1. INTRODUCTION

1.1 Introduction

It was around 1900 that F.W. Taylor developed the Principles of Scientific Management which till today form the basis for designing jobs in most of the organizations. The traditional job design of scientific management focuses mostly on division of labor, hierarchy, close supervision and the one best way of doing work. This no doubt, has brought several benefits to society but its disadvantage has been its high human cost. The highly specialized jobs have made workers socially isolated from their fellow workers weakened their community of interest in the whole product and deskill them to such an extent that workers have lost pride in their work. The system of hierarchy has made workers totally dependent upon their superior. It is always the superior and not his subordinates who initiates actions and controls the working environment. Close supervision further accentuates workers’ dependence on their superiors. The result is high turnover and absenteeism. Quality declines and workers become alienated.

Now, as workers are becoming more and more educated, skilled, affluent and unionized the above dysfunctional consequences of work are becoming less and less acceptable is no longer possible to design jobs solely according to the needs of technology completely overlooking the needs of workers. There is an all round demand for developing the humanized jobs which can satisfy workers’ higher needs, employ their higher skills and make them better citizens, spouses and parents. The jobs need to be excellent both from the point of view of technology and human needs. The traditional job design needs to be replaced by enriched job design. This demand for redesigning of jobs has come to be known as Quality of Work Life. QWL enjoins management to treat workers as human resources that are to be developed rather than simply used.

The scope of QWL movement which originally included only job redesign efforts based on the socio-technical systems approach has gradually widened very much so as to include a wide variety of interventions such as quality circles, suggestion schemes, employee participation, empowerment, autonomous work teams etc. Considering the specific case of pharmaceutical industry, which is facing tremendous technological shift, to sustain and to be successful in today’s highly competitive marketplace, are expected to
increase their productivity through efficient human resource practices. While this is an acceptable fact of business life, the means of doing so are far from easy. The means by which individual managers can achieve productivity through proper management practices are not obvious.

This study focuses on some selected quality work life dimensions and their impact on organizational commitment. In this study, quality of work life interventions that are considered to have significant influence on the organizational commitments of the pharmaceutical companies in Aurangabad industrial zone were identified and analyzed. It is imperative that one must always keep in mind, that productivity or an increase of productivity is not the final aim of a firm’s operation. Rather, it is a way of striving for profitable action in a firm or an industry. Therefore, the researcher believes that aiming at improving commitments through QWL interventions is strategic tool for achieving competitiveness and profitability. Thus it is belief of researcher that acquiring the knowledge of how these QWL dimensions such as effective workplace ambience, focused employee involvement, fair compensation, focus on skill development, and increased responsiveness to employee concerns, affect (if any) the total productivity and overall organization’s success is vital for those managers in pharmaceutical industry to help them make informed - decisions.

Work life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life. The concept of work life has been abstracted from the job satisfaction level of an employee, which is an extrinsic factor. It aimed to provide quality of life for an employee at the same time retaining the productivity levels of an employee at the work place. The balance work life score provides an organization with a productive and innovative employee, whereas disparity in the work life balance tends to develop depressed and dissatisfied staff. A good HRM system consist of a coherent set of practices that enhance employee skills and abilities, provide information, empowerment and participation in decision making, and motivation (Applebaum et al., 2000; Pfeffer, 1998). Recent theoretical work on the resource based view of the firm (Barney, 1991) supports the notion that HRM may be an important source of competitive advantage. Barney (1991) argued that resources lead to sustainable competitive advantages when they are valuable, rare, inimitable and well organized. Without having
adequate human resource, the organization will be unable to achieve established goals; hence managing human resource is the key role of success of an organization. Considering this as a research theme this chapter will focus on construct of research.

1.2 HR Challenges to Indian Pharmaceutical Industry

Indian pharma industry is facing a considerable change in its aims, objectives, and parameters of growth. In changing scenario on account of globalization at the corporate level merger, acquisition phases are taking place. Newer developments cropping on account of new innovation are to be made abreast, intrinsic life style, health care and health consciousness and caution’s has raised an unimaginable height and never before an attempt is made to focus on issue of development of HR practices in pharmaceutical industries.

Challenges and opportunities come together. They are like two faces of coin or two poles of one magnet. The challenges that the HR of Indian pharma industry is encountering currently have never been so gigantic. The pharmaceutical sector is a unique sector and hence special emphasis should be given to introduce HR strategies by considering the following features specific to this sector.

- Hazardous environment: Even a small error can lead to drastic effect causes damage to property, people and image.
- Continuous work environment: the complexity and lengthy uninterrupted processes makes the necessity to continue the work around the clock on all days.
- Regulated environment: Being linked to health of people, this sector under strict regulatory frame work with respect to local and international norms of Foods and drugs administration, environment, health and safety.
- Complexity of environment: This sector requires skills and talents of diversified areas at all grades and levels.
- High risk environment: The sector urges the high inflow of funds by means of costly materials and equipment for the process results in irreversible loss because of poor work performance.
Work environment away from home: The hazardous nature and regulatory requirements makes the location of pharmaceutical industry away from the domestic areas makes it critical to disturb the personal lives

The pharmaceutical sector is fast growing and hence the organization must be conducive to innovative work practices and should empower the employees to express or execute the creative ideas. This creates the flexibility in work and trust on the organization and hence employees feel secure which in turn improves employee retention. The traditional approach of control by command results in one way communication which is not conducive to creative atmosphere. Hence the organizational structure is considered to enable work life balance by implementing the necessary steps. The focus should be shifted to the employee performance and not to look at the measures to see the employee physical presence in work. But both managers and employees should be conscious enough to prevent the abuse of work flexibility. It is crucial that supervisors act as a role models by setting up the examples by themselves such that work life balance approaches becomes integrated into the culture of the organization at all levels.

