	59	156
	52.43%	61.45%	55.5%
Moderate Performer	47	17	64
	25.40%	17.70%	22.8%
Low Performer	41	20	61
	22.16%	20.83%	21.7%
Total	185	96	281
	100%	100%	100%

$df=2$ ,  $\chi^2=2.623$ ,  $P > 0.05$ , NS

The above table 4.4.5 represents data regarding the association of marital status with job performance. It is revealed that higher percentage i.e. 55.5 % of the total population (281) was of higher performers followed by moderate performers (22.8%) whereas only 21.7% of respondents showed the poor performance. It is observed through the table that the variation among the figures is not significant because i.e. >10 across the all sub categories of performance which means the persons employed in pharmaceutical industry do not differ in performance as per their marital status. It is also proved by the application of Chi-square test. Since, the calculated value of  $\chi^2=2.623$  is less than the table value 5.991 at 0.05 significance level, the null hypothesis, 'there is no association between marital status and job performance' is accepted. Hence it may be summarized that marital status has no significant association with job performance of managers working in pharmaceutical industry in Himachal Pradesh.

#### DEPARTMENT AND JOB PERFORMANCE

In general it appears that the performance of person varies from individual to individual and department to department. There are different departments, such as, Human Resource, Finance, Production, Sales and Purchase, Marketing, and Information and Technology in pharmaceutical industry which differs in nature of work and the work force. Therefore, an attempt was made to assess the influence of this factor on job performance of managers. The following table information about the association of department with job performance;

TABLE NO.4.4.6: DEPARTMENT OF RESPONDENTS AND JOB PERFORMANCE

Job Performance	Department						Total Score
	HR	FINANCE	PROD.	S&P	MKT.	I.T	
High Performer	25	30	42	19	16	24	156
	51.02%	62.5%	54.54%	65.51%	45.71%	55.81%	55.5
Moderate Performer	9	13	17	6	12	7	64
	18.36%	27.08%	22.07%	20.68%	34.28%	16.27%	22.8
Low Performer	15	5	18	4	7	12	61
	30.61%	10.41%	23.37%	13.79%	20%	27.90%	21.7
Total	49	48	77	29	35	43	281
	100%	100%	100%	100%	100%	100%	100%

$df=10$ ,  $\chi^2 = 11.808$ ,  $P > 0.05$ , NS

Out of 281 respondents, 55.5 % of the total population comes under the higher performer category which is followed by the moderate performers (22.8%) whereas only 21.7 % of respondents returned poor performance.

Among the six departments, in sales and purchase department the percentage of highly satisfied respondents was the highest (65.51%), closely followed by the finance department. The marketing department was least represented (45.71%). Among the moderate performers, marketing department hold the maximum percentage (34.28) followed by finance department (27.08%) whereas information and technology department showed least percentage (16.27).

Among the poor performers category, Human Resource department has shown the higher percentage (30.61) whereas finance department outline the least percentage (10.41).

Since, the calculated value of  $\chi^2=11.808$  is less than the table value 18.307 at 0.05 significance level, the null hypothesis i.e. there is no significant association between department and job performance is accepted. In the literature reviewed it was found that hardly any researcher considered department as the factor of job performance. Hence, finding of the present study requires some more studies in this area for authentication.

In sum, it emerges from the above statistical findings of empirical data that socio-demographic variables, such as, age, gender, education, work experience, marital status, and department did not show statistically significant association with job performance. Hence, that 'No association exists between socio-demographic variables and job performance', holds true.

## DISCUSSION

The main findings of this study are recapitulated here for possible explanation and discussion. First, there is no statistically significant association between age and job performance. There are some researchers, namely, Thomas and Daniel (2008) who also did some work on the same field and reported that there is no significant connection between age and job performance. In spite of these finding, Sumita Chattopadhyay and Gupta, Ajay (2005), Jurgan et al. (2008), Kaushal S.L. and Yashmin Janjhua (2011), Masqsood Ahmed et al. (2012) reported significant relationship between job performance of employees and their age. The age range of the respondents included in this study was 25 to 35 years. This age range technically constitutes an adult group. Since the adults have almost similar orientation towards life, and hence they presented no significant variation in terms of job performance. Second reason may be that in present time people are well skilled and they have so many aspirations from their job, and to achieve these it is must to show the high performance. In present time everyone wants to grow in his or her particular field, in this trend everyone wants to achieve his or her targets whether he or she is old or young.

The gender was not found to have any statistical significant influence on job performance of the respondents. This finding goes with the finding of the study conducted by Myaskousky et al. (2005). There are some other researchers who investigated that there is significant influence of gender factor on job performance of employees namely, Jurgan et al. (2008), Masqsood Ahmed et al. (2012), and Norman Chiliya (2012). No association between gender and job performance in this study may be accounted to that the females in present time are more career conscious, and they want to become more self dependent and hence assert to perform equal to their male counterparts. Earlier in the Indian culture females were more concerned with domestic affairs only but due to some changes like education, awareness and reservation etc. for the women increased their participation in all tasks. As a result they give fair competition to males.

The association of education with job performance is not statistically significant. Same results are also found in the study conducted by Posner (1992). Researchers namely, Masqsood Ahmed et al. (2012), Norman Chiliya (2012) have the inverse result to the present finding of the study. There was three sub categories of education included in the study namely, diploma holders, graduates, and post graduates. After analysis of data it is observed that majority of the people (i.e. around 97%) hired for the managerial posts in industry are highly qualified (i.e. graduates and post graduates). Since there is a one class of respondents i.e. managerial, so that no significant influence of education is noticed. If the study is oriented to compare the performance of two working class people then it may be possible that some influence of education appears.

It seems after analysis of data that there is no statistically significant association exist between job performance and work experience of individuals. The same opinion found in the study of Posner (1992). Hence, there are some researchers namely, Brady (2001), Smita Chattopadhyay and Gupta, Amit (2005), Norman Chiliya (2012) who found that there is an influence of experience on job performance. Today's youngster may has less exposure to the work as compare to the person having more experience of services but this generation may has zeal to prove their self and also to learn to new things, these things overcome their weakness of less work experience. That's why they report insignificant difference among their job performance.

Marital status has not shown any statistical significant influence on job performance. This finding of the study is contrary to the results of the studies conducted by Kaushal S. L. and Yasmin Janjhua (2011), Masqsood Ahmed et al. (2012). Generally it may assumed that the married person become more mature and responsible than unmarried. But in the real life situations may make a person more mature and responsible. So sometime it does not matter whether person is married or not, in respect to become mature and responsible. Due to the large amount of unemployment in India people become more career oriented even from their schooling, they opt only those courses for training which leads them towards their goals of career.

No statistically significant differences reveal in the job performance of managers as per different department. It may be found due to one thing that the people hired by employer are skilled, well educated, and trained in their respective field. Hardly any researcher considered department as the factor of job performance.

Hence, there is need to explore this area of research on wider scale to authenticate findings of this study.

## CONCLUSION

On the basis of foregoing discussion on the major finding of this study, it may be reported that the socio-demographic variables, namely, age, gender, education, work experience, marital status and department have no association with job performance of managers in Pharmaceutical industry in Himachal Pradesh.

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