7. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

7.1 Findings and Conclusions

This chapter summarizes the research process and results of the study. It also discusses the research findings in light of previous research and examines the contributions to and implications for HRD practice. The limitations of this study and the directions for future research are also presented.

The topics of job satisfaction, organizational commitment, and turnover intention have been discussed in various industries in western countries. This study was the first to examine the relationship among those factors in the pharmaceutical industry; the first to examine whether the interventions of QWL dimensions plays a critical role in affecting the above-mentioned factors. The most important aspect of this study was the use of Structural Equation Modeling (SEM), which comprehensively examined the causality of the foregoing factors without the limitations of traditional peer-to-peer analysis. In other words, Structural Equation Modeling (SEM) presented the whole picture of the relationships among the variables in testing the hypotheses. Another important characteristic of this study was the large sample size, which generated sufficient data to test the hypotheses. This study used multistage sampling to access the total accessible population. The data collection process was conducted in front of the 27 pharma industries in the city of Aurangabad. A total of 601 surveys were distributed, and a total of 462 valid responses were used in the data analysis procedures.

In this study, pay satisfaction was measured by a compensation satisfaction dimensions, employee involvement was measures through 15-item questionnaire from SPOS. The safety environment was measured by HSE questionnaire whereas the learning & development was measured by 35-item DLOQ questionnaire. Overall job satisfaction was measured by modified 29-indicators Job Satisfaction Survey (JSS), which included pay, promotion, supervision, fringe benefits, coworkers, nature of work, and communication sub-dimensions. Organizational commitment was measured by modified 14-indicators Three-Component Model (TCM) Employee Commitment Survey, which included affective commitment continuance commitment and normative commitment sub-
dimensions. Turnover intention was measured by a Turnover Intention Questionnaire. The variables and their items which have high similarities in content do not fit for SEM, and endanger the reliability of SEM. In this study, some of the items had problems in factor loadings thus, those items have been deleted from this model after repeated tests and considerations.

Findings indicated that organizational commitment had significant negative effects on turnover intention. The study also found that job satisfaction had direct negative effect on turnover intention, but had a positive effect on organizational commitment. The relationship of these variables with the dimensions of quality of work life is presented in the next sub-sections.

7.1.1 The Relationships among Adequate & Fair Compensation, Job Satisfaction, Organizational Commitment, and Turnover Intention

The results revealed some significant findings of the relationship between compensation structure and job satisfaction which aligns with the earlier findings that appropriate allocation of compensation structure has a significant effect on job satisfaction (Adams, 1963, 1965; Bloom, 1999; May et al., 2002), this finding confirmed Lawler’s (1971, 1981), Quinn and Staines’s (1979), and Vroom’s (1964) theories. In this study, the result did not confirm the two-factor theory by Herzberg et al. (1993), which proposed that pay satisfaction would not lead to job satisfaction.

The results also revealed that performance-based pay was significant in the relationship with job satisfaction and organizational commitment. It shows that the individual performance is important in determine the satisfaction of employees. The results also showed that compensation structure has a significant effect on organizational commitment with job satisfaction to mediate. From the result, it shows that the inclusion of job satisfaction has contributed to the significant of organizational commitment. In other words, the employees are more committed with the presence of job satisfaction. This finding contrast the theory by Ivancevich et al. (2005), but confirmed the theory by Hellriegel et al. (1998), which states that pay is the main factor to affect organizational commitment. The finding also support findings by Tang and Chiu (2003), which found that, pay satisfaction positively related to organizational commitment.
There is also a significant negative relationship between the compensation structure and turnover intention. Job satisfaction also has a significant negative relationship with turnover intention. This finding does confirm Shaw’s (1999) as well as Dole and Schroeder’s (2001) statements, that there is a negative relationship between job satisfaction and turnover intention. This result indicated that in the SEM (macro environment) setting, job satisfaction does have such a strong effect on turnover intention. The employee tends to remain in the same pharma company if they are satisfied with the present status of their compensation structure.

Thus, the findings of this study provide some insights into how compensation packages would be considered in designing compensation structure to support organization in achieving goals. It is suggested for the organization to consider performance-based pay in designing compensation system as the results of this study shows performance based pay has influences on the job satisfaction and organizational commitment which are among of the important organizational factors in determining organization success. In addition, job satisfaction has shown to play a significant role in mediating compensation factors to the organizational commitment. The effect of the presence of job satisfaction has increased the performance of the relationship between compensation structure and organizational commitment. Employees who are satisfied will be more committed to the organization they are working with. The organization is suggested to focus more on what employees aspire from their job, instead of what is already practice in the organization.