However, talent management has been of paramount importance in industries like pharma & biotech, where knowledge is the name of the game. Hence, attracting and retaining the much-needed talent & preventing them from migrating to greener pastures have been a major challenge for HR professionals in pharma. Considering this rapid pace of development, HR departments in pharmaceutical companies face the challenge of supplying different skill sets as per the requirements of the industry. Leaders in this industries said, “HR departments face a stiff task in attracting as well as retaining high levels of skill sets and at the same time, continuously raising the employee performance bar as per the business need.”

HR professionals need to constantly develop innovative ways to make their organization a popular and enjoyable place to work in. The HR department should work proactively in hard and soft zones. Hard zones would involve compensation & benefits, while soft zones would cater to recognition & appreciation of employee efforts and talent on a companywide forum. This gesture provides a genuine boost to the performer and also motivates him to perform better in future. Also, this structure enables the employees to be more confident & satisfied and translates into higher work productivity.”
With increasing regulatory pressures, patent challenges and declining R&D product pipeline, companies will have to regularly review and re-evaluate their HR policies. To thrive in an upbeat competitive environment, it will also be essential for them to continuously update these policies in line with industry trends and analysis. Today, firms are constantly delving into domestic and foreign talent pools to unearth a new generation that will carry the business forward. The need for retaining talent and extract maximum output through organizational commitments calls for the research in the area of human resource management. Hence this research study is a need based study which will enables pharma industry to act in proper direction in order to achieve the desired target.

1.3 Research Background

Since Elton Mayo studied the work habits of the employees at the Hawthorne Western Electric Plant in the 1920's (Pugh, 1990) and discovered that the perceptions the employees had about how they were treated by management had some effect on their work habits and production, there has been considerable research on job satisfaction. By 1985, over 4700 articles had been written on some aspect of job satisfaction (Spector, 1985). As of July 1996, an ERIC search resulted in over 6000 entries related to job satisfaction. This suggests that job satisfaction is a popular topic of study.

Why Study Job Satisfaction? Why is there so much research on job satisfaction? One supposition is that there is a positive correlation between job satisfaction and productivity. However, the evidence in support of such a relationship is not conclusive. Smith, Kendall, & Hulin (1969) found no correlation between job satisfaction and performance. Gruneberg (1979) stated that productivity had a stronger positive influence on job satisfaction than job satisfaction had on productivity. Barbash (1979) stated that the relationship between job satisfaction and performance-related behavior has yet to be significantly proven. However, job satisfaction may affect productivity indirectly through burnout, absenteeism, apathy, and turnover, all of which has direct relationship with organizational commitments.

Bruce and Blackburn (1992) wrote: "Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance, and to have low absenteeism and turnover" (p. 6). To Gruneberg (1979), an individual’s feelings about the
pay, security, and other benefits and rewards received from a job were of great importance to the individual's well being. Smith, Kendall & Hulin (1969) stated that striving for ways to make workers' jobs more satisfying was of humanitarian value, and job satisfaction was a legitimate goal in itself; it should be of general importance to management. Despite the unclear relationship between job satisfaction and job productivity, job satisfaction is still of general importance for management to consider. From a pragmatic frame of reference that considers the relationship between job satisfaction and performance, or from a purely humanitarian point of view, it is important to study the variables related to the satisfaction levels of employees of pharma industries in order to promote those that produce job satisfaction and diminish those that lead to job dissatisfaction.

In the global market place in which many Indian businesses compete, the drive for economic performance and competitiveness is a never-ending process upon which the very sustainability of the organization depends. The Aurangabad Pharmaceutical Industries is illustrative of this drive. This global business environment can be very volatile and requires businesses to be adaptive, flexible and responsive in their strategies to achieve economic performance and competitiveness. One approach chosen by companies in this business environment is that of quality of work life (QWL) (Bryson 1999; Delaney & Huselid 1996; Freeman & Kleiner 2000; Kling 1995). Many organizations have chosen the QWL approach to improving economic performance (Freeman, Kleiner & Ostroff 2000; Guthrie 2001; Mariapa 1998). Despite this approach by many organizations, the impact of QWL through its various interventions on the economic performance of business remains unclear (Freeman, Kleiner & Ostroff 2000; Kling 1995; McNabb and Whitfield 1998).

