

Impact of Job Satisfaction Facets on Turnover Intentions with mediating effects of Organizational Commitment in Pharmaceutical Industry of Pakistan

Muhammad Naveed Aslam and Rashid Mahmood

Author(s) Biography

Muhammad Naveed Aslam is MS scholar at Department of Business Administration, Government College University Faisalabad, Pakistan.

Rashid Mahmood is associated with Directorate of Planning & Development, University of Agriculture Faisalabad, Pakistan.

ABSTRACT: *Due to the fast growing of the pharmaceutical sector, the demand of medicine is mostly fulfilled by the local industry. In the local market, the medicines are distributed and marketed by the Front line Managers (SPOs). A sufficient literature review which support the study of research question are given and according to this hypothesis are being formulated. The research methodology is given in the research in which tool of data analysis, techniques of data analysis and also discusses the dependent and independent variables are discussed. This study is limited to the Faisalabad city, Pakistan pharmaceutical companies and investigates the employee turnover ratio with the employee commitment with the job or employee satisfaction with job. , it is conducted direct field survey to the 126 frontline Managers (SPOs) of different national pharmaceutical companies in the Faisalabad City. Likert Scale, based on five points, is used for data collecting. It is found that the most of the SPOs are not satisfied with their jobs and for this they are not committed with the company and for this their turnover tendency is high.*

Key Words: *Working Conditions, job security, pay satisfaction, quality of supervision, organizational commitment and turnover intention, Frontline Managers (SPOs), Pharmaceutical.*

Turnover intentions of the medical representative show the ambiguous effect on the overall growth of the pharmaceutical company. Some time it brings favorable results for the company and in some cases when the medical representatives have intentions only to improve turnover that will not only affect the services quality but also damages the goodwill of the company. But this is directly linked with the organizational structure as well as the job satisfaction of the employees of the pharmaceutical company (Vandenberghe & Tremblay, 2008). Organizational structure plays a pivotal role in the success or failure to a company. The modern dynamic business environment is inducing various organizations to improve their management techniques coexisting with the challenges of present era (Ali & Baloch, 2009). Implementation of modern organizational structure has consequently become a crucial factor for the institution to fulfill the requirements of customers and competitive market atmosphere. The current scenario has “stimulated a need for employees who can take initiative, embrace risk, stimulate innovation and cope with high uncertainty” (Schwepker, 2001). To attain this type of efficiency, every business organization is in need of having effective employees staff to support their objectives. It is the reason that in the present epoch, every organization admits the challenge that provides the good quality services to their internal as well as external users. Much focus remains on the internal employees because they are the key to promote the inductive environment of the organization. Pharmaceutical company is a very complex and large organization that simultaneously tackle the various aspect of the society. On one hand, it is a welfare institute and on the other hand it is healthy business that generates employment and livelihood for the society (Ali & Baloch, 2009). To promote pharmaceutical company, its organizational structure matters a lot including other factors. There are many factors to improve the turnover of any company whether it is a

business product or any medicine. Among these factors some are explicit factors like investment, capital, labor, raw material etc., etc., that are very much expressive in nature. In the previous literature much focus remained on these factors only. So if we compare the growth and development in any field of life we obviously conclude that there are some other factors that are contributing in the game as well (Ali & Jan, 2012). These factors are implicit factor that cannot easily be highlighted but these are very much effective for the flourishing business. These factors are such as, property rights, special skill development programs, organizational and management structure, the atmosphere to the organization, employees satisfaction etc., etc. The history revealed, those organizations that has strong grounds regarding the implicit factor, become more progressive as compare to less ones. Medical representatives are the running body of the organizational structure of a pharmaceutical company, because the distribution of the product takes place through them. So according to existing literature, the organizational structure and their job satisfaction affect the working capabilities of the medical representatives. If the organizational structure of a pharmaceutical company is more inductive rather than conductive environment and work feels more job satisfaction they become more loyal to their work with an intention to increase the turnover for the company and vice versa (Gilmartin, 1998).

An approach that reduce the gap between the top and bottom management, is not only encouraged the staff organizational commitment but it also has an opportunity to improve their personal as well as group performance. And if this exercise remains consistent for a long period of time that will improve the efficiency as well as bring the flexibility in the organization (Nambisan, 2001). So it will create a competitive environment among the employees that will end

up with their improved productivity and efficiency. It is psychological impact on the mind of the employees as they feel more safety and satisfaction in their job, so they become more loyal to the company and become the cause of fruitfulness.

