CHAPTER VII

CONCLUSIONS AND RECOMMENDATIONS

The Study emphasizes the importance accorded to Human Resource Practices in organizations. It also validates the same, by relating these practices to Job Satisfaction and Organizational Commitment. These, in turn, are the ‘Warp and Weft’ of the Culture prevailing in the Pharmaceutical Industry.

7.1 CONCLUSION

The focus of this research work is to understand the impact of HR Practices on Job Satisfaction and Organizational Commitment in selected Pharmaceutical units. The analysis reveals how appropriate HR Practices of an organization can improve the job satisfaction level of the Managerial employee and strengthen his Commitment towards his organization in the Pharmaceutical units under study.

OBJECTIVES OF THE STUDY

As mentioned earlier, the study will be conducted to understand the impact of appropriateness of HR Practices as perceived by the managerial employees in the selected Pharmaceutical units. The study shall have following objectives:

1. To study the HR practices prevalent in the Pharmaceuticals units understudy.
2. To compare the perception of the managerial employees regarding the appropriateness of HR Practices in the select Pharmaceutical units.
3. To study the impact of HR Practices on Job Satisfaction level of managerial employees of units under study.
4. To study the impact of HR Practices on Organizational Commitment level of managerial employees of units under study.
5. To suggest ways by which HR practices in the units under study can be further improved to meet the needs of tomorrow.
HYPOTHESIS

Through extensive review of literature, need for the study emerged quite evident. The importance of the study was emphasized by exploratory discussions with practicing HR professionals, at senior levels. Based on these, the researcher formed the following hypothesis:

The main hypothesis of this study is “HR practices have a good impact on employees job satisfaction and their organizational commitment or not”. The Null Hypothesis of the present study is “the impact of HR Practices prevalent in Pharmaceuticals companies on employee job satisfaction and organizational commitment is not satisfactory”, (for employees at Managerial Level) in addition to the above null hypothesis

The sub categories of the above hypothesis are as follows:-

- The appropriateness of prevalent HR Practices is perceived to be similar by the employees at the managerial level in the Pharmaceuticals companies’ understudy.
- There is a relationship between HR practices followed in Pharmaceuticals companies and the employees’ job satisfaction.
- There is relationship between HR practices followed in Pharmaceuticals companies and their organizational commitment

This study concentrated on the Pharmaceutical Industry of Jaipur area in Northern India. Six Pharmaceutical units were selected from Jaipur area. The Pharmaceutical units were:

1. Vinaya Manutrade, Jaipur
2. Kay sons Pharmaceutical, Jaipur
3. Amol Pharmaceutical Pvt. Ltd
6. SBL Pvt. Ltd.
184 employees were interviewed out of a list of 285 names obtained from the HR department. For the purpose of this research, both primary and secondary data has been collected to present a comprehensive overview of the Pharmaceutical industry in this region. The questionnaire comprising of thirteen HR Practices (i.e. HR Planning, Recruitment & Selection, Induction, Training & Development, Performance Appraisal, Career Planning, Fringe Benefits, Reward & Recognition, Welfare Activities as per Statutory Requirement, SHE(Safety, Health and Environment) Policy, Suggestion Scheme, Promotions & Transfers, Exit Policy) was prepared by the researcher for measuring the appropriateness of prevalent HR Practices in the Pharmaceutical units under study. Further, for measuring Job Satisfaction and Organizational Commitment standardized questionnaires were used.

In the present research, the reliability of the HR Practices, Job Satisfaction, and Organizational Commitment questionnaire was determined by using Cronbach’s Coefficient alpha. To test the Content Validity of the HR Practices Questionnaire developed by the researcher, an extensive interaction with the eminent experts and practitioners was undertaken. As standardized questionnaires were used for the purpose of collecting data relating to Job Satisfaction and Organizational Commitment, Validity testing has already been performed. To analyze the data collected from the selected Pharmaceutical units SPSS was used. The inferential statistics included the Analysis of Variance (ANOVA) to determine whether significant differences existed between the HR Practices, Job Satisfaction and Organization Commitment in the various Pharmaceutical units under study, on various dimensions. Mean scores and Histograms were also used to present a clear picture of the findings on various parameters.

In order to understand the relationship among the factors of HR Practices, Job Satisfaction and Organizational Commitment under the study, the Pearson’s coefficient of correlation was computed. Further, a stepwise Multiple Regression Analysis was also done to determine the relative contribution of The independent variables of HR practices (i.e. Procurement and Development, Employee Benefits, Employee Schemes, Promotions and Transfers and Exit Policy) on the dependent variables i.e. Job Satisfaction and Organizational Commitment. This was done to identify the predictive relationship between these variables.
The present study brings out the fact that appropriate HR Practices enhances the Satisfaction and Commitment of the managers in the Pharmaceutical Industry.