There is a wide variety of QWL schemes in business (McNabb & Whitfield 1998; Mariapa 1998). These include, just to name a few, quality circles, gain sharing, targeted, recruitment, TQM, information sharing, and grievance management. The one common theme that binds these practices is employee-relations practices that are designed to encourage employee participation and commitment to business goals and improved business performance, thereby leading to the success of the business (McNabb & Whitfield 1998; Mariapa 1998).
While QWL programs have been available for a long period, the contribution of QWL programs to the economic performance of organizations remains inconclusive (Edwards & Wright 2001; Guthrie 2001; Vandenberg, Richardson & Eastman 1999). Despite this lack of clear evidence, such programs continue to be popular. Therefore this investigation seeks to determine how the Aurangabad pharmaceutical industry perceives quality of work life and if there is any conclusive relationship between quality of work life and organizational commitments.

1.4 Statement of the Problem

There is currently little research that explores the impact of quality of work life and job satisfaction in specific context of organizational commitment. The impact of compensation practices, employee involvement, occupational safety and learning opportunities on job satisfaction have not been theoretically and practically addressed in a comprehensive model among the population of pharmaceutical employees. Despite evidence of how destructive, dissatisfied and non committed employee can be, studies from the human services field on the opposite condition, engagement, are limited. Surprisingly little academic and empirical research has been conducted overall, and a large portion of it comes from the business management community (Saks, 2006). Additionally, studies do not differentiate pharma staff from workers in other industries. To address this problem, more research that focuses specifically on the commitment levels of employees in pharmaceutical industries is necessary. Empirical data are needed so professionals can better understand organizational commitments and use what they learn about it to develop managerial interventions and alternative strategies that may applies to enhance the job satisfaction to human potential of pharma industries.

A problem that Indian pharmaceutical industries faced over the past few years is organizational commitments and turnover. Total voluntary turnover rates for the past eight years have ranged from 6.5% to 10.8%. In an effort to retain the best employees, attention must be directed to the causes for premature turnover and assess the culture and environment that currently exists, as well as what are the factors that contributes the organizational commitments. Mueller, Boyer, Price and Iverson (1994) stated that “when employees are both satisfied with their jobs and committed to the organization, the bond
with the organization will be strengthened and will result in greater cooperation and a reduced likelihood of quitting” (p. 182). Although there has been research conducted by other researchers in regard to organizational commitment, job satisfaction, and intention to quit (Carter, 1989, Strong & Harder, 2009, Scott, Swortzel, & Taylor, 2005, Rousan & Henderson, 1996), none have investigated this phenomenon targeted at pharmaceutical industries and that too with specific area.

There are certain organizations, which promotes the quality of work life to their employees, but in some cases company policies and norms does not permit to enhance quality of work life in their organizations. It is also observed that if, quality of work life are included in the organizational policies for theoretical purpose only, the extent of its implementation be operated by the employers according to their convenience.

It is evident from the above that, Quality of Work Life is becoming increasingly important for employees. As Organisational Trust creates meaning in individuals work environment, it is important to determine the relationship between these two constructs. Hence the impact of quality of work life dimensions on job satisfaction and organizational commitment needs to be analyzed systematically and holistically in relation to business performance. The impact and extent of quality of work life on the selected pharmaceutical region are studied in this research.

1.5 Justification for the Research

This research can be justified by four major means: a gap in the literature, the significance of the pharmaceutical industry to the state & national economy, the research methodology used, and the utility of the findings.

While there is a body of knowledge on QWL and studies have reviewed evidence for and against the benefits of QWL to the organization and the employee. However, there is a gap in the literature with limited studies on the issues that impact on the outcome of QWL to pharmaceutical industries. This study will contribute to the existing knowledge on the understanding of QWL by seeking to establish the degree of alignment between theory and the application of QWL in Aurangabad pharma companies.

The pharmaceutical industries in Aurangabad have major dominance in Maharashtra as well as in entire India. As measured by share of export earnings, according to the Indian
Bureau of Statistics, a major source of economic activity with the pharma sector significantly accounting for Gross Domestic Product. As such it is fundamental for this sector to be able to operate in a competitive and flexible manner. Whilst the necessity for workplace change is accepted it is argued that such change needs to be undertaken. This research throws light on quality of work life as a response to the challenges faced by this significant industry. The other two justifications are addressed in the subsequent chapters.

1.6 Objectives of the Study
As indicated above, no study has been conducted in the past to investigate the impact of the quality of work life interventions on job satisfaction and organizational commitments in specific context of pharmaceutical companies. Therefore, the main objective of this study is to examine the quality of work life interventions undertaken by selected pharmaceutical industries and to determine their links (if any) to the employee organizational commitment in the pharma companies of Aurangabad industrial area. Now a day investigating answers to questions of, how can employers encourage employees to use their full talent and creativity? How can the tacit knowledge and experience of employees be translated into a collective resource for innovation across the organization? becomes a priority task to employers. Ability to recruit and retain skilled people becomes even more serious in today’s technologically changed market. To address the problems above mentioned, an initiative from research practitioners is required. Keeping this as a research theme, the study aims at describing the interrelationship between quality of work life dimensions in detailed form. The study aims to investigate the relationship between quality of work life and organizational commitments in the specific context of organization’s overall successes. To achieve this objective, the study sub-objectives are outlined below under the categories: general aim & specific aims.