Problem Statement:

Turnover intention is concern particularly in this time. When organizations are attempting to cut down their costs because of recession on the global economy and organizations are concentrating on their current workers. When they hire new representatives they require preparing and require significant investment to acclimate with environment. To accomplish their objectives organizations tries to utilize its current assets and predominantly concentrate on human capital. The problem statement of this research is stated as: determine the turnover intentions of pharmaceutical companies in Pakistan with regard to the employee commitment with the job satisfaction facets.

Objective of Research:

- To check the effect of turnover intentions of representatives of pharmaceutical companies on company growth
- To examine the link between organizational commitment and turnover intentions of Front line Managers of pharmaceutical companies in Faisalabad City, Pakistan.
- To investigate the relationship between job satisfaction facets and organizational commitment to turnover intentions of Front line Managers of pharmaceutical companies in Faisalabad City, Pakistan.

Hypothesis of Study:

- **H₁:** Working Conditions have significant relationship with Turnover intentions of Front line Managers of pharmaceutical companies in Faisalabad City, Pakistan
- **H₂:** Job security significant related to turnover intentions of Front line Managers of pharmaceutical companies in Faisalabad City, Pakistan
- **H₃:** Pay satisfaction has significant relationship with turnover intentions of Front line Managers of pharmaceutical companies in Faisalabad City, Pakistan
- **H₄:** Quality of Supervision is positively related to turnover intentions of Front line Managers of pharmaceutical companies in Faisalabad City, Pakistan
- **H₅:** Organizational commitment has significant relationship with turnover intentions of Front line Managers of pharmaceutical companies in Faisalabad City, Pakistan
- **H₆:** Job satisfaction facets and organizational Commitment have significant relationship with turnover intention of Front line Managers of pharmaceutical companies in Faisalabad City, Pakistan

Literature Review:

Numerous researches conducted in developing and developed nations have set up a negative relationship of organizational commitment with role uncertainty, role conflict and work to family conflict. Case in point, Brandt et al (2008) in their article titled "Individual And Work-Related Predictors of Organizational Commitment and Life Satisfaction of Slovak Women in Higher Education" found a critical negative connection between's role uncertainty

and organizational commitment and role conflict and organizational commitment in two sorts of tests, 1 and 2. Blackhurst et al. (1998) have further found that organizational commitment is adversely connected with role ambiguity and role conflict. Allen and Meyer (1990) in their article "The estimation and predecessors of emotional, duration and regularizing commitment to the organization" found that role uncertainty and role conflict were adversely corresponded with organizational commitment. The same was stated by Aven (1988) and Jackson and Schuler (1985). Work to life conflict has a negative attitude on the commitment of laborers to their organization. For instance, Lee and Hui (1999) assert that "Work impedance with family might be a pointer of how much commitment one has for work."

Aydogdu & Asikgil, (2011) they completed up their study to examine the association among Job Satisfaction, Organizational Commitment and Turnover expectation. To make representatives fulfilled by their job, business must to give great working air, flexible working hours and genuinely paying likewise propel representatives to adobe their own aptitudes and capacities to help the organizational effecting, these things will exceptionally fulfilled the workers to their job, when workers feel a high job satisfaction that mean representatives are additionally dedicated to the organization, high employment satisfaction and organizational commitment will move turnover and turnover expectation, in addition the discoveries of this study was highlight the positive connection between employment satisfaction and organizational commitment, besides the turnover plan had a huge and negative association found with organizational commitment and employment satisfaction.

Hussain and Asif, (2012) they had extended the study to inquiry the effect of organizational commitment and saw organizational supporting on the turnover goal of telecom workforce of Pakistan. Correlation and regression strategy

were used to examine the association between organizational commitment and perceived organizational assistance. The result of the study were sophisticated that turnover expectation of representatives are completely rely on the organizational commitment and perceived organizational support, moreover the negative connection found between organizational commitment and perceived organizational assistance with turnover aim.