Appropriate Practices in HR are subjective. What is best for one company may not be best for another. ‘Appropriate practices are not a set of discrete actions but rather a holistic approach to management. Thus, to study the appropriateness of the HR Practices, an attempt was made to identify those HR practices that are prevalent in these six Pharmaceutical units. Overall, a positive overview was observed in case of these HR Practices.

In order to study the impact that these HR practices have on Job Satisfaction & Organizational Commitment in the selected Pharmaceutical units, a meaningful grouping of HR Practices was done through factor analysis. Five factors were thus identified. These factors are named as Procurement and Development; Employee Benefits; Employee Schemes; Promotions and Transfers and Exit Policy. The HRPI (Human Resource Practices Index) clearly depicts that the appropriateness of HR practices perceived by the managerial employees at SBL is high, followed by AC, DDP, APS, KP AND VM. This gives us an insight into the fact that HR practices are actively undertaken in SBL.

It is inferred that the managerial employees perceive the factor Procurement & Development to be appropriate in the six Pharmaceutical units under study. However, it is highly appropriate in SBL and least in VM. Further, the managerial level employees in all the units under study perceive that their employers give them appropriate Employee Benefits, but they are perceived to be highly appropriate in APS and least in VM. Regarding the factor Employee Schemes, we draw the conclusion that all the six Pharmaceutical units under study have appropriate schemes for their employees as perceived by them. However, Employee Schemes are highly appropriate in SBL and least in VM. The inference drawn with reference to Promotions and Transfers factor of HR practices is that the managerial employees at all the six Pharmaceutical units under study perceived this factor to be appropriate. The observation here is that it is perceived to be highly appropriate in KP and least in SBL. Therefore, the factor Promotions and Transfers at KP should be sustained at the same high level. It is further observed from
here that the respondents in all the six Pharmaceutical units under study perceived existence of Exit Policy to be appropriate. It is perceived to be highly appropriate in KP and least in DDP.

Hence, we can infer that the appropriateness of prevalent HR Practices in the entire six Pharmaceutical units understudy is perceived differently by their managerial employees.

Through an Analysis of Variance (ANOVA), the researcher infers that the HR Practices factors like Procurement & Development; Employee Benefits; Employee Schemes; Promotions & Transfers and Exit Policy, in all the six Pharmaceutical units under study are significantly different. Thus, it is seen that the appropriateness of prevalent HR Practices is perceived different by the employees that managerial level in the selected Pharmaceutical units under study.

The study brings out clearly that the levels of Job Satisfaction of managerial employees are definitely enhanced by the prevalence of appropriate HR Practices in all the six Pharmaceutical units under study. This could offer invaluable learning's for the Pharmaceutical Industry at large. The various dimensions of Job Satisfaction were grouped into five factors using factor analysis. These are Team Working & Supportive Culture, Working Conditions; Quality of Work Life; Supervisory Style and Skill Enhancement. A comparison of the employees at managerial levels in the six Pharmaceutical units under study showed that the levels of Job Satisfaction are appropriate.

It is further inferred that the Team Working and Supportive Culture factor of HR practices is perceived to be appropriate in all the six Pharmaceutical units under study. Managerial employees in these organizations have full confidence in top management and trust their organization for not favoring incompetent employees. They are satisfied with the various welfare activities provided by the organization and appreciate the way promotions are given to the employees. These Pharmaceutical units believe in promotions as per the employees’ qualifications, experience and merit. As a result the employees have a high team spirit at work, good advancement and better prospects in their career. The study indicates that the factor Working Conditions also leads to Job Satisfaction. In the comparative analysis of the six Pharmaceutical units understudy, the researcher
observed that the employees of DDP are highly satisfied with their working conditions. They are highly positive about the general supervision in their departments and strongly believe that their organization treats them better than any other organization. From the mean values of AC, APS KP, VM and SBL it is indicated that good working conditions prevail in these organizations. However, the mean value of APS indicates that their employees are moderately satisfied with their working conditions. For the factor Quality of Work Life, managerial employees of APS and SBL indicate high satisfaction levels. At the other four Pharmaceutical units under study i.e. AC, DDP, KP and VM comparatively lower Job Satisfaction levels were observed. The researcher inferred that the factor ‘Supervisory Style’ of HR practice in all the Pharmaceutical units under study is highly appreciated by the managerial employees. This shows that the employees are highly satisfied with the way in which their supervisors interact with them. Employees of all the six units under study depicted a highly positive trend towards skill enhancement. Hence, employees feel encouraged and more satisfied with such activities that make them more skillful at their job. It was inferred from the analysis that all the five factors were observed to have been significant in playing a vital role in Job Satisfaction of the employees of the six Pharmaceutical units under study. By applying Analysis of Variance (ANOVA), it was concluded that the Job Satisfaction among employees at managerial levels in all the six Pharmaceutical units under study was different.