General aim
The general aim of this research was to determine the relationship between Quality of Work Life and Organizational Commitment.
Specific aims

The specific aims relating to the literature review were:

- Conceptualise Job Satisfaction, Organizational Commitment, Turnover Intentions
- Theoretically integrate Quality of Work Life dimensions (adequate & fair compensation, employee involvement, safe & healthy working environment and learning & development) and Organizational Commitment.
- To develop and apply a research instrument in the study of the perceptions and attitudes of the pharmaceutical employees towards the QWL and organizational commitments.

The conclusion from the literature survey will lead to the development of certain research hypotheses which the study then has to test by way of questionnaires and analysis of the collected data.

In terms of the empirical study the specific aims were to:

- Integrate the results of the various questionnaires used.
- Determine if a relationship exists between the adequate and fair compensation and organizational commitment.
- Determine if a relationship exists between the employee involvements and organizational commitment.
- Determine if a relationship exists between the safe & healthy working environment and organizational commitment.
- Determine if a relationship exists between the learning & development and organizational commitment.
- Formulate and compile recommendations and conclusions based on the results of the study.

Based on the objectives set for the research study hypotheses were developed.
1.7 The Conceptual Framework
The conceptual framework of the study is based on the core theoretical assumptions given herewith.

The importance of compensation as an integral component of the human resource management lies in its dealing with rewards that employees receive as an exchange to work performed. As compensation was used as rewards that employees receive for work performed, compensation, therefore tend to affect employees’ morale and job satisfaction and thus it is significant dimension of quality of work life. Benefits pay, and incentives are some of the compensation package, cited in most human resource management text to create value for organizations and its employees. Referring compensation to all forms of financial returns and tangible services receive as part of the employment relationship, the concept of which is used further and research method is developed accordingly.

An appropriate allocation of compensation structure was said to have a significant impact on job satisfaction (e.g. Adams, 1963, 1965; Bloom, 1999; May et al., 2002), and job satisfaction that is perceived as general attitude employees have toward their job is directly tied to individual needs including challenging work, equitable compensation and a supportive work environment and colleagues (Ostroff, 1992). Based on these general theoretical assumptions adequate and fair compensation are assumed to influence organizational commitments.

Employee involvement, by necessity, is entwined with the relationships employees have with one another. Bishop, Scott, and Burroughs (2000) found perceptions of team support, the degree to which employees perceive that their work groups value their contribution and care about their well-being, is related to team commitment, and indirectly related to job performance and organizational citizenship behaviors. Research has identified numerous causes of job dissatisfaction that include role ambiguity (Jackson & Schuler, 1985), conflicts between job demands and family responsibility (e.g., Lewis & Cooper, 1987; Rice, Frone, & McFarlin, 1992), and perceived job control (Spector, 1986). One might expect that a supportive work group would reduce each of these causes of job dissatisfaction. A supportive work group could help clarify job roles, provide support when there are conflicting demands between the job and family, and give a person more a sense of control over their work. Moreover, we reason that if employees...
perceive that co-workers with whom they have regular interaction care about them and see them as valuable contributing members of the group, this will then contribute to them having positive experiences at work.

Based on these theoretical assumptions Employee Involvement are assumed to influence organizational commitments.

There are a number of studies on job satisfaction related to individual characteristics of the learning and development. Mikkelsen, Ogaard, and Lovrich (2000) identified a positive connection between career development and job satisfaction. Keller et al. (1996) reported that work climate has a significant impact on job satisfaction and team productivity, especially participation, cooperation, and work importance. Lund (2003) indicated that organizational culture with innovation, entrepreneurship, and flexibility obtains a high level of employee job satisfaction. Chiva and Alegre (2008) stated that organizational learning capacity through a stimulating work context has effects in developing employees’ competencies and job satisfaction.

Figure 1.7.1: Conceptual Model of the Research

With respect to the full scope of learning and development, several studies from a variety of industries have indicated that employee job satisfaction is related to perceptions of facets of the learning and development. This result is also confirmed by Egan et al. (2004), Lim (2003), Wang (2005), and Xie (2005). Based on these general theoretical
assumptions learning & development is assumed to influence job satisfaction, and organizational commitment.
To conceptualize the research questions in this study, a conceptual model was developed as shown in Figure 1.7.1.
The model illustrates the hypothetical relationship organizational commitment and quality of work life. The model assumes quality of work life in pharmaceutical industries directly and indirectly (through job satisfaction) influences organizational commitment.

1.8 Hypotheses Development
Due to a number of specific but interlinked questions in the present study, four hypotheses among quality of work life and organizational commitment are addressed in this section.

1.8.1 The Relationship between Adequate & Fair Compensation and Organizational Commitment
The ability of organization to allocate the structure of compensation based on proper rules such as value of the job and performance levels may lead to an increased job satisfaction and organizational commitment. The study on employee reaction and an attitude toward compensation was based on the expectation that compensation and work-related outcomes were mediated by attitudes toward compensation (Williams, McDaniel, & Nguyen, 2006). Organizational Commitment represents an attitude that referring to dimensions of satisfaction with both the job situation and work experiences (Mowday, Porter, & Steers, 1982). Based on these arguments, study hypothesized as follow:
• \( H1: \text{Adequate \& fair compensation positively influences organizational commitment} \)

1.8.2 The Relationship between Employee Involvement Organizational Commitment
In order for participative management efforts to be effective, employees must be willing to be involved and furthermore, they must be committed to the organization. Job satisfaction may act as another dependent variable which plays a mediating role between the components of employee participation and our other dependent variables.
Organizational Commitment was assessed because; it has been associated with employee participation and believed that it has an important relationship with other dependent variables.