Final Conclusions
1. Adequate & Fair Compensation does have a significant positive relationship with organizational commitment.
2. Adequate & Fair Compensation has a positive relationship with job satisfaction.
3. Adequate & Fair Compensation does have significant negative relationship with turnover intention.

7.1.2 The Relationships among Employee Involvement, Job Satisfaction, Organizational Commitment, and Turnover Intention

We view this result as particularly encouraging since it demonstrates that the nature of the tasks is related not only to employees’ happiness at work (job satisfaction) but also to
their willingness to do what is required in a participative environment (cooperate with others). The empirical results of our study also support the hypotheses that pharma employees had higher levels of job satisfaction, had lower turnover intention and are more committed to their organizations.

If pharma employers wish to increase job satisfaction, creating a participative environment could have this effect. In turn, job satisfaction is positively related to increased commitment of employees and lower intention to quit. Where pharma employers wish to increase employee involvement, they would be advised to create policies and practices that allow and encourage employees to support each other on the job, involve them in decision-making and, where possible, design jobs that are interdependent with each other. Therefore, it may be advantageous to train managers to help employees recognize the way their tasks are related to others, and employ team building techniques to encourage employees to support each other. Finally, the results of this study indicate that pharma employees have a positive reaction to team-like work environments and are likely to be receptive to team-related interventions. Thus the broad conclusions was drawn from the statistical analysis was,

1. Employee Involvement does have a significant positive relationship with organizational commitment.
2. Employee Involvement has a positive relationship with job satisfaction.
3. Employee Involvement does have significant negative relationship with turnover intention.

7.1.3 The Relationships among Safe & Healthy Work Environment, Job Satisfaction, Organizational Commitment, and Turnover Intention

Organizations with proactive OSH management reported more positive safety climate perceptions but lower levels of job satisfaction and organizational commitment. There significant evidence was found for sickness absence, with employees in pharma organizations. They report higher levels of sickness absence per employee over the previous 12 months. This is probably mainly due to better sickness absence management in the firms.
Staff reported lower levels of vitality, positive safety climate perceptions and organizational attitudes, and less work-related illness better health and wellbeing.

The analyses revealed significant differences as a result of safe & healthy work environment approach in organizational commitment outcomes. Employee health and wellbeing measures were not related to OSH approach across the full sample.

At an individual level, positive safety climate perceptions and organizational attitudes were significantly associated with better mental health, general health and vitality.

The findings of this research support the supposition that a proactive approach to OSH management is not associated with an employee job satisfaction and organizational commitment.

Furthermore, where employees feel more positive at an individual level about the OSH climate, they tend to enjoy better health and wellbeing. These results can be interpreted as supportive of previous work in which a positive approach to safety has been viewed in terms of social exchange theory and perceived organizational support. This work found that where employees felt that management was committed to safety, they were also more likely to report outcomes beyond just improved safety performance, with no significant positive associations found for management commitment to safety and organizational commitment.

However, while at an organizational level safety did not affect health and wellbeing, the individual analysis suggested that it does affect the wellbeing of staff.

The impact of health and safety management on organizations and their staff employees feel that their risk of having accidents or developing work-related ill health is lower, is a key part of achieving better health and wellbeing in organizations across all pharma industry. While no statistically significant differences were found between approaches to OSH management and employee job satisfaction and organizational commitment.

Thus the broad conclusions was drawn from the statistical analysis was,

1. Safe & Healthy Work Environment does not have a significant positive relationship with organizational commitment.

2. Safe & Healthy Work Environment does not have a positive relationship with job satisfaction.
3. Safe & Healthy Work Environment does not have significant negative relationship with turnover intention.

7.1.4 The Relationships among Learning & Development, Job Satisfaction, Organizational Commitment, and Turnover Intention

In order to explore the extent to which learning & development makes a difference in job behaviors through its impact on job satisfaction, organizational commitment, and turnover intention, the results of the measurement model show strong support for the reliability and validity of all four constructs.

The result of learning & development’s influence on job satisfaction reveals a highly positive relationship. This result is confirmed by previous studies (Egan et al., 2004; Lee-Kelley et al., 2007; Mikkelsen et al., 2000; Rowden & Ahmad, 2003; Tsai et al., 2007). This finding indicates that pharma professionals’ job satisfaction is positively influenced by an organizational culture that provides continuous learning, inquiry and dialogue, team learning, empowerment, an embedded system, system connection, and strategic leadership, the seven dimensions of learning & development (Watkins & Marsick, 1997). According to Drucker (1999b), knowledge workers are capital assets and need to be encouraged to grow.