The correlation between appropriateness of factors of HR Practices as perceived by the managerial employees and the factors of Job Satisfaction was calculated to determine the linear relationship between them. The result showed a positive correlation between them. The inference drawn from the correlation analysis was that HR Practices, if perceived appropriate, increase the level of Job Satisfaction of the employees. Through Multiple Regression Analysis, it was observed that the factors of HR Practices having maximum impact on the level of Job Satisfaction among employees at managerial level are Employee Schemes, Employee Benefits and Promotions and Transfers. Therefore, a positive change in these factors can lead to enhanced Job Satisfaction.

The strength of Organizational Commitment exhibited by employees in any organization will be a reflection of the spirit in which its human resource policies are practiced. It is observed from the analysis performed through this research work that for managerial
employees in Pharmaceutical units, the level of Organizational Commitment is enhanced if appropriate HR Practices are in place. The dimensions underlying Organizational Commitment were grouped under three measures, namely, Affective, Normative and Continuance Commitment. Then an attempt was made to compare the mean values of these measures of Organizational Commitment among the six Pharmaceutical units under study.

While comparing the measures of Organizational Commitment in the Pharmaceutical units under study it was observed that the employees of KP showed maximum commitment, as the mean scores of their Affective Commitment, were highest. In case of VM, the inference derived from the preceding analysis was that, the employees did not feel as if they belonged to their organization and they were also not emotionally attached to either the organization or the employees working there with them. These employees were not concerned about ethics and cultural commitments. Oscillating and swapping from one organization to another was very casual for them, as they never felt any obligation to remain in their organization.

The measure Affective Commitment of Organizational Commitment is seen to have lowest means score, for VM and highest for KP. This reflects willingness on the part of the managers who are a part of this sample, to spend the rest of their careers with their respective organizations. The respondents sense of a pride and enjoyment in discussing their organization with the people outside it, also reflects their sense of association and hence, commitment with the organization. It was also observed in some cases that respondents do not feel like “Part of the family” and ‘emotionally attached’ to their respective organizations.

The Measure, Normative Commitment of Organizational Commitment is seen to have the lowest mean score for VM and highest for SBL. From this, the researcher concluded that loyalty is important for the managerial employees and they feel a sense of moral obligation to remain with the organization. Also, the respondents felt that even if they got another offer for a better job elsewhere; they would not feel it was right to leave their organization. Some respondents opined that jumping from one organization to another does not seem unethical to them. Normative commitment is reflected by the value
Conclusions and Recommendations

judgment given by the respondents that jumping from one organization to another does not seem unethical to them.

For the measure, Continuance Commitment of Organizational Commitment the mean values were highest for APS and lowest for KP. Regarding this measure, some respondents were of the opinion that Commitment to one’s current organization is sometimes due to the considerable personal sacrifice that would be required for leaving the job, and also another organization may not match the overall benefits, enjoyed in the present job. The researcher, also observed, that at present staying with their current organizations is a matter of necessity as much as desire and one of the few serious consequences of leaving would be the scarcity of available alternatives. Continuance commitment is visibly low in some organizations as some managers said that they are not afraid of what might happen if they quit their job without having another one lined up.

By performing Analysis of Variance (ANOVA), it was inferred that the strength of commitment, which managers in each Pharmaceutical unit are displaying, is different. Through correlation analysis, a positive relationship is found to exist between the appropriateness of HR Practices and Organizational Commitment. The researcher concludes that the level of commitment exhibited by managers towards the company they work for can definitely be enhanced by the presence and practice of appropriate HR Practices.

Through Multiple Regression Analysis, it was observed that the factors of HR Practices having impact on the Organizational Commitment among employees at managerial levels. Thus a positive change in these factors can lead to enhanced Organizational Commitment.

A positive relationship is found to exist between the appropriateness of HR Practices and Organizational Commitment. The level of commitment shown by managers towards the company they work for can definitely be enhanced by the presence and practice of appropriate HR Practices.
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7.2 HYPOTHESES TESTING

The results are summarized below in relation to the sub-category of hypotheses formulated for the purpose of the study:

**H1:** It was expected that the appropriateness of prevalent HR Practices is perceived to be similar by employees at managerial levels in the Pharmaceutical units understudy. However, the current research proved otherwise. This hypothesis is rejected due to the findings of the Analysis of Variance (ANOVA), which show that the appropriateness of prevalent HR Practices is perceived to be different by the managerial employees in the six Pharmaceutical units under study.