The rational suggested by the various research for an association between participation and job satisfaction include:

- Employees inherently enjoy offering suggestions or input about their work,
- Participation enhances feelings of ownership and commitment,
- Having a voice or say in what affects employees personally enhances positive feelings about the job,
- People like to feel they have control over their work, and
- Employees enjoy the opportunity to interact with others during the course of their jobs.

Therefore following hypotheses are proposed in this regard.

- \( H2: \text{Employee involvement positively influences organizational commitment} \)

1.8.3 The Relationship between Safe & Healthy Work Environment and Organizational Commitment

Although work environment as it relates to job satisfaction has been studied in a variety of occupational settings, little research has been conducted in determining the relationship between the work environment, job satisfaction and organizational commitments. Based on the literature, a range of work environment factors have been found to influence job satisfaction and organizational commitment. Savicki and Cooley (1987) investigated work environment factors associated with commitment and gross job dissatisfactions. Therefore following hypotheses are proposed in this regard.

- \( H3: \text{Safe & healthy work environment positively influences organizational commitment} \)

1.8.4 The Relationship between Learning & Development and Organizational Commitment

A learning and development creates many benefits for individuals and organizations; among them is organizational commitment (Farrel, 1999; Maurer & Lippstreu, 2008).
However, many studies concerning this aspect were found. The learning perspective provides a comprehensive view of learning at all organizational levels (Bhatnager, 2007). Several studies have shown that training and education activities not only develop and improve employees’ skills and abilities, but also enhance their commitment to the organization (Ahmad & Bakar, 2003; Bartlett, 2001; McEvory, 1997; Paul & Anatharaman, 2004). Lankau and Scandura (2002) reported that job learning is negatively associated with turnover intention. Karatepe, Yavas, and Babakus (2007) suggested that job resources, including supervisory support, training, empowerment, and rewards, increase employees’ job satisfaction and affective commitment and reduce their turnover intention. Pare and Tremblay (2007) indicated that competence development and information sharing have a negative effect on turnover intention. While there is limited empirical evidence to support a relationship between organizational learning culture and turnover intention, the research that has been done supports this connection.

Based on Gouillart and Kelly (1995), an organizational culture that encourages employees’ self-development may reduce individuals’ desire to seek employment elsewhere if they are acquiring new skills and competencies that allow them to increase their self-efficacy. Based on the above studies, the following hypothesis was offered:

- **H4:** Learning & development positively influences organizational commitment

All of these hypotheses are tabulated below in order to have quick look on it.

**Table 1.8.1: Research Hypotheses**

<table>
<thead>
<tr>
<th>Hypotheses</th>
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<tbody>
<tr>
<td>Hypotheses 1</td>
<td>Adequate &amp; Fair Compensation positively influences Organizational Commitment</td>
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<tr>
<td>Hypotheses 2</td>
<td>Employee Involvement positively influences Organizational Commitment</td>
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<tr>
<td>Hypotheses 3</td>
<td>Safe &amp; Healthy Environment positively influences Organizational Commitment</td>
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<tr>
<td>Hypotheses 4</td>
<td>Learning &amp; Development positively influences Organizational Commitment</td>
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1.9 Research Methodology
According to Cooper and Schindler (1998:130), the research design constitutes the blueprint for the collection, measurement, and analysis of data. This section contains the methodology that was followed in conduction the research and the rationale behind it. This section covers the research model, population of the study, variables investigated and how to measure them, survey measuring instrument, methods of data collection, and methods of data analysis. The purpose of this descriptive and analytical study is to determine the relationship between quality of work life dimensions and organizational commitments in presence of job satisfaction in pharmaceutical industries of Aurangabad Region.

The research design is an exploratory cross-sectional study which was conducted by the researcher in Aurangabad pharmaceutical Industries. This type of study takes place at a single point in time and can lead to a longitudinal study. The research was presented in two phases. Firstly the literature reviews, followed by the empirical study. The research methodology is briefly mentioned here but presented in detailed in Chapter Two.

1.9.1 Research Variables
A variable, according to Hussey and Hussey (1997:141) is an attribute of the entity, which you have chosen as your unit of analysis. In practice, the term variable is used as a synonym to the property being studied. In this context, a variable is a symbol to which numerals or values are assigned (Cooper and Schindler, 1998:40). This study consists of three kinds of variables, independent dependent and control variables. The following paragraphs illustrates on these variables in brief.

- **Independent Variables**
  According to Shavelson (1996) an independent variable “is a variable that is employed to influence some other variable; it is an antecedent condition to observe behaviour” (p.14). The independent variable is the variable that can be manipulated to predict the values of the dependent variable (Hussey and Hussey 1997:77). These four variables were considered as the factor which is measured, manipulated, or selected by the investigator to determine its relationship to an observed phenomenon.
Four dimensions of quality of work life were considered as independent variables of this research study. The investigated elements of quality of work life dimensions were measured through a questionnaire as follows

1. Adequate and fair compensation: This dimension was measured through the questions on salary structures and satisfaction of employees on the present compensation patterns.
2. Employee Involvement: This dimension was measured through the questions on instructions and procedures that support employee involvement.
3. Safe and healthy working conditions: This dimension was measured through the questions on safety measures undertaken by the selected units, implementations of the safety certifications and policies, and development of improvement plans. Also it covered the questionnaires based on reasonable hours to work, physical conditions
4. Learning & Development: This dimension was measured through the questions and its outcome on organizational commitment.