Pharma professionals perceive a high level of learning culture increases their job satisfaction positively and significantly. Further, due to global challenges, competition in the business world has made companies more dynamic and diverse than in the past. In order to increase competitive advantage, managers and HRD practitioners in many organizations understand the importance of improving learning in their organizations (Lopez et al., 2005). The present study suggests that managers and HRD practitioners can consider learning as part of the organizational culture (Moynihan, 2005; Schein, 1993) and create a learning culture that will lead pharma professionals to perceive this culture positively along with other job satisfaction factors, such as pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of the work, and communication (Spector, 1985) to increase their performance.

The present study found that learning & development has significant positive effect on job satisfaction. When the learning & development is perceived to be fulfilling, pharma
professionals report a significant level of organizational commitment. These findings support to previous studies about the benefits of a learning organization, noting that learning and development have a positive effect on organizational commitment (Farrel, 1999; Maurer & Lippstreu, 2008; Mikkelsen et al., 2000; Pool & Pool, 2007; Terziovski, Howell, Sohal, & Morrison, 2000). The study also observed that there is significant negative association between learning culture and turnover intention.

Due to the limited research exploring the impact of learning and development on organizational commitment, this study has set up the need for a deeper examination in order to enhance previous studies’ findings. The conclusions drawn from the statistical analysis was,

1. Learning & Development does have a significant positive relationship with organizational commitment.
2. Learning & Development have a positive relationship with job satisfaction.
3. Learning & Development does have significant negative relationship with turnover intention.

7.1.5 The Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention

Organizational commitment had a negative relationship with turnover intention. This result confirmed the theory by Eby et al. (1999) as well as supported findings by Igbaria and Guimaraes (1999), McNeese-Smith and Nazarey (2001), Chen and Francesco (2000), and Loi et al. (2006). In this study, overall organizational commitment was found to have the most negative effect on turnover intention.

Although organizational commitment was found to be negatively related to turnover intention, job satisfaction was found to have a positive relationship with organizational commitment. This result confirmed the organizational commitment theory by Eby et al. (1999), as well as supported findings by Igbaria and Guimaraes (1999) and Knoop (1995).

Job satisfaction was found to positively affect organizational commitment, and organizational commitment was found to negatively affect turnover intention and significant negative relationship was found between job satisfaction and turnover
intention. In other words, organizational commitment was found to be a mediator between job satisfaction and turnover intention and job satisfaction was found to be a mediator between organizational commitment and turnover intention. Both affective commitment and normative commitment were found to have strong significant negative relationships with turnover intention.

These results also corresponded with the finding of job satisfaction, organizational commitment, and turnover intention model by Eby et al. (1999), Igbaria and Guimaraes (1999), McNeese-Smith and Nazarey (2001), and Chen and Francesco (2000) in a micro environment setting.

The standardized regression weights analysis (factor loading) indicated that five of a total of six items’ values with regard to the continuance commitment were much lower than the convergent validity standard of .50. Therefore, the continuance commitment was deleted, and the relationship between continuance commitment most of the time on the other variables could not be examined.

Job satisfaction and organizational commitment are two distinct constructs. While job satisfaction refers to an emotional effect on daily events related to the job and work situation (Gregson, 1987; Lock, 1976), organizational commitment emphasizes an emotional or non-emotional reaction to the whole organization (Lance, 1991). In the present study, the influence of job satisfaction on organizational commitment is positive and significant. This finding is not surprising, as it is confirmed by previous studies (Bartlett, 2001; Goswami et al., 2007; Griffeth et al., 2000; Lok & Crawford, 2001). Specifically, Bartlett (2001) pointed out that job satisfaction is presented as an antecedent to organizational commitment.

The results suggest that the relationship between job satisfaction and organizational commitment will help managers and HRD practitioners estimate which interventions or outcomes will significantly impact their employees ‘job satisfaction and organizational commitment. Managers can then effectively use these interventions or outcomes to create a high level of job satisfaction.