**H2:** It was expected that HR Practices, if perceived appropriate, enhance the level of Job Satisfaction of the employees at managerial levels in the Pharmaceutical units understudy. The hypothesis is supported by the results of the correlation analysis wherein a positive relationship is seen to exist between factors of Human Resource Practices and Job Satisfaction. Through an Analysis of Variance (ANOVA) of Job Satisfaction factors like Team Working & Supportive Culture; Working Conditions; Quality of Work Life; Supervisory Style and Skill Enhancement, in the units under study, it may be reiterated that the level of Job Satisfaction is not the same in all the units.

**H3:** It was expected that HR Practices, if perceived appropriate, enhance the level of Organizational Commitment of the employees at managerial levels. The research work supported this contention. Through Correlation Analysis a positive relationship is seen between the appropriateness of HR Practices and Organizational Commitment. Further, an Analysis of Variance (ANOVA) revealed that Organizational Commitment in all the Pharmaceutical units under study is perceived differently by the employees at managerial levels.

The main hypothesis of this study is “HR practices have a good impact on employees job satisfaction and their organizational commitment or not” has been accepted.

Thus, we conclude that the employees at managerial levels had varied opinions regarding appropriateness of prevalent HR Practices. It is also clearly seen that HR Practices have a
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profound and positive effect on the Job Satisfaction and Organizational Commitment of managers in the Pharmaceutical industry.

Keeping in view the above findings, the following hypothesis has been rejected:

H1: ‘The appropriateness of prevalent HR Practices is perceived to be similar by the employees at the managerial level in the Pharmaceutical units under study.

The hypotheses, which have been supported and accepted, are:

H2: ‘HR Practices, if perceived appropriate, enhance the level of Job Satisfaction of the employees at managerial levels.

H3: ‘HR Practices, if perceived appropriate, enhance the level of Organizational Commitment of the employees at managerial levels.

7.3 RECOMMENDATIONS

To meet the challenges of Globalization and to remain competitive throughout, the Pharmaceutical industry needs to constantly work upon the areas that can create a difference from an HR perspective; an appropriate and effective HR practices in the Pharmaceutical units can make all the difference. The present study was aimed to analyze these HR practices, to find out how it can help the Pharmaceutical industry to combat the future challenges.

7.3.1 RECOMMENDATIONS FOR IMPROVING HR PRACTICES

It has been observed from the present study that HR practices are given due consideration in all the six Pharmaceutical units under study as their mean scores were observed to be above average. This is a healthy sign. Of the prevalent HR Practices which received a good response from the respondents were HR Planning, Recruitment & Selection, Induction, Training and Development, Fringe Benefits, Welfare Activities as per Statutory Requirements, Suggestion Schemes, SHE (Safety, Health and Environment) policy and Promotions and Transfers. If these practices are continued and enhanced keeping in pace with the changing global Pharmaceutical environment, some better
Conclusions and Recommendations

Results could be clearly seen in the Indian Pharmaceutical industry. However, there have been some critical areas of observation, which are a part of HR Practices and are important from HRM perspective. These areas are Career Planning, Reward & Recognition, and Welfare Activities beyond Statutory Requirements, Performance Appraisal and Exit Policy. These areas need to be further worked upon for the improvement of the levels of Job Satisfaction and Commitment of the employees towards their respective organizations so that the Global challenges are met confidently.

1. Considering the HR Practice, Career Planning for employees in Pharmaceutical industry, emphasis should be laid on occupational advancement, which is clear and easy to measure. A well-structured Career Planning system should be incorporated through HR Practices, which gives clarity of career progression to the employees in their organizations. One such Career Management Technique that the organizations could follow is given as under.

Figure: 7 Career Management Technique

<table>
<thead>
<tr>
<th>SELF-ASSESSMENT</th>
<th>REALITY CHECK</th>
<th>GOAL SETTING</th>
<th>ACTION PLANNING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee</strong></td>
<td>Identify</td>
<td>Identify goal and steps and reach goal.</td>
<td>Identify</td>
</tr>
<tr>
<td><strong>Responsibility</strong></td>
<td>opportunities and needs to improve.</td>
<td>needs are realistic to develop.</td>
<td>method to determine goal progress.</td>
</tr>
<tr>
<td><strong>Company</strong></td>
<td>Provide</td>
<td>Ensure that goal is specific, challenging, and attainable; commit to help employee reach the goal.</td>
<td>Identify resources employee needs to reach goal, including courses, work experiences, relationship.</td>
</tr>
<tr>
<td><strong>Responsibility</strong></td>
<td>assessment information to identify strengths, weaknesses, interests, and values.</td>
<td>Communicate performance evaluation, where employee fits in long-range plans of the company, changes in industry, profession, and workplace.</td>
<td>Identify</td>
</tr>
</tbody>
</table>
This technique will also help the employees to get sensitized with their career progression and progressive career path on their personal/individual career curve in their organization. This awareness is very important for an employee as it leads to a sense of belongingness, development and Job Satisfaction.