• **Dependent Variable:**
The dependent variable is the variable whose values are predicted by the independent variables(s) (Hussey and Hussey, 1997:76) and (Cohen and Holliday, 1996:118). This was measured by the rations shown below. The organizational commitment in the pharmaceutical industries is measured by using suitable measurement criteria. According to Shavelson (1996), the dependent variable is the variable that is observed and measured in response to the independent variables and it is expected to change in some way (increase, decrease, or vary) as levels of the independent variables change. Organizational commitment is an affective or emotional response toward a variety of aspects of one’s job (Kニック and Kreitner, 2003). Therefore organizational commitment, job satisfaction and turnover intention are that factor which are observed and measured to determine the independent variable, *i.e.*, the factor that appears, disappears, or varies as the experimenter introduces, removes or varies the interventions of quality of work life.

• **Control Variables**
In order to ascertain their influence on the study’s sample, a number of variables were chosen as control variables. Shavelson (1996) explains that control variables are those
variables are held constant. Control variables are the ones that have potential effects on the dependent and independent variables in the study. Control variables will be chosen for this study based on their relationship to pharma employee’s organizational commitment. They are demographic (gender, age, rank and race) and professional experience factors (which include tenure practices and tenure expectations). Descriptive statistics for the demographic and professional experience variables will be presented in the chapter of data analysis. Table 1.9.1 presented the dependent and the independent variables included in the study.

Table: 1.9.1 Variables of the Study

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
<th>Control Variables</th>
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<tbody>
<tr>
<td>Quality of Work Life Interventions</td>
<td></td>
<td>Demographic</td>
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<tr>
<td>Adequate &amp; Fair Compensation</td>
<td></td>
<td>Age</td>
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<tr>
<td>Employee Involvement</td>
<td></td>
<td>Gender</td>
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<tr>
<td>Safe &amp; Healthy Work Environments</td>
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<td>Position</td>
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<td>Learning &amp; Development</td>
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<td>Qualification</td>
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<td></td>
<td>Organizational Commitment</td>
<td>Marital Status</td>
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<td>Work Experience</td>
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<td>Time of Study</td>
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<td></td>
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<td>Geographical Locations</td>
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- **Operationalization of Variables**

The research work is based on two major constructs, namely quality of work life interventions and organizational commitment, that is,

\[ Y = f(X) \]

Where, \( Y = \) Organizational Commitment Outcomes

\[ X = \text{Quality of Work Life Interventions} \]

This implies that organizational commitment is a function of quality of work life interventions. Evidence from literature, including the work of Litwin and Stringer, (1960) described quality of work life interventions as an individual’s direct or indirect perception of the work environment which embodies characteristics such as structure of organization, responsibility line, reward system, risk management, warranty, support,
standards, conflict and identity in the organization. In a similar vein, job satisfaction emphasized work itself, payment mechanism, promotional opportunities, supervision and co-workers that ultimately lead to organizational commitment (Smith et al, 1969).

However, the work of these scholars along with others represents the platform used for the selection of dependent (Y), and independent (X) variables used in the study. Consequently, quality of work life interventions are represented by ‘X’ construct and organizational commitments are represented by ‘Y’ construct.

However, quality of work life interventions can be operationalized into indicators and variables as follows:

\[ X = x_1, x_2, x_3, x_4 \]

Where,
- \( x_1 \) = Adequate & Fair Compensation
- \( x_2 \) = Employee Involvement
- \( x_3 \) = Safe & Healthy Work Environment
- \( x_4 \) = Learning & Development

All the equated variables were operationalized through the questionnaires that have been created for this research and filtered through the existing literature. It is mentioned in the section of questionnaires development.

1.9.2 Population of the Study

The term population refers to the total number of people, objects, or events that are relevant to the research aspect being studied (Riley, et al. 2000:147). The population of this study consists of pharmaceutical companies operating under the Aurangabad industrial zone. There are 41 pharmaceutical industries situated in the industrial area of the Aurangabad District having the employee strength i.e. 3294. The totals of 462 employees were selected for the purpose of this research. The details of selection of sample from these pharmaceutical industries are mentioned in the chapter no. 2 of research methodology.

1.9.3 Data Sources

As mentioned above, this study used a cross-sectional research design since the data was collected at one point in time. Quantitative research methods were adopted through the
use of self administered questionnaires for the data collection. The brief information about the data sources is presented below.