While many research studies have shown that organizational commitment is a predictor of turnover intention (Chang & Choi, 2007; Iverson, et al., 2004; Johnston et al., 1990; Mathieu & Zajac, 1990; Mowday et al., 1982; Tett & Meyer, 1993), the present study
supports the same to find a significant influence of organizational commitment on turnover intention. This result supports numerous studies. Thus the drawn from the analysis was,

1. Job Satisfaction does have a significant positive relationship with organizational commitment.
2. Job Satisfaction does have significant negative relationship with turnover intention.
3. Organizational Commitment does have significant negative relationship with turnover intention.

7.2 Limitations and Recommendations for Future Research

Key Recommendations

1. In studying the relationship between the adequate and fair compensation, job satisfaction, organizational commitment and turn over intention, the findings provide some insights into how compensation packages would be considered in designing compensation structure to support organization in achieving goals. It is suggested for the organization to consider performance-based pay in designing compensation system as the results of this study shows performance based pay has influences on the job satisfaction and organizational commitment which are among of the important organizational factors in determining organization success.

2. The results of the relationship between the employee involvement, job satisfaction, organizational commitment and turn over intention this study indicate that pharma employees have a positive reaction to team-like work environments and are likely to be receptive to team-related interventions. Hence it is suggested to have participative management at every stage of the management process which can boost the job satisfaction thereby commitment.

3. Though it was observed that there is no significant link between the safe & healthy working environment and job satisfaction, organizational commitment and turn over intention, the safe and healthy climate can play as supportive role with having it the image of the company may destroy. Therefore it is suggested that the every pharma company must stick up with the occupational health and safety guideline laid by the respective authorities.
4. In the Aurangabad Pharma industry, organizational commitment strongly affects employees’ turnover intention, thus, the primary mission for leaders of pharma is to establish a long-term organizational commitment for the employees. Although job satisfaction was also found to have a significant indirect influence on commitment, job satisfaction is just one of many factors to affect organizational commitment. If the leaders of pharma companies pay too much attention to job satisfaction, but engage in other activities which negatively impact organizational commitment, the results may be worse than the current situation. Again, according to the results of this model (pay satisfaction, job satisfaction, organizational commitment, and turnover intention), organizational commitment is the root cause of turnover intention, while other factors are surface symptoms.

Limitations and Recommendations for Future Research
The present study helps practitioners and researchers understand organizational learning culture among pharma professionals, but several limitations, including the research method, generalizability, common method variance, survey error, antecedents of organizational learning culture, and economic environment, are addressed in order to guide the direction of future research.

1. The present study used cross-sectional research to gather the data at a single point in time, which was an efficient and time saving method to measure the research hypotheses and conceptual models before proceeding to the next step of longitudinal research. Accordingly, the directions of the individual relationships conceived in this study are supported by previous studies. Future longitudinal research is encouraged to disclose the causal process of how QWL interventions develop and how it influences various outcomes.

2. Because the sample was limited to pharmaceutical industry in Aurangabad Region, which, the results may have restricted generalizability to individuals outside of the industry and outside of Aurangabad. However, as the pharmaceutical industry constantly reports difficulty in retaining professionals, this is an appropriate population of organizations for a sample. Moreover, due to the high turnover rates in the pharmaceutical industry and increasing competition with general industries for skilled workers, the present study appropriately examined the perceptions of a QWL and how it
affects pharmaceutical industry professionals’ turnover intention. Thus, it may not be applicable to a more general population. Gathering data from different industries, such as the service industry or traditional industries should be considered in order to extend the findings to other industries. Further, having multiple respondents from a given organization will have influenced the results of the study, restricting its generalizability.

3. Cultural differences could be another factor that impacts the generalizability of the results.

Cross-cultural or cross-national considerations need to be tested to determine the generalizability of this study’s findings for pharma professionals and the applicable results in diverse business systems and organizational settings for future research.

4. All of the data were collected using self-reporting and perception surveys from the same source to measure all constructs, which may raise the possibility of producing inflated correlations (Crampton & Wagner, 1994; Spector, 1987). As the constructs in this study were organizational and individual behaviors, it was essential to assess the perceptions of employees directly. Even though a single-factor test is useful in examining common method variance (Podsakoff & Organ, 1986), there is also value in employing multiple sources and multiple methods. Multiple sources containing employee self-reports, project progress reports, managers ‘evaluations, and organizational records would prove useful; the multiple methods could also include structured interviews and participant observations. These methods would help collect data and analyze the various relationships of organizational learning culture for future research.

5. The questionnaire contained too many items, and so similarity in content between items may have confused participants and made them lose patience to give accurate answers. Because the questionnaire contained similar items and does not fit with Structural Equation Modeling (SEM), future studies may avoid putting high similarity measurements in a single survey.