2. The employees in these selected Pharmaceutical units should also be given motivation through rewards and recognition. Rewards could be monetary or non-monetary depending upon the performance of an employee and the company policy. But the good work and efforts of an employee must be recognized from time to time so that he is always charged up to perform better each time. An organization should take care of the employees so that the employees are more motivated and work with greater effort for the betterment of the organization. An organization can take care of the organization in the following suggested ways:

* Holiday Resorts all over India
* Birthday Gifts
* Company Day
* Medical Insurance
* Paid Holidays
* Regular Medical Check-ups
* Cultural Celebration
* Retirement Benefits
* Common Canteen for all
* Company Transportation
* Flexible Timings
* Tuition Reimbursements

3. There was a deep observation regarding the Welfare Activities undertaken by the six Pharmaceutical units under study, it was analyzed that the Welfare Activities as per statutory requirements mentioned in The Factories Act, 1948; The Industrial Disputes Act, 1947; The Mines Act, 1952; The Plantation Labour Act, 1951, and some other acts were perceived to be significantly undertaken by these organizations as they are mandatory. To meet the ever-growing challenges
of this industry, organizations must not overlook extra benefits for their employees. Employee Satisfaction and commitment can see a remarkable upward trend if extra benefits such as Loans for house building, Education assistance for children, Leave travel concession, Fair price shops, Recreational facilities, Loans for purchasing personal conveyance and host of other facilities like convenient & affordable health and medical services and easy banking facilities are provided to employees.

4. **THE HIGH-PERFORMANCE WORK SYSTEM:** In today’s competitive environment, the manager can’t leave the nature of the HR system ----- the actual HR policies and practices ----- to chance. Managers usually try to create high-performance work system (HPWS). The HPWS is a set of HR policies and practices that maximize the competencies, commitment, and abilities of the firm’s employees. In practice, this means that each HPWS HR activity produces measurable superior results. The important point is that how much more extensively the high-performing companies structure their recruiting activity so as to produce qualified recruits, based on an ongoing research program at a significantly higher level than those that do not. The evidence suggests that “high performance HR practices, [particularly] combined with new technology, produce better productivity and quality, sales, financial performance and even the employees are more satisfied and committed.”

5. We can think of an HR process as consisting of three basic components. There are the HR professionals who have the strategic and other skills required to build a strategy-oriented HR system. There are the HR polices and activities (such as how the company recruits, selects, and trains and rewards employees) that comprise the HR system itself. Some HR experts refer to the three elements (the HR professionals, the HR system, and the resulting employee behaviors) as a company’s basic HR architecture (see figure)
Conclusions and Recommendations

The HR function

HR professional
with strategic
management
competencies

The HR system

High performance work System (HPWS)
Consulting Of strategically aligned HR Policies, practices, & Activities.

Employee behavior

Employee competencies
Values, motivation, and Behaviors required by the Company’s strategic plan

Figure 8: Strategic HR System

Ideally, the HR professionals should design the HR system in such a way that it helps to produce the employee competencies and required behaviors the company needs to achieve its strategic goals. They must be adept at identifying the workforce implication and requirements of the new strategy and at crafting HR policies and practices that produce those workforce requirements.

6. It is recommended to the Pharmaceutical units that they must understand the importance of an employee who is leaving his job. Reasons behind his decision to quit must be noted with full attention. For this the Exit Policy of the firm must be carefully determined; the Exit Policy of the firm must be very clear and specific. If an employee carries unsatisfactory perception regarding the organization because of lack of appropriate HR practices, then the HR Department and the Head of HR should try to seek for the reasons of dissatisfaction & should identify and address those issues with full concern and the employee must be guided during his exit interview that his perception may be wrong. A counseling session
may also be added. This may lead him to learning about some positive facts of the organization, which he was not aware of earlier. This may help the company to retain an experienced, talented, skilled and developed employee. On the other hand, the employees who have developed over a period of time and are seeking a career growth elsewhere should be allowed to move on. This will allow their subordinates to get promoted and will lead to some fresh talent to come & grow in the organization.

For undertaking all these steps in the most effective manner, organizations should, first and foremost, develop a very clear Exit Policy in which rules and regulations of Exit Interviews must be specifically laid down. Along with this, it must not be forgotten that creating awareness about the existence of this policy is very vital. It was observed during the study that some employees were not sure about the existence of Exit Policy in their organizations. Parting of an employee should categorically be made more pleasant so that he carries a good word of mouth for his organization and spreads goodwill about it everywhere. Awareness regarding Exit Policy can be created during the Induction programme and through labor unions.