Mohamed, Kader, and Anisa, (2012) conduct the study on organizational commitment, trust and job satisfaction, information were gathered from two banks of India and discoveries highlights the positive association among employment satisfaction, full of feeling commitment, duration commitment and regularizing commitment of workers. Furthermore there is positive relationship appears between organizational trust and emotional commitment of the representatives.

Salleh, Nair, and Harun, (2012) worked in retail businesses of Malaysia the representative's turnover rate is molecularly high so they completed up the study to research the employment satisfaction, organizational commitment and turnover goal. The discoveries were demonstrates the observational support of satisfaction with advancement, pay, prevalent and work itself has positive critical impact on turnover expectation; moreover satisfaction with associates was contrarily related with turnover goal.

As indicated by numerous concentrates previously conduct, there is a statistically significantly relationship between organizational commitment and turnover expectation. For instance, Gellatly (1995) found that the relationship between organizational commitment and turnover intend was altogether negative.

Commitment to the employing organization has been a topic of considerable research for the past two decades (Blegen, 1993). Williams and Hazer (1986) make the distinction between commitment and job satisfaction in that the

former is an effective response to the whole organization, whereas the latter represents an effective response to specific aspects of the job. Interest in studying commitment has continued since it has been shown to be consistently related to employee behaviors such as turnover, absenteeism, and performance (Angle and Perry, 1981; Bluedorn, 1982; Porter and Steers, 1973); (2) attitudinal, affective, and cognitive constructs such as job satisfaction, job involvement, and job tension (Hall and Schneider, 1972; Hrebiniak and Alutto, 1972; Porter, Steers, Mowday and Boulian, 1974); (3) characteristics of the employee's job and role, and task identity (Steers, 1977); and (4) personal characteristics of the employee such as age, gender, need for achievement, and job tenure (Angle and Perry, 1981; Hebriniak and Alutto, 1972; Steers, 1977). Many studies have reported a significant association between organizational commitment and turnover intentions (Ferris and Aranya, 1983; O'Reilly and Caldwell, 1980; Stumpf and Hartman, 1984; Weiner and Vardi, 1980). Satisfaction and commitment have invariably been reported to be negatively related to turnover and intent to leave (Arnold and Feldman, 1982; Bluedorn, 1982; Hollenbeck and Williams, 1986), and positively correlated with one another (Bluedorn, 1982).

The major focus of these models and research findings has been to identify antecedents of commitment from a variety of categories. These have included personal characteristics, work experiences, job characteristics, organizational factors, and role-related factors. The conceptual turnover model that has received the most attention in the psychological literature was proposed by Mobley (1977). Although this model considers organizational commitment as an attitude to be related to satisfaction, no clear causal relation is hypothesized. Studies have either failed to include both satisfaction and commitment or overlooked the causal relationship between the two variables. Williams and Hazer (1986), through the use of

structural equation methodology, have concluded that commitment has a more important effect on intent to leave than does satisfaction. Personal and organizational characteristics were found to have no direct impact upon turnover intentions. However, they influenced satisfaction directly, and influenced commitment indirectly through their impact upon satisfaction and its subsequent effect on commitment.

Yet important discrepancies exist concerning the relative contribution of job satisfaction and organizational commitment to the withdrawal process, suggesting the need for further study.

Research Methodology

To accomplish the research objectives, the data for the research have been collected from both primary and secondary sources. This is a qualitative research study that has investigated the job satisfaction facets and organizational commitment relationship for turnover intention of front line Managers (SPOs) of Pharmaceutical companies.

Data Collection

It consists of published and reported materials which are already collected or preserved by someone. It also has been collected through web portals; company's published reports, papers and documents.

Primary data is collected through questionnaire. It is conducted direct field survey to the 200 frontline Managers (SPOs) of different national pharmaceutical companies in the Faisalabad City and only 126 complete filled questionnaires used in this research. Likert Scale, based on five points, is used for data collecting. It is found that the most of the SPOs are not satisfied with their jobs and for this they are not committed with the company and for this their turnover tendency is high.

Statistical Tools

Statistical Package for Social Sciences (SPSS 15 Version) was used to calculate Mean, Standard Deviation, Pearson Correlation and Multiple Regression. Correlation and

Regression are used to know the impact of one variable on the other or to know the relationship between two or more variables.