6. Outcomes of job satisfaction and organizational commitment should be expanded and examined in more detail. Previous research links high levels of job satisfaction to desirable organizational outcomes such as organizational citizenship (OCB) and intention to remain with the organization (Becker, 1992). The strength of these relationships could
be quite different in Pharmaceutical Industries and other contexts. Similarly, other determinants of quality of work life should be examined.

7. Future studies may try to access the nationwide pharmaceutical organizations to deeply examine related research topics. Also future studies may try to examine related variables in different groups, industries, cultures, or countries.

7.3 Contributions of the Research

1. The outcomes of this investigation contribute to the understanding of the influences on successful implementation of quality of work life interventions and business performance. The study establishes the influences on QWL implementation and in the context of the Aurangabad pharmaceutical industry, discusses the impact on organizational outcomes. The study outcomes support the previous research findings in establishing the importance of the organizational environment for employee practices to be effective and the need for QWL to be focused on the employees’ direct day-to-day work activity. This study extends that work to highlight the impact of QWL for engagement of people in the workforce and the vital role played by the managers in setting the organizational environment at the workplace that allows employees to develop positive workplace experiences.

2. The outcome is significant as Indian pharmaceutical businesses function in an increasingly global competitive environment. Success in this environment is vital, not only to the sustainability of business, but also to Indian wealth creation. An improved understanding of the links between organizational commitments through job satisfaction and successful QWL implementation will allow businesses to develop better management structures and philosophies that will lead to their sustainable success.

3. The thesis examines the issue of adaption of quality of work life policies in the context of the pharma sector. The thesis examines provisions, perceptions and practices surrounding QWL in an assessment of pharma sector. The thesis makes a key contribution to research through fair practices of QWL that facilitate workplace change and foster employee commitment in the pharma sector. This information may encourage changes in policy and practice within their workplaces or those of other institutions. Thus
the main contribution of this study is that it addresses the lack of empirical research on QWL in pharmaceutical industries.

4. As this study is the first of its kind in the state of Maharashtra, its contribution to the body of knowledge, research and literature in the area of job satisfaction is significant. In terms of practice and policy improvement, this study has the potential to provide guidelines for both employee and employers of the pharma industry. The research findings could also provide useful guiding principles for the pharma employees’ union to develop strategies to assist their members in advancing their professional working conditions.

5. Administrators in other pharma companies can also benefit by understanding how critical quality of work life interventions are. Once the level of QWL is measured, administrators can develop and implement change strategies that would actually improve work life in their organization, thereby potentially increasing the overall effectiveness of the organization.

Researchers should attempt to further determine what similarities in QWL levels may exist across occupations in the field, what factors may predict commitment, and what the specific benefits of QWL are other manufacturing sector.

6. The findings of the present study have several implications for HRD theory and practice.

The theoretical implications emphasize the themes of work life balance cultures and job behaviors, in the manufacturing environment. While, practical implications highlight the need to implement work life balance cultures for pharma professionals and the factors that could affect job behaviors.

7.4 Concluding Remarks

In today’s dynamic global business environment, quality of work life plays a critical role in building a competitive advantage in the organization. The available literature on quality of work life has generally accorded more attention to exploring performance, innovation, and work attitudes. However, little empirical research has been found to establish a relationship between quality of work life and the three variables: job
satisfaction, organizational commitment, and turnover intention. The major findings of the present study are:

(a) Adequate & fair compensation has positive effect on job satisfaction and organizational commitment but have significant negative effect on turnover intention.
(b) Employee Involvement has positive effect on job satisfaction and organizational commitment but have significant negative effect on turnover intention.
(c) Safe & Healthy Working Environment has no significant effect on organizational commitment, job satisfaction and turnover intention.
(d) Learning & Development has positive effect on job satisfaction but no significant effect on organizational commitment and turnover intention.

The present study also provides significant contribution to support the argument that there is an indirect impact of quality of work life interventions on turnover intention when job satisfaction or organizational commitment is considered as a mediator. It can be concluded that organizations with a higher level of quality of work life will lead pharma professionals to a lower level of turnover intention through the effect of job satisfaction and organizational commitment. Therefore, this study represents a guide to help managers and HRD practitioners understand the impact of being a quality of work life providers by identifying its consequences in order to improve pharma professionals’ performance. Finally, the findings of this study may well have implications for our country and generate important themes in HRD.