**i) Qualitative and Quantitative data**
Quantitative data is defined as “any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data” (Saunders et al 2009:151). Qualitative data is “a synonym for any data collection technique (such as an interview) or data analysis procedure (such as categorizing data) that generates or uses non-numerical data” (Saunders et al 2009:151). Easterby-Smith, Thorpe & Jackson (2003:105-15) and Punch (2005:4) also detail a similar definition of qualitative and qualitative data collection and presentation methods, clarifying on the links of numerical data to a quantitative approach while qualitative approaches refer to non-numerical methods of collection and presentation such as discussions and interviews. The researcher chose quantitative methods through administering of the questionnaires. A structured and pre-tested questionnaire was used to gather primary level quantitative data.

**ii) Primary & Secondary Data**
This research consisted of two sources of data Figure 1.9.1 illustrates the research process utilized both forms of the data.

![Diagram showing data collection, primary data, and secondary data]

Figure 1.9.1: Data Sources for the Research

- **Primary Data**
Primary data consists of raw data and is especially gathered for the current research (Hair et al., 2006). As the aim of this research is to obtain specific information about a defined problem, the author decided to execute a quantitative research to collect the primary data. “Quantitative research is usually associated with surveys or experiments and is
considered the primary method of the research industry for collecting data” (Hair et al., 2006, p. 171) and the type of questionnaire depend on the method of the survey (Chisnall, 2005). The author decided to collect the primary data by conducting a highly structured questionnaire survey with formal questions. Structuring a questionnaire involves taking well-known sets of scale measurements and organizing them into a complete measurement for communicating with and collecting raw data from respondents (Hair et al., 2006).

**Questionnaires**

A questionnaire is a list of carefully structured questions, chosen after considerable testing, with a view to eliciting reliable responses from a chosen sample. The aim is to find out what a selected group of participants do, think or feel.

A concerted effort was made throughout the design and layout of the questionnaire, in an effort to achieve the ‘common-sense rules’ in questionnaire design as laid down by Hussey and Hussey.

Questions were ordered in such a manner as to draw to a maximum upon the knowledge and experience of each respondent. Sections of questions were grouped together in order to progress through a logical flow of information. The final questionnaire consists of eight sections.

- **Secondary Data**

Secondary data exist in two forms. Internal secondary data which are data collected by the organization for accounting purposes or human resource activity reports and external secondary data which consist of data collected by outside agencies such as the government, trade associations, or periodicals or even through marketing research (Hair et al., 2006). The reason for using secondary data is to save the researcher time and money (Chisnall, 2005). It is therefore important that the researcher evaluates the information gathered through the secondary research to find out if it is relevant to the research or not. According to Hair et al, if secondary data are to be used to assist in a decision process, it should be assessed according to the following six fundamental principles (Hair et al., 2006, pp. 83–85):

- Purpose: How do the data relate to the current research objective?
- Accuracy: What was actually measured?
• Consistency: Seek out multiple sources of the same data to assure consistency.
• Credibility: Is it reliable?
• Methodology: Are there any flaws in methodological procedures?
• Bias: Determine the underlying motivation or hidden agenda, if any.

The author collected both internal and external data for this research. The author gained access to most of the pharmaceutical company’s annual reports and workplace analysis reports. External secondary data was collected from the World Wide Web and pharmaceutical company’s homepage as well. Moreover, surveys conducted by a trade association provided useful information for this thesis.

The questionnaires design, scale developments reliability and validity statistical analysis of data etc. are explain in-depth in the chapter two of research methodology.

1.10 Scope of the Study

In this study, the focus was on gathering information on how to measure the impact of quality of work life dimensions on the organizational commitment in the pharmaceutical industries. Under this, an extensive literature survey on the background and relevance of the concept of organizational commitments and quality of work life was undertaken.

In case of the literature review, the information contained is a summary of researches and books. The opinions, expressions and recommendations given are from the authors and researchers presented in the reference. Thus, the issue concerning organizational commitments and quality of work life limited to the data sources listed in the reference sections. Quality of work life is analyzed from the perspective of adequate & fair compensation, employee involvement, safe & healthy working environment and learning and development. The study disregards other factors of quality of work life such as growth and security, the total life space, social integration, constitutionalism, social relevance.

The research was conducted in 27 pharmaceutical companies within Aurangabad. The study concentrated on finding out the causes of commitment among 462 employees. Recommendations were made on how to improve the organizational commitments in order to facilitate greater job satisfaction and decrease job dissatisfaction among the participants.
Permanent and full-time employees with at least one year continuous work experience were studied. Included also are first and second degree holders as well as those with postgraduate qualification.

The research instrument used was previously adapted by the researchers. Organizational commitment level was based on the achievement, growth and advancement, recognition, responsibility, work itself, company policies and administration, remuneration, supervision and working conditions which is also adapted by the researchers. Lastly, the personal characteristics were based on age, gender, civil status, educational attainment and length of service.

1.11 Limitations of the Study

Clearly, like most studies, there are certain limitations in the scope of the research undertaken within this thesis that need to be reported. Hence all the identified limitations the research study are mentioned below.

- There are several dimensions of quality of working life, which may affect organizational commitments of the organization. The study considered four dimensions of quality of working life. Some other dimensions that may also have implications on organizational success are beyond the scope of this research.

- Finding out universal truth regarding the quality of working life and its implications on organizational commitment is equally essential in order to fit the findings universally. The study will give emphasis on the pharmaceutical industries only; other sectors of business are untouched in the study. Pharmaceutical industries are chosen from Aurangabad Industrial Zone only. Other geographical locations are not included in the research study.