Measures:

The instruments were designed for individual level unit of analysis. Each respondent in the study was required to complete six measures: working conditions, pay satisfaction, job security, Quality of supervision, organizational commitment and Turnover intentions. The job security, pay satisfaction and organizational commitment questionnaires are taken from Jeong-Ho Jeon (2009), Quality of Supervision from Leronardo Stringer (2006), Turnover intention from Sheweng Emily Masemola(2011).

Rest of the questionnaires is leaved in all previous researcher thesis because these are not the part of my research. All of the scales were measured on Likert Scale ranging from 1 to 5.

Reliability and Validity Analysis:

To assess the reliability of the measurement items of all the variables, an internal consistency check was carried out. The Cronbach alpha from the test yielded a record of .747 recorded for first variable. The value of chronbach alpha is 0.747 for first variable which is >0.70, the variable is reliable enough for further analysis.

Working Conditions:

Reliability Statistics

Cronbach's Alpha	N of Items
.747	6

The cronbach's Alpha of 2nd independent variable, pay satisfaction is record as .823.

Reliability Statistics

Cronbach's Alpha	N of Items
.823	4

The chronbach's Alpha of all independent variables, working conditions, pay satisfaction, job security, Quality of supervision is record as .873, which is far above the cut-off line of reliability as recommended by Hair, Black, Babin, Anderson, and Tatham (2006).

Reliability Statistics

Cronbach's Alpha	N of Items
.873	20

Results

An independent sample t-test was conducted to determine whether there are any significant differences in the mean scores of the respondents in selected variables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.338	.316	.72695

a. Predictors: (Constant), ind_QOS, ind_JS, Ind_WC, ind_PS

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.655	4	8.164	15.448	.000 ^b
	Residual	63.942	121	.528		
	Total	96.597	125			

a. Dependent Variable: Dep_T1

b. Predictors: (Constant), ind_QOS, ind_JS, Ind_WC, ind_PS

The result analysis of ANOVA (analysis of variance) has been showing that the variable result is highly significant as the significant value is positive and highly significant. This variable is accepted for further test analysis. The

ANOVA is showing that variable having positive and significant relationship.

The coefficient of variable working condition the value is positive significant as is comes under the 0.031. Which means if the value of any variable is greater than the 0.005 is considered the non-significant value and that variable is not considered for analysis. Hence the working condition value >0.05 , so it is considered for further analysis. The working conditions of the organization are not good and employees are getting dissatisfied with their job with this current scenario of the organization.

Another variable Pay satisfaction has showing the significant value of 0.619 which is >0.05 , therefore the variable is not significant and would not be consider as the reliable for analysis, Which means that people are not much satisfied with their pay scale in the organization and increases the ratio of turnover intention. In order to reduce this organization must needs to look into this to remove such issues in their employees.

The coefficient of variable Quality of Supervision the value is positive but not significant as is greater than the 0.005. Which means if the value of any variable is greater than the 0.005 is considered the non-significant value and that variable is not considered for analysis. Hence the Quality of Supervision value >0.05 , so it is not considered for further analysis. The Quality of Supervision of the organizations is not good and employees are getting dissatisfied with their job with this current scenario of the organization.

The correlation analysis of the variable are showing positive relation with each other and showing significant relationship. The working condition variable having strong positive and significant relationship with Pay satisfaction, job security and quality of supervision.

Another variable pay satisfaction are also showing positive relation with each other and showing significant relationship. The pay satisfaction variable having strong positive and significant relationship with working condition, job security and quality of supervision.

Job Security are also showing positive relation with each other and showing significant relationship. The Job Security variable having strong positive and significant relationship with Pay satisfaction, job security and working condition.

Quality of supervision are also showing positive relation with each other and showing significant relationship. The Job Security variable having strong positive and significant relationship with Pay satisfaction, job security and working condition.

Organizational commitment are also showing positive relation with each other and showing significant relationship. The Job Security variable having strong positive and significant relationship with all independent and a dependent variable.

Turnover Intention are also showing positive relation with each other and showing significant relationship. The Job Security variable having strong positive and significant relationship with all independent and dependent variables.