7. Organizations can also provide welfare facilities either internally by means of a counseling service or externally through an agency which runs Employee Assistance Programmes (EAPs). These services can be availed of on contractual basis. They provide a 24 hour phone service giving employees and their families’ access to counseling on a range of problems including stress, alcohol and drug abuse, marital breakdown, financial and legal problems. This can also help the employees in attaining a stress free and healthy mental peace that will lead them to efficient work-life balance.

8. It was felt that the quality of HR Practices in the Pharmaceutical units understudy can be enhanced if the following programmes/practices are being undertaken. Such practices like the Mentor/Buddy Programmes must be encouraged and adopted in better spirit as they lead to a better superior – subordinate relationship.
In this fashion, a competitive second ring of managers can be developed gradually. With high turnover rates, especially in case of managers in today’s competitive economic environment, this could prove to be an asset.

9. For the **Training and Development** of the employees, HR managers must plan out specific stress management workshops. Measures such as yoga and meditation workshops can be organized into the daily routine to remove the stress and tensions experienced by the employees. Safety, Health and Environment is another factor, which needs high concern in all the six Pharmaceutical units. Therefore, sensitization of its importance and measures for its adaptation by the employees must be seriously looked into.

### 7.3.2 RECOMMENDATIONS FOR IMPROVING JOB SATISFACTION LEVELS OF THE MANAGERIAL EMPLOYEES

Job Satisfaction is not a single unified entity but is a multidimensional concept. It was observed from the study that many factors lead to Job Satisfaction of the employees in an organization. These factors are proven to have a significant impact on Job Satisfaction of the employees at managerial level in the six Pharmaceutical units under study. These factors are Team Working and Organizational Culture, Working Conditions, Quality of Work Life, Supervisory Style and Skill Enhancement. It is recommended that a ‘consistency’ of high Job Satisfaction is required in the organizations to meet the global challenges of Pharmaceutical industry.

1. The employee must be provided **A Learning Environment and on the Job Learning** & Training Programmes may be organized in-house and abroad for all levels of employees. A Target of at least 8 man days of training to all employees may be set so that all are trained and developed equally. A Behavioral and Technical Training may be given to enhance their skills further.

2. Various **Welfare schemes and facilities** for the employee may be introduced these Welfare services may broadly be classified into two categories (1) Instrumental
activities which are provided within the establishment such as urinals, crèches, rest centers, canteens, uniforms, library, medical aid, subsidized food, shift allowance etc; (2) Extramural activities which are undertaken outside the establishment such as family planning, child welfare, cooperative stores, credit societies, vocational guidance, holiday homes, leave travel facilities, housing, transport to and from the place of work etc.

- **Housing:** Housing is the primary need of worker’s family in civilized life. Without a roof to cover his head, the worker naturally feels frustrated about his poor standard of living in big cities. Good houses mean possibility of home life, happiness and health; bad houses spell squalor, drink, diseases, immorality, and crime, etc. Overcrowding of people in dark quarters in slum areas is mainly responsible for the outbreak of various diseases. Employers and Housing finance Institutions must extend its helping hand in a big way. Employers and Housing Finance Institutions must also join hands to improve the lot of workers. The problem of housing in India is of such a vast dimension that on single agency can reasonably be expected to solve it.

- **Transportation:** The Committee on Labour Welfare, 1969, recommended the provision of transport facilities to workers so that they can reach the workplace punctually and comfortably. Most employers have, however, recognized the workers need for transport services and therefore responded favorably by providing company owned/leased vehicles to workers in major industrial centers especially in the private sector. They have also come out with innovative financing schemes in recent times enabling workers to buy their own bicycle, scooter, motorcycle, etc.

- **Education:** it is required because for developing strong unions through trained officials and more enlightened members. To equip organized labour to take its place in a democratic society and discharge its social and economic functions.

- **Other facilities:** Other amenities such as washing facilities, drinking water, provision of first aid box, rest rooms, canteen, recreation centers, have, more or less, become statutory obligations of employers nowadays. Consumer cooperative societies have also been floated in various units to meet the credit needs of industrial workers.
### Conclusions and Recommendations

3. **Supervisory style and skill enhancement** must be enhanced. HR manager must frame the working hrs and condition in such a manner so that employees get a solution to meet the problem of fractionated, boring, and programmed work, at an acceptable price, with undiminished quality and quantity of product for this manager take help of many approaches toward increasing worker’s freedom and their motivation they can feel good about themselves as well as organization and can increase their productivity. A good supervisor can make the employee feel at home and comfortable. He should be unbiased and should give equal opportunity to all the employees for skill enhancement. Some approaches related to these areas under:

4. The benefits of **work modules** lie in increasing diversity for the employees, by dividing up and sharing the undesirable work activities, expanding work independence to the bottom of the hierarchy, and constructing the job to meet the needs of the individual, rather than forcing people to fit a particularly defined job.

