CHAPTER 5

CONCLUSIONS & RECOMMENDATIONS

5.1 Findings & Recommendations

The concept of attitude has three components. These three components, viz. cognition of attitudinal element, affection towards it, and behavioural intend regarding the same are interdependent and bi-causal in nature. The attitude may start with cognition of the attitudinal element and then proceed to the affective & conative components. However, the same may not be linear but a cyclical process. In JS also the cognition about the job facets led to affection towards the job which in turn affects on the job behaviour. For effective management of the employee job satisfaction levels, to create effective & committed employees, a manager has to intervene on all three components of the job attitude of job satisfaction. The major findings of this study may help sales & marketing mangers, of pharmaceutical firms, to achieve the same. The major findings are discussed below.

5.1.1 Job Parameters

The job attributes, all 17, had significant influence on AJS of the employee (when taken alone). This is a clear indication that employees value each job facets and this evaluation has a bearing on his affection towards the job. The job facets, however, cluster in to two factors, viz. motivating/intrinsic & hygiene/extrinsic. The hygiene/extrinsic factor consisting of 7 attributes viz. job security, work-life balance, policy, growth opportunity, justice & compensation, however, had no influence on AJS. AJS was most influenced by intrinsic factor that consisted of the 11 variable viz. clarity of role & responsibility, recognition, ability utilization, organizational stability & prospects, supervision-technical, supervision-interpersonal, independence & autonomy, co-worker relation, communication satisfaction, morality & creativity. However, it should be noted that these factors were not fully independent and had a significant amount of correlation between them, indicating mutual influence. AJS had a significant influence on TOI, a terminal job behaviour, where employee desired to leave the current employer for newer one.
This relation was negative indicating that only when employees are low on their AJS will they leave/plan to leave the current employer.

Managers should concentrate their efforts on improving the satisfaction levels, of employees, for the motivating/intrinsic factors. This in turn will improve their AJS and reduce the TOI levels. The managers should attempt to ensure the following:

- Should give every employee adequate clarity on their roles & responsibilities. This will allow employees to concentrate their efforts on essential activities improving their performance and satisfaction with their job. It also may prevent conflict among employees, due to overlapping roles, promoting team cohesiveness.
- There should be timely recognition of all achievement by the employees. Recognition gives them a sense of value improving their job satisfaction levels.
- Managers should assess the employee’s abilities and skills and assign roles and responsibilities that maximize the utilization of their abilities. This will also ensure that the employees are able to build on their core competencies leading to their growth and advancement.
- Managers should be in constant touch with their subordinates and a two way communication channel should be kept open always. All relevant information, especially concerning the job, the employee and the organization’s achievements and future plans should be timely communicated.
- A manager should adequately train his subordinates so that he can independently handle his roles and responsibilities. The chance of getting well trained is one of the important factors that affect AJS. This will also help managers enlarge the roles of their subordinates and groom them for the future and higher roles and responsibilities.
- Managers should be equitable and empathetic while handling subordinates. Poor interpersonal transaction between the manager and subordinate results in lower AJS and higher TOI among subordinates.
- Once the manager is confident, about the subordinate’s ability and skill to handle his roles and responsibility, the subordinate should be given independence and autonomy. A
manager should not micro manage issues and should be more a facilitator, advisor and trouble shooter, in times of need.

- Managers should strive to promote team efforts thereby improving team cohesion. He should facilitate team interaction and communication so that team members learn adapt to each other. He also should promote objectives where team efforts are more valuable than individual efforts.

- Managers should acquire a good understanding of each subordinate’s back ground and their moral stance. He should not give rise to situations where an employee feels his moral stand is being hurt due to his professional actions.

- Though sales achievements need systematic efforts, a manager should not shy away from giving his subordinates the freedom to be creative, whenever possible. Once successful, the creative endeavour can be built in to the regular sales activity and internalized.