- Another contributing factor impacting on generalisability is the fact that only the occupational classes of managerial, supervisory and working are targeted in the study. Therefore the results of the study cannot be inferred to other similar occupational classes in other public institutions and hence, the external validity of the study may be compromised.
The research work has time limitations due to continuously changed business market, the suggestions and conclusions drawn from the study will be limited by time.

The samples of employees for the research study from selected pharmaceutical industries are chosen at random. Hence the perceptions of the selected employee may not match with the others employee’s perceptions, which are not included in the survey. To include all employees is not possible in the research study due to time limitations.

It is a limitation of the study that a broader pool of staff was not surveyed. The numbers were restricted due to resources and time but a wider study of pharma staff unrestricted to geographical locations is clearly a recommendation for future research in the area.

The limitations of the tool will be the limitations of the research e.g. the Organizational Commitment Questionnaire constructed with the use of Likert method. No other method was used to construct the research questionnaire.

It is understood that biases may be inherent in self-reported information. Additionally, the perceptions of the employees examined in this survey are specific to the area under Aurangabad Region and may differ from the opinions of staff working in other disciplines; therefore, caution is urged regarding external validity.

1.12 Contributions of the Study
This study contributes to the literature by attempting to satisfy the clear need for an analytical study that examines certain identified elements of quality of work life and then links them with job satisfaction and organizational commitments using appropriate statistical methods.

The research adds to the literature by developing a framework, which shows the link between the QWL and firms performance.

The information will be helpful to those companies in particular and the pharmaceutical manufacturing industry in general to create design, and maintain appropriate organizational commitment measures as a best means for tracking their progress.
Interested investors who seek productivity as a result of organizational commitments (in the form of a company, and industry, sector or even at national levels) as their major sources of decision making can benefit from this study. The study will help in developing and maintaining quality of work life measures that considers the impact of managerial policies along with the financial performances and could be used effectively as a tool for those bodies concerned. Besides, it may be helpful as a base for developing the pharmaceutical quality of work life index so that progress could be compared against other sectors and the same sector of other nations.

1.13 Overview of the Thesis
The thesis is organized into seven chapters, a bibliography and appendices. This chapter served as an introduction and importance of the study, statement of the problem, objectives of the study, the research methodology pursuit in undertaking the research, including population of the study, variables and how to measure them, measuring instrument, methods of data collection, contributions of the study, the scope of the study. This chapter also presents the limitations, and the disposition of the thesis. The organization of the remaining chapters of the research report is as follows.

Chapter 2: Research Methodology
This chapter details and justifies the use of the research methodology adopted to explore the research questions contained in the thesis. As indicated above, the research methodology involves an assessment of research questions featuring a cross-sectional study. Information on the design of the questionnaire and formulation of the research questions is described in the chapter. The basis of selecting the respondent group is indicated together with a review of the steps taken in collecting, recording, collating, analysing and presenting the data.

Chapter 3: Literature Review
It explores, through a review of the national and international literature, the issues relating to quality of work life and its dimensions. It also reviews the job satisfaction and its effects on organizational commitment. Founding theories, models and studies are explored and evaluated against recent studies in employee performance. It throws light on the past research studies carried out in the present field along with a summary of major
points. It included the analysis of various researches concern to quality of work life and Job satisfaction. This analysis is presented here for the fulfillment of the objectives of the present study and the fulfillment of the hypotheses of the study with reference to various variables of this study.

**Chapter 4: The Challenges & Opportunities to Pharma Industries**

This chapter explains the current status of pharmaceutical industries nationally and internationally. It also addressed the challenges and opportunities to human resources and its implications on the employee job satisfaction and organizational commitments of these industries.

**Chapter 5: Profile of Pharmaceutical Industries in Aurangabad District**

This chapter presented the brief information about some of the pharmaceutical industries who have willfully shared their information. The product line and development of such companies are presented in the chapter.

![Figure 1.13.1: Representation of Chapter Scheme](image)

**Chapter 6: Statistical Analysis of Data**

This chapter describes the findings of the study undertaken to understand the relationship between selected quality of work life dimension’s relationship with job satisfaction, turnover intention and organizational commitment in the pharmaceutical industries of
Aurangabad Industrial Region. In this chapter we have analyzed our empirical data. It presents the descriptive data and an analysis of the survey questionnaires. It utilized various statistical techniques used for testing the hypotheses of the study.

**Chapter 7: Summary of Findings, Conclusions and Recommendations**

It contains with a summary of the report along with the major findings, observations, implications and recommendations for further research. It presents the results and conclusions of the study. This chapter concludes the thesis by discussing the contributions and limitations of the research findings as well as highlighting possible future research that could be undertaken to further advance the contribution to knowledge presented in this thesis. The pictorial representation of the chapter scheme is shown in Figure 1.13.1

**1.14 Chapter Summary**

This chapter has laid the conceptual, theoretical and research foundations for the thesis. It focused on the overall purpose and direction for this study. The rationale for studying the quality of work life interventions at pharmaceutical industries as well as its relationship with job satisfaction, turnover intention and organisational commitments have been identified and discussed. Within these themes a research problem and an associated research approach have also been identified.