JOB SATISFACTION AND TURNOVER INTENTION AMONG PHARMACEUTICAL SALES & MARKETING PROFESSIONALS IN INDIA.

Synopsis of the Thesis submitted in fulfillment for the requirement for the Degree of

DOCTOR OF PHILOSOPHY

IN

MANAGEMENT

By

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Chapter - I Introduction

1.1 Background

The Indian pharmaceutical Industry has been the bell weather of Indian economy, along with IT Industry, in the post liberalization era. This is proved by the fact that India contributes to producing 20% of the world's generic medicines. It also exports to over 200 countries, its pharmaceutical products, and contributes to 10% (by volume) to the global pharmaceutical production. The fact that the value contribution is only 1.4% stands testimony to the fact that India provides tremendous economy in terms of medicine and healthcare costs (Kodgule, 2012) [24].

The domestic pharmaceutical consumption also has grown robustly to about 75000 crore rupees for the financial year 2013 (IMS Healthcare). The dependence on direct selling, thus on sales representatives, has been high due to legal restrictions and the technical nature of the products. According to FMSRAI (Federation of Medical and Sales Representatives Association of India) there are about 150000 medical representatives in India (June 2013). IMS estimates that the industry spends anywhere between 8-10% of its sales revenue on sales force and this would amount to between 6000-7500 crore rupees. This makes pharmaceutical marketing an important employer in the country. However, despite this importance there have been no comprehensive studies looking at job satisfaction of pharmaceutical sales& marketing professionals.

1.2 Need for the Study

Job satisfaction has been one of the most widely studied job attitudes and has been linked to employees on the job behaviour and resultant industrial relations (Locke, 1976) [26]. A dissatisfied employee exhibits undesirable behaviour like absenteeism, poor job involvement, lack of organisational citizenship and finally turnover Carsen & Spector, (1987) [4]. According to Ostroff (1992) [37] satisfied employees contribute to performance of the organisation and the Industry. It has been established that job dissatisfaction has been one of the main reasons for employee turnover. Thus, there is a need for a comprehensive study on job satisfaction, among pharmaceutical sales & marketing professionals of pharmaceutical industry, which is facing high levels of employee turnover and associated costs of about 1000-1200 crores per annum (Johnson et al, 2000) [43]. A review of recent literature (Annexure 1) looked at the studies available on job satisfaction in pharmaceutical industry, in India, clearly indicated a need for study of job satisfaction among the sales & marketing personnel.

1.3 Aims & Objectives of the Research

The aim of the current research is to study job satisfaction and related behaviour among pharmaceutical sales & marketing professionals in India. It envisages understanding factors that are considered important for job satisfaction by the profession. It also aims to develop a specific scale, encompassing the important factors, to measure job satisfaction among the professionals and its standardization through a pilot survey. This is necessary as the existing instruments were

developed in the 70's and there has been a generational shift in employment. The existing instruments were developed in a more western context and measured only one component of the attitude job satisfaction. Finally the study aims to conduct a descriptive survey that has the following objectives.

- To measure the satisfaction level with various Job Attributes of Pharmaceutical Sales & Marketing Personnel
- To measure the Affective Job Satisfaction & Turnover Intention of Pharmaceutical Sales & Marketing Personnel
- To measure the impact of Turnover Intention on actual Turnover of Pharmaceutical Sales & Marketing Personnel
- To assess the impact of Demographic & Organisational variables on Affective Job Satisfaction of Pharmaceutical Sales & Marketing Personnel
- To assess the impact of Demographic & Organisational variables on Turnover Intention of Pharmaceutical Sales & Marketing Personnel

The study also proposes to test the following Hypothesis

- H1: Intrinsic factor has a significant influence on Affective Job Satisfaction
- H2: Extrinsic factor has a significant influence on Affective Job Satisfaction
- H3: Affective Job Satisfaction has a significant influence on Turnover Intention
- H4: Higher Turnover Intention leads to higher Turnover among the research subjects
- H5: Age has a significant effect on Affective Job Satisfaction
- H6: Age has a significant effect on Turnover Intention
- H7: Salary level has a significant effect on Affective Job Satisfaction
- H8: Salary level has a significant effect on Turnover Intention
- H9: Place of Posting has a significant effect on Affective Job Satisfaction
- H10: Place of Posting has a significant effect on Turnover Intention
  (All hypothesis are tested at 95% CI levels)

1.4 Significance of the Study

The study makes a specific attempt to measure the job satisfaction & turnover intention, among pharmaceutical sales & marketing professionals. The findings of the study will help functional managers to influence the level of job satisfaction, through development of appropriate strategies and programs, there by retaining the valuable talent

1.5 Scope of the study

The study is pan India with inclusion of samples from across the four regions of the country. The sample selection is done through geographical clustering to ensure adequate representation. The sample also covers, adequately, Indian and Foreign companies in the study.

Chapter - II Literature Review

The following section briefly explains the background, evolution and literature surrounding Job Satisfaction and Employee Turnover.

2.1 Job Satisfaction

Job satisfaction has been one of the most widely studied job attitudes due to its effect on organisational effectiveness. However, there has been no proper delineation of the components due to varying schools of thought. The subject has been differently studied from the perspectives of labour economics (Hamermesh, 2001 [17]), sociology (Chinoy, 1995 [5]) and psychology (Roethelisberger & Dickinson, 1964) [39]. This is visible in the body of knowledge created, on the subject, which reflects varying opinions and treatment of the subject.

2.1.1 Definition

Definition of job satisfaction has encompassed the affective, cognitive & behavioural components of the attitude. This is reflected in the opinion of Mueller & Kim (2008) [32] where they envisage two levels of job satisfaction; first: an overall feeling about the job (affect) and second: about the specific aspect of a job like pay, promotion, co-workers etc. one of the earliest definition, by Hoppock (1935) [21], describes job satisfaction as any combination physiological, psychological & environmental circumstances that causes a person to truthfully say that he/ she is satisfied with his/ her job. Hoppock's definition is an integration of all components of job satisfaction and treats it from the attitudinal perspective. Annexure 2 looks at some of the definitions and the treatment of the subject.

2.1.2 Antecedents to Job Satisfaction

Job satisfaction has been known to be influenced by various factors which have been widely investigated. The antecedents can be broadly classified in to Personal & Job Attributes. Among the personal Attributes empirical relation has been established wide array of demographic characters like age, gender, position, education, experience & marital status (Glenn et al, 1977 [13]; Oshagbemi, 2003 [365]; Watson, 1981 [41]). Another personal Attributes, that influences job satisfaction, has been the cultural background of the employee Eskilden et al (2010) [10]. Another personal Attribute that influence job satisfaction is the personality (Allport & Odbert, 1936 [1]; Fiske, 1949 [12]). Among Job Attributes (also called as Job Characteristics, Job Facets, Job Parameters, Job Factors etcetera), a wide array of about 24 attributes have been studied by various researchers. However the most widely studied job characteristics, for its relation with job satisfaction, are; pay, promotion, recognition, supervision, co-workers, autonomy, creativity, security, skill utilisation & ethics (O'Brien, 1980 [35]; Yankeelov et al, 2008 [42]).

2.1.3 Outcomes of Job Satisfaction

Job Satisfaction has been tied to may desirable outcomes for the organisation and employees. Ostroff (1992) [37] found evidence for better performance of organisation with more satisfied employees. According to Bernadin (2007) [3] satisfied workers have also known to exhibit higher level of Organizational Citizenship Behavior. Physical and psychological illnesses are also reported more by less satisfied workers Griffin & Bateman, (1986) [15]. Dissatisfied employees have low attendance and exhibit higher turnover sometimes causing severe organisational instability Gregson, (1990) [14].

2.2 Attitude

Eagly and Chaiken (1993) [9] defines attitude as "a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour". Another definition is "a relatively enduring organization of beliefs, feelings, and behavioural tendencies towards socially significant objects, groups, events or symbols" as given by Hogg and Vaughan (2005) [19]. In the present study the Job is the attitudinal object being studied. Rosenberg and Hovland, (1960) [27] proposed the ABC model of attitudes considers attitude to be a tripartite construct.

- Cognitive – evaluation about various attributes of the attitude object (Job Attribute)
- Affective – emotional feeling about the attitude object (Overall Job)
- Behavioural – behavioural intent regarding the attitude object (Turnover Intention)

2.3 Turnover intention

Henneberger & Souza-Poza (2002) [18] define Turnover Intention as "The (subjective) probability that an individual will change his or her job within a certain period of time". According to Medina (2012) [29], it is the intent of an employee to find employment with a new employer within the next one year. According to Price & Mueller the relation between Job Satisfaction and Turnover is moderated by an "Intention to leave". In his model of Employee Turnover Mobley (1977) [31] indicates that the thought of quitting arises and to further actions towards finding a new job in case of dissatisfaction with one's job. As an indicator of turnover, turnover intention is widely measured and has been found to be highly correlated with turnover (Hom & Griffeth, 1991) [20].

2.4 Proposed research model

The study proposes the following research model.
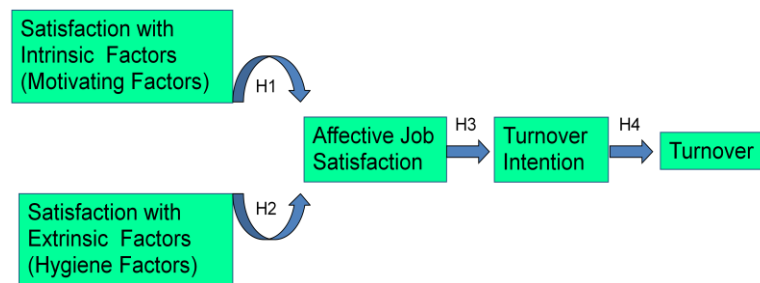
Chapter – III Research Methodology

3.1 Sampling design

3.1.1 Target population

The target population was the sales and marketing professionals, from the pharmaceutical industry, in India and number at about 150000 (June 2013) as per FMSRAI (Federation of Medical & Sales Representatives Association of India).

3.1.2 Sampling unit

The sampling unit for the qualitative portion of the study was professionals with at least 10 years of experience in pharmaceutical sales & marketing in India and currently in profession. For the pilot and descriptive portion it is defined as professional with at least 1 year of experience in pharmaceutical sales & marketing in India and currently in profession.

3.1.3 Sampling method

The sampling was based on two premises. The type of company and the zone wise sales of pharmaceutical product. Indian companies contributed 73% of total sales and foreign companies 27%. The zone wise sale is 28% for north zone, 26% for west and south zone and 20% for east zone. A proportionate representation was maintained for these two parameters while selecting the samples. The sampling method differed based on the study stage. The qualitative survey used a stratified snowballing method of. The companies were divided in to 2 categories of foreign companies and Indian companies. The snowballing started with the personal contact from which the next reference was sought till an adequate representation of the strata was obtained.

Pilot survey respondents were also recruited through snowballing. An online snowballing was used where the survey link was sent across to the contact with a request for further forwarding & reference to contacts in the profession.

The descriptive survey used two methods; snowballing for higher level managers (online), and a clustered field intercept sampling based on geographical clusters. The final sampling plan and achievement are given in annexure 3.

3.1.4 Sample size

The Qualitative portion of the research had a sample size of 14. It consisted of 4 respondents from Foreign Multinationals and 10 from Indian companies

The Pilot survey had a total of 149 respondents; 34 from foreign multinationals, 72 from Indian Multinationals and 43 from Domestic firms.

The descriptive survey had 450 respondents. 62 respondents were from foreign multinationals, 232 from Indian multinationals and 150 from domestic companies. 360 respondents were from the front line, 56 from the second line management and 34 from top management.

3.2 Data Design

Data collection instruments varied with the stages of the research. The qualitative research used a semi-structured depth interview with a discussion guide. There were 6 open ended questions that explored the various aspects of employee turnover. The responses were captured through memoing.

The pilot survey used a structured, self administered questionnaire. It was an online version with the hyperlink of the questionnaire being sent across to the respondents. It had a total of 57 questions; 44 items capturing various aspects of Job Satisfaction and Turnover intention and 13 items capturing the demographic and organisational data. A five point Likert scaling, agreement type, was used to capture responses.

The Descriptive survey used a standardized 53 item questionnaire. 40 items captured the various aspects of Job satisfaction and Turnover intentions. 13 items captured the demographic and organisational data. The questionnaire was self administered and had an online and paper & pencil version. Responses were captured through a 5 point (agreement type) Likert scale.

Chapter – IV Analysis and Discussion

The analysis consisted of mainly three portions. The first portion dealt with the analysis of qualitative research data. This was the beginning point of the instrument development. Where the job satisfaction variables were finalized and the content of the scale developed. The second portion dealt with analysis of the pilot survey. An EFA was done to analyse the factor structure, deletion of the items and standardization of the instrument. The final portion handles the descriptive survey where measurement and analysis of job satisfaction & turnover intention among the target population is handled.

4.1 Qualitative survey

The data was analysed using grounded theory. The results were used for development of contents for the descriptive research. The IDI and literature review yielded 25 variables that were considered influencing job satisfaction among employees. A SME (Subject Matter Expert) panel evaluated the variables and a total of 19 variables/ job facets were accepted for the study (appendix 4). The next step involved writing the items to measure each facet. Thus a total of 54 items (measuring the 19 variable using a homogenous item composite of at least two items per variables) were written. The same was content validated, using the SME panel, through the calculation of CVR (content validity ratio) (Lawshe, 1975 [25]). A total of 10 items were rejected, based on the CVR, for pilot analysis (appendix 5).

4.2 Pilot survey

Pilot survey was done to validate the instrument. Based on suggestion of Habing (2003) [16] to include at least 5 times the number of variables as samples a minimum target of 100 respondents were set as benchmark. The subjects were recruited through snowballing. The survey was self administered through an online questionnaire or a paper and pencil format... the questionnaire contained 44 items measuring job attitude of job satisfaction and 13 items measuring demographic and organisational variables. A total of 149 analysable responses were received.

The internal consistency (Chrobach's alpha) was 0.916 and the average inter item correlation was 0.205 indicating good internal consistency and homogeneity (Clark et al, 1995) [6]. The item-to-total correlation was above 0.3 for all items and considered good for acceptance (Everitt, 2002) [11]. Four items had less than 0.3 item-to-total correlation and was anticipated as the variables they represent have a negative correlation with the construct of job satisfaction. No item was deleted based on the internal consistency or homogeneity.

An EFA was conducted using PCA method. SPSS version 13 was used & was programmed to extract 2 factors based on the theoretical background. The examination of the communalities indicated poor extraction, of less than 0.3 (Crocker & Algina, 1986) [8], variance for 'opportunity perception' and 'work pressure'. A second EFA was done excluding these variables. The KMO measure of sampling adequacy was good at 0.88. The communalities extracted varied between 0.41 & 0.62. Two factors with Eigen values of more than 1 were extracted (appendix 6). The first factor had 11 variables and was considered as Intrinsic factor. The second factor, with 6 variables was considered extrinsic factor (appendix 7). The final scale has 53 items. 40 items (4 items representing the two dropped variables were removed) measuring the construct of job satisfaction and 13 items the demographic variables (appendix 8).

4.3 Descriptive survey

4.3.1 Impact of Demographics on AJS & TOI

The final survey had 450 responses. A descriptive analysis indicated the skewness & kurtosis for all variables to be between +/- 1. This indicated the normality of data distribution and suitability of use of parametric techniques. A bi-variate analysis indicated significant influence of all 17 job facets on affective job satisfaction and of affective job satisfaction on turnover intention ($p < 0.01$). The demographic influence on AJS was analysed using an ANOVA or an independent sample t test. The analysis indicated significant influence of annual income, educational qualification, place of posting, marital & living status and age on AJS (appendix 9). The effect of demographics on TOI was analysed similarly. The analysis indicated significant influence of additional family income, position, annual income, place of posting, marital & living status, and age on TOI (appendix 10). A detailed analysis to understand the intergroup difference was done using post-hoc analysis.

4.3.2 TOI & Turnover

The impact of TOI on actual turnover was assessed through a cross sectional study of the sample. The TOI level was classified in to 3 groups based on SD from the mean. A minimum of 30 samples were contacted by phone, from each level of TOI, to ascertain whether they had change their job. This was done approximately after 9 months of the initial study. A chi-square analysis indicated significantly higher turnover ($p < 0.01$) among employees with higher TOI (appendix 11).

4.3.3 Functionality of TOI:

The functionality of TOI was assessed using a two step hierarchical clustering. Based on functionality the TOI was classified in to three viz. Functional, Dysfunctional-leavers and Dysfunctional-stayers. A total of 318 respondents were in the functional TOI category, 81 respondents in the dysfunctional-leavers category, and 51 in the dysfunctional-stayers category (appendix 12).

4.3.4 Confirmatory Factor Analysis:

A CFA was conducted, to verify the Nomological validity, using AMOS software from SPSS version20. The overall fit indices indicated a good fit of the model (appendices 13 & 14). However AVE (Average Variance Extracted) for the two factors was 0.42 & 0.35, showing a poor convergence of the factors. The ASV (Average Shared Variance) between the two factors was 0.64 more than the AVE for both the factors indicating poor divergent validity (appendix 15). This was in line with the previous research. The structural reliability was good for both factors with values of 0.89 & 0.79 for F1 & F2 respectively

Chapter –V Conclusions & Recommendations

5.1 Conclusions

Based on the research findings it can be concluded that affective job satisfaction among employees were affected by intrinsic factors only, consisting of 11 job facets. Affective job satisfaction in turns influenced the turnover intentions among employees through a negative relation. Turnover intention was a good indicator of turnover with higher turnover rate among employees showing higher turnover intentions. Demographic factors also exerted a significant influence on affective job satisfaction and turnover intentions. Based on the conclusions the following recommendations, in brief, are made to the functional managers. One of the significant achievements of the study was the development of an instrument, to measure all three attitudinal components of job satisfaction, among pharmaceutical sales & marketing personnel.

5.2 Recommendations

- Managers should promote satisfaction with intrinsic factors that will result in higher levels of affective job satisfaction among employees.
- Opportunity to earn a basic minimum remuneration (3 lakhs per annum or above in this case) should be ensured to promote the AJS levels among employees.
- Recruitment of overqualified candidates must be avoided whenever possible.
- Attempt should be made to provide a home posting whenever possible.
- Recruiting candidates with dependents will ensure increase in AJS and reduced TOI.
- Should ensure engagement of younger employees as they exhibit lower AJS levels and Higher TOI levels.
- Managers should assess the functionality of the turnover before deciding any intervention.

5.3 Limitations

The current study had the following limitations

- The coverage of women samples was very low and statistically inadequate.
- The study is ideographic in nature and generalisability of the findings to other profession is limited.
- The study measured only TOI, which is a terminal behaviour and may be a bit too late for intervention by the manager.

5.4 Contribution to the body of knowledge

The current study is a first attempt of such kind, in pharmaceutical sales & marketing profession, whose dependence on satisfied employees is very high for successful marketing activities. The results will help functional managers to understand factors that contribute to JS among professionals and device suitable strategies to improve it. This in turn will reduce employee turnover in the industry.

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2. Sanjeev M.A. and Balyan, Parul. "Response Order Effects in Online Surveys: An Empirical Investigation". *International Journal of Online Marketing*, ISSN: 2156 1753, Vol. 4 Issue 2, 28-44, April-June 2014.

3. M. A. Sanjeev., Sharma, Arun. & Taneja, Mayank. "Buying Behaviour of Scheduled Drugs as OTC Drugs: An Empirical Investigation". Indian Journal of Marketing. Vol. 45 