A manager should concentrate on the intrinsic factor variables to improve the AJS levels of his subordinates. However, this does not mean neglecting the extrinsic factor variables, because they influence the intrinsic factor variables. Improvement of AJS will ensure reduction of TOI and the employees will be retained on long term basis. This will ensure build up of adequate levels of tacit knowledge that is essential for success in sales & marketing and the higher sales will automatically ensure improved organizational performance.

5.1.2 Demographic Factors

Demographic factors also influenced the AJS levels among employees. However not all of 13 measured demographic variables influenced AJS. The influence was restricted to salary levels, place of posting, education levels, marital & living status and age. The influence of salary levels on AJS was restricted to lower levels. When salary levels were very low, below 3 lacs per annum, it significantly reduced AJS levels. However higher salary levels did not significantly increase the AJS levels. Educational qualification was another demographic variable that influenced AJS levels. This relation was however negative with the highest educated employees having significantly lower levels of job satisfaction. Professional post graduates had significantly lower levels of job satisfaction in comparison to graduates, post graduates & professional graduates. Place of posting was another factor that influenced the AJS levels among the
pharmaceutical sales & marketing professionals. This relation was tricky with employees posted in their home town and in different state showing higher levels of AJS in comparison to employees posted in a different town of the home state. There was also significant influence of marital & living status on AJS. Employees, married or unmarried, with dependents showed higher levels of AJS. However, the number of dependents did not matter. Age is another variable that showed a significant influence on AJS. The younger workers were less happy than the middle aged and older workers. AJS peaked at middle age and tended to slightly reduce as the employees grew older.

TOI was also influenced by various demographic factors, viz. position, income levels, place of posting, marital & living status and age. The relation was more in line with influence of demographics on AJS, but negative, except education & position. Education which affected AJS had no effect on TOI. Position that had no influence on AJS seemed to affect TOI. Position had an inverse influence on TOI with higher level employees showing lesser levels of TOI. This assumes significance in that as the TOI& TO increases at lower levels, there is chance that the organisation may be devoid of adequate talent for effective succession and grooming of future managers. Annual income also had a significant influence on TOI levels with employees in lower salary levels showing a higher tendency to leave the job. This, when considered along with influence of position, makes it clear that the incidence of TOI was higher among lower level employees and remuneration may be one of the reason for the same. Place of posting also significantly influenced TOI with home town posted employees showing lower levels of intention to leave their job compared to employees posted away from their home town. The influence of marital & living status also was significantly visible on TOI. Bachelors, without dependents, were more likely to leave their job compared to bachelors with dependents. The other two groups of married without & married with children also had lower levels of TOI. The influence seemed to be due to dependency. However, the number of dependents did not alter the TOI levels. Age also influenced TOI with employees of higher age group showing lesser tendency to leave the job in comparison to youngsters.

- Managers should ensure that subordinates have all chance to earn a basic minimum wage (here above 3 lacs per annum) so as to ensure that the low salary levels do not reduce
their AJS levels. This may be easy in sales & marketing jobs as incentivisation of achievements over and above the targets not only bring in additional sales but also increases the effort by the employee. Achievement of incentives also increases the employees’ self worth. Higher earnings will automatically reduce the TOI levels.

- As educational qualification reduces the AJS levels managers should strive to recruit employees who are only adequately qualified and not overqualified for the job. However, in case of higher knowledge requirements, for career progression, the same can be imparted through training and sponsoring of higher education. This will also improve motivation and loyalty among employees.

- Place of posting is another factor that need to be cared for. It should be ensured that, when possible, an employee is posted in his home town. This will not only increase the AJS levels but also reduce the TOI levels. When home town posting is not possible, the next best option would be to post the employee in a different state altogether with the intention of transferring him to his home town at the earliest available opportunity.

- While recruiting employees managers may do well to recruit employees with dependents. Employees with dependents show higher levels of AJS and tend to stick to their job more than employees without dependents.