A normal forty-hour-a-week job should be defined in terms of four modules a days, five days a week, for between forty-eight and fifty weeks a year. Though the use of modules, it would be possible to increase diversity for workers. Undesirable work could spread about, for example, by having everyone take a module or two each day. The result would be that people would change activities through changing work modules.

5. There are a number of factors involved in QWL, and these factors can be grouped in three categories: individual factors, job factors, and organizational factors. This will improve QWL. The characteristics of these factors affect the individual involvement in the job, his sense of competence which leads to job satisfaction and finally to job performance and productivity as shown in figure.

<table>
<thead>
<tr>
<th>Individual factors</th>
<th>Employee satisfaction</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Ethics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Need pattern</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Job involvement</th>
<th>Sense of competence</th>
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</table>

![Diagram showing the relationship between factors and performance](image-url)
On the plus side, flex-time appears to contribute toward decreased tardiness, reduced absenteeism, less job fatigue, increased organizational loyalty, and improved recruitment. However, it produces problems for managers in directing subordinates outside the core time period, causes confusion where there is shift work or interdependencies between functions, increases difficulties when someone with a particular skill or knowledge is not available, and makes planning and controlling of work more cumbersome and costly for managers. The basic purpose of improving QWL is to change the climate at work so that human-technological-organizational interface leads to a better quality of work life.

6. The concept of Career development is as relevant to transient, unskilled laborers as it is to engineers or physicians. Importantly, it does not imply advancement nor success or failure. For our purposes, therefore, any work, paid or unpaid, pursued over an extended period of time, can constitute a career. In addition to formal job work, it may include schoolwork, homemaking, or volunteer work. It is important because:

1. It ensures that the Needed Talent Will Be Available:
2. Improves the Organization’s Ability to attract and Retain High-Talent Personnel.
3. It Ensures That Minorities and Women Get Opportunities for Growth and Development
4. It reduces Employee Frustration

CAREER STAGES
Conclusions and Recommendations

The most popular way for analyzing and discussing careers is to look at them as made up of stages. In this section, we will propose a five stages model that is generalizable to most people during their adult years, regardless of the type of work they do.

Stage 1-EXPLORATION: The exploration period is a time when a number of expectations about one’s career are developed, many of which are unrealistic. Such expectations, of course, may lie dormant for years and then pop up later to frustrate both the employee and the employer.

Stage 2-ESTABLISHMENT: The establishment period begins with the search for work and includes getting your first job, being accepted by your peers, learning the job, and gaining the first tangible evidence of success or failure in the “real world.”

Stage 3-MID CAREER: Most people do not face their career dilemmas until they reach the mid-career stage. This is a time where individuals may continue their prior improvements in performance, level off, or begin to deteriorate. To those who make the successful transition go greater responsibilities and rewards. For others, it may be a time of reassessment, job changes, adjustment of priorities, or the pursuit of alternative life styles (such as making geographical move or going back to college).

Stage 4- LATE CAREER: Their value to the organization lies heavily in their judgment, built up over many years and through varied experiences, and sharing with and teaching others based on the knowledge they have gained. For those who have stagnated or deteriorated during the previous stage, the late career brings the reality that they will have an everlasting impact or change the world as they had once thought. One begins to look forward to retirement and the opportunities of doing something different. Life off the job is likely to carry far greater importance than it did in earlier years.

Stage 5- DECLINE: The final stage in one’s career is difficult for everyone but, ironically, is probably hardest on those who have had continued successes in the earlier stages. After several decades of continued achievements and high levels of performance, the time has come for retirement. These individuals are forced to step out of the limelight and give up a major component of their identity.
7. The Logic behind employee participation is quite simple: by involving workers in those divisions that affect them and by increasing their autonomy and control over their work lives, employees will become more motivated, more committed to the organization, more productive and more satisfied with their jobs. The word “Participation” means sharing the decision-making power with the lower ranks of the organization in an appropriate manner. Since they are treated with respect now, they begin to view the job and the organization as their own and commit themselves to organizational activities wholeheartedly.

The major objectives of the scheme of worker’s participation is:

- To improve the quality of working life by allowing the worker greater influence and involvement in work in work and the satisfaction obtained from work; and
- To secure the mutual cooperation of employees and employers in achieving industrial peace; greater efficiency and productivity in the interest of the enterprise, the workers, the consumers and the nation.

7.3.3. RECOMMENDATIONS FOR IMPROVING ORGANISATIONAL COMMITMENT IN THE PHARMACEUTICAL UNITS UNDERSTUDY

While measuring Organizational Commitment through the scale developed by Allen & Meyer, it was observed that overall Organizational Commitment in the Pharmaceutical units under study were not all that high.