Conclusion:

From the research framework of the specified topic "Impact of Job Satisfaction Facets on Turnover Intentions with mediating effect of organizational commitment in Pharmaceutical Industry", it can be better for the work in the good range of reliability. As the literature which is sufficient to study the relationship among the turnover and employee satisfaction in organization, and also relationship among employee commitment with the work in the organization and turnover. The statistical

techniques which will be used for the data interpretation of the result will give the authentic result. The administration of national pharmaceutical organizations of Pakistan is to build the level of representatives' commitment to their organization and diminishing the level of turnover expectation by obviously specifying their part to play and by diminishing their work-family strife.

This study and finding will be limited to the Pharmaceutical Companies which are working in the Faisalabad city, Pakistan. Data will be analyze in the three domain of dependent, mediator and independent variable working Condition, Pay satisfaction, Job Security and Quality of Supervision , Organizational Commitment, Turnover intention. Its main objective to check the effect of turnover intentions of representatives of pharmaceutical companies on company growth, to examine the link between organizational commitment and turnover intentions of Front line Managers of pharmaceutical companies in Faisalabad City, to investigate the relationship between job satisfaction and to turnover intentions of Front line Managers of pharmaceutical companies in Faisalabad city, Pakistan. The variable are showing less significant with each other's and showing great impact in between the different variables. Therefore organizations nominated issues are considered and it must have to remove in order to remove the turnover intention of the employees in the organization. Correlation analysis has been showing that all variables are highly significant and having positive impact on the turnover intention of the employees in the organization.

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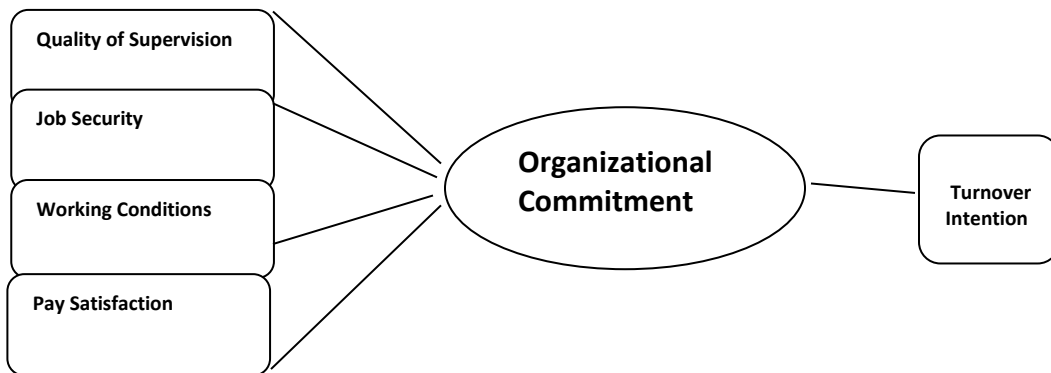
APPENDIX

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.073	.330		3.246	.002
	Ind_WC	.243	.111	.221	2.183	.031
	ind_PS	-.048	.095	-.052	-.498	.619
	ind_JS	.285	.083	.327	3.455	.001
	ind_QOS	.215	.100	.201	2.149	.034

a. Dependent Variable: Dep_T1

Theoretical Framework



Correlations

Sr. Correlation 1 2 3 4 5 6
NO:

	1					
Working Conditions	.607**	1				
Point C	.533**	.571**	1			
Point D	.542**	.542**	.446**	1		
Point E	.626** .473**	.536** .378**	.495** .505**	.539** .438**	1 .492**	1

Correlations

		Ind_WC	ind_PS	ind_JS	ind_QOS	Med_OC	Dep_TI
Ind_WC	Pearson Correlation	1	.607**	.533**	.542**	.626**	.473**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	126	126	126	126	126	126
ind_PS	Pearson Correlation	.607**	1	.571**	.542**	.536**	.378**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	126	126	126	126	126	126
ind_JS	Pearson Correlation	.533**	.571**	1	.446**	.495**	.505**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	126	126	126	126	126	126
ind_QOS	Pearson Correlation	.542**	.542**	.446**	1	.539**	.438**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	126	126	126	126	126	126
Med_OC	Pearson Correlation	.626**	.536**	.495**	.539**	1	.492**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	126	126	126	126	126	126
Dep_TI	Pearson Correlation	.473**	.378**	.505**	.438**	.492**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	126	126	126	126	126	126

** . Correlation is significant at the 0.01 level (2-tailed).