- Age of the employee is another factor that gives inkling about the probable AJS levels. New and younger employees have the lowest levels of AJS. A manager should ensure adequate supervision & communication with his younger employees to ensure enhancement of their AJS levels and reduce the TOI. A manager should spend twice as much time, grooming and supporting his younger employees, in comparison to his senior colleagues. Managers also should review the current policy of recruiting at a very low entry age. They should rather recruit slightly older employees, in the late twenties to early thirties, and those with dependents. As age goes up AJS increases and TOI reduces.

TOI effectively indicated TO in the current study. Employees with higher TOI levels were found, more regularly, to leave their job than employees with lesser levels of TOI.
5.1.3 TOI Classification

However, all TOI cannot be considered as bad. TOI can be classified into three, viz. functional, dysfunctional-stayers and dysfunctional-leavers. A manager should identify the functionality before he attempts to manage the TOI levels.

- A manager should not treat all turnover intentions similarly. When TOI is functional, i.e. matching the AJS levels (inversely), they are not much of a concern. Under such circumstances manager should spend their time in improving AJS levels and the TOI levels will automatically reduce.

- When turnover intentions are dysfunctional, they are more difficult to handle. When TOI is dysfunctional-leavers, the employee is satisfied with his job and loving it, but looking for alternative employment. A manager should strive to understand such dysfunctional behaviour and do the needful to reduce the TOI. For example the employee might be looking for a home town posting due to family commitments. Under such circumstances a manager should try to facilitate a transfer to home town. This will not only reduce the TOI levels but also increase his loyalty towards the organisation.

- Dysfunctional stayers are employees who are not happy with their job but still have no intention of leaving it. If a manager cannot improve their AJS levels he should facilitate the turnover of these employees. These employees can be trouble creators often being a bad influence on other team members and spoil sports in team and organizational efforts. Managers should identify their reason of continuance despite lower AJS levels. He should then tackle this reason so as to facilitate their turnover. For example the reason for continuance is a home town posting, for an employee who’s AJS levels are low and cannot be helped, manager should transfer him to a new territory so that he automatically leaves his job.

TOI is a terminal job dissatisfaction behaviour and often expresses itself very late when it cannot be helped. Under such circumstances the manager should look for other job dissatisfaction and pre-turnover behaviour in the work place. These may include behaviours like unexplained absenteeism, lack or sudden reduction in communication, low job involvement, lack or reduced interest in organizational activities and low organizational citizenship behaviour.
5.2 Limitations & future research

The current study, job satisfaction and turnover intentions among pharmaceutical sales & marketing professionals, had three limitations as discussed under

- The study had a very poor representation of samples from female professionals. This was in line with the trend seen in the industry, where it is difficult to find women sales & marketing professionals due to various reasons. However, there is an opportunity for change, with the improvement in communications & transportation, with more women coming in to sales & marketing field in all industries including pharmaceuticals. Thus a study including more women or among women sales & marketing professionals would go a long way understanding the gender related issues and differences. This would help managers design a work place that is more gender inclusive and equitable. There is a scope, for future researchers, to study the job attitudes of female sales & marketing professionals and contrasting it with their male counterparts.

- As a part of the ‘behavioural’ portion of the job attitude, of job satisfaction, the current study measured TOI. However, TOI is a terminal behaviour and may not exhibit itself till the JS crosses a tipping point by when managerial interventions may be of no consequences. Hence it would be prudent to include other behavioural reflections, of job attitude job satisfaction, like organizational citizenship, absenteeism etc in future research.

- The current study is ideographic in nature in that it studies, in-depth, only the job attitude of pharmaceutical sales & marketing professionals. Thus the generalisability of the findings to other professions may be low. The only nomothetic portion of the study might be the relation between the three components of the job attitude job satisfaction, viz. the relation between the cognition, affection & conation regarding one’s job. Thus there is a need to adapt and extent the research in to other sales & marketing professionals from different industries in future research.
5.3 Contribution to the body of knowledge

Job satisfaction is the most widely researched job attitude and vast body of knowledge has been created, through the many researches, in the area. The importance given to job satisfaction emanates from the fact that satisfied employees are a must for increased organizational effectiveness and success. Though part of a widely researched topic, the current study makes the following contributions to the body of knowledge.

- The current study looks specifically at the job satisfaction of pharmaceutical sales & marketing professionals, which hitherto has not been attempted. The fact that pharmaceutical sales & marketing is extremely sales force dependent, due to legalities, makes the attempt very important. One of the biggest problems faced by the profession is the high rate of employee turnover an antecedent to which is job satisfaction. The findings of the study can help practicing managers design strategies & programmes to improve job satisfaction among the professionals. This in turn will result in saving of the huge turnover cost, improve organizational effectiveness and ensure organizational success.

- The current study examines, in-depth, the influence of demographic variables on job satisfaction. A total of 13 demographic variables have been studied with respect to their impact on job satisfaction. Such an examination of the relation between demographics and job satisfaction has not been attempted previously in a single study. The findings, in turn, will help the practicing managers to tailor the HR strategies to suit the employee profile thereby improving their job satisfaction and retention in the profession.

- The current study is a multiple cross sectional study. The first cross section verified the importance of the topic & variables to the research subjects through development of appropriate instruments. The second cross section was descriptive in nature and conducted on a scientifically calculated large sample size. The job satisfaction levels were measure and analysed extensively to gain actionable insights. The third cross section, taken from the subjects of the second cross sectional study, verifies the validity of the criterion being studied i.e. job satisfaction & TOI. This enhances the relevance of
the study findings to the practicing managers apart from adding to the body of academic knowledge.

- The development of a new job satisfaction scale is another contribution of this study to the body of knowledge. The scale looks at a fresh set of job attributes that is more relevant to the current generation, as earlier job satisfaction scales were developed fairly long ago and a generational shift has occurred in the professional world. The scale also looks at all three components of the attitude called job satisfaction viz. cognitive, affective and conative. The scale was also fully developed & tested in the Indian context thus is making it locally more relevant.

5.4 Concluding Remark:
As early as mid 19th century (1844), Karl Marx the father of Communism, talked about the ‘alienation of labour’. An alienated labour is one who is separated from the goals of his labour. For him work is an external activity that he rarely identifies with or finds joy in. This is more relevant in today’s context considering the fact that work today has become more integral a part of one’s life. Shrinking family & social structures, increased workplace competition and raising aspiration levels have motivated men & women to spend the most productive of their years at workplace. Under such circumstances a failure to identify with or find satisfaction in one’s work can have disastrous consequence for the employees. This in turn will percolate to the organization and society at large. This estrangement of the work is caused by the conflict between the ‘human’ and ‘economic’ nature of man; which will lead to dissatisfaction of workers, who will perform below par, reducing the organizational effectiveness and organisation’s ability to maximize wealth creation.

Hence it is imperative that managers, the agents of the owners, understand the satisfaction level with employment, among the employees, and what factors cause these satisfaction levels. This would enable managers to ensure job satisfaction, among his workers, creating identification and happiness with their respective professions. An organization, with satisfied and happy workers, is more effective and efficient in achieving the ultimate objective of wealth maximization and in justifying the need for their social existence.
Winning the market place needs the right team of employees and it would be appropriate to quote Douglas R Conant, former President & CEO of Campbell soup, that “to win a marketplace you must win in the workplace first”. As Anne M Mulchy, former CEO of Xerox Corporation, said “employees who believe that management who is concerned about them as a whole person – not just as employee – are more productive, satisfied and fulfilled. Satisfied employees mean satisfied customers, which leads to profitability”. The importance of job satisfaction cannot be understated in the modern day economic context. When it come to job satisfaction it is important for managers to follow Kathryn Minshew’s, CEO & Co-founder of The Muse, advice that “understanding your employee’s perspective can go a long way towards increasing productivity and happiness”.