1. Therefore, a climate of trust by being honest to people, treating them fairly and helping in their skill development must be developed through a process of regular consultation and participation.

2. The HR Practices must emphasize on employee commitment as it is a two way process. Employees cannot be expected to be committed unless management demonstrates that it is committed to them. It was observed in some cases that the managers did not feel like a “Part of the family” in their respective organization and did not feel emotionally attached or belonged. They did not feel unethical to jump from one organization to other. These factors are henceforth, alarming from Organizational
Commitment point of view. Hence, the contribution of HR department to developing Organizational Commitment becomes very important.

3. It is thus strongly recommends that the Pharmaceutical Industry should embrace a paradigm **shift from Performance Appraisal to Performance Management Systems**. The ‘appraising’ element should give way to managing the entire performance of an individual within the department concerned. This means that the individual manager or employee will be involved right from the objective or goal setting stage through the process of defining of standards to the final evaluation of performance. This is a healthier approach, as full participation of the employee concerned is elicited at every step.

**Figure: 10 Performance Management System cycle for effective Organizational Commitment**
**Conclusions and Recommendations**

Hence, Performance Management encourages self management of individual performance. Therefore, it should be a continuous process in which performance improves over a period of time.

4. The **overall culture of the organization improves** with these interventions. It also promotes open communication and consequent growth of both the individual and the organization. When employees have an active say in managing their overall performance, there is bound to be an increased sense of involvement and consequently stronger Organizational Commitment at all levels in the 3 tier management system.

5. A **comprehensive “HR Philosophy”** would be magnificent. This will also become role models for the rest of the industry. If the industry follows this “HR Philosophy”, the future prospects of Indian Pharmaceutical industry will continue to be bright. A consistency in adopting such practices must be continued as an ongoing development process. The “HR Philosophy” recommended can help in adding acceleration to the growth process.

**7.4 LIMITATIONS OF THE STUDY**

Every research initiative has some limitations. This study also has its own share of limitations especially as it deals with abstract and multidimensional concepts like Job Satisfaction and Organizational Commitment, which are quite elusive and difficult to measure. The following could be regarded as limitations of this research work.

1) The research study was conducted in six select Pharmaceutical units, which may give only a limited view of the situation as far as accurate representation of the Pharmaceutical industry scenario on a national level is concerned.

2) Although full effort was made to avoid the pitfalls inherent in any study, namely perceptual differences, arising out of individual viewpoints, some biases on the part of the respondents might, still have crept in.

3) Certain respondents might have given incorrect information due to shortage of time or ever on account of disinterest. Sometimes, accurate responses might have been withheld if respondents wanted to present an ideal picture of their organization.
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4) Another limitation of this study is that compensation policies as an HR Practice was not included. While reviewing the existing literature the researcher found that compensation strategies is a vast topic and it can constitute an independent research project.

In spite of these limitations, the study has great significance for the Pharmaceutical sector as it provides valuable information about existing HR Practices. The study also highlights how an appropriate HR Practices of an organization can have an impact on the Job Satisfaction and Organizational Commitment of its managerial employees. This will have far reaching implications for organizations in terms of specific areas being identified for further development. The industrial organizations can accordingly pay more attention to those aspects of their HR Practices, which have been ignored earlier, but if implemented in letter and spirit both, can generate a healthier climate. The employees of such organizations will be more satisfied and committed towards the organization.

7.5 SCOPE FOR FURTHER RESEARCH

While conducting the present study certain aspects could not be dealt with, due to constraints of time and cost. Also, through this research work areas can be identified for further research.

1) The present study evaluates the impact of HR practices on Job Satisfaction and Commitment levels for managerial employees in the Pharmaceutical sector in one state. A comparative study including more states may be undertaken.

2) Compensation strategies and its comparative analysis may be performed for various companies in different states.

3) Studies similar in nature and scope to the present one can be carried out in other industrial sectors also.

4) In depth focused studies on further strengthening Organizational Commitment will be an excellent learning for the top management of various companies.

5) It was also felt that a need exists to study the ways in which companies provide motivation through innovative recognition methods.

6) In order to gain a competitive advantage in the Pharmaceutical industry in the post economic reform scenario these HR practices can be further, independently
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studied in the global context to understand their individual impact on employee’s
Job Satisfaction and Organizational Commitment.

7) Further the impact of these HR practices may be studied on the employee
productivity and motivation level.

8) This topic may further be studied through a different angle of managing diversity
in organization and the changing HR practices with special emphasis on the recent
mergers and acquisition.

9) A comparative study of the traditional HR practices and future trends may be
studied with their impact on organization commitment of the employees.

10) An in depth study of job satisfaction and its impact on organizational growth may
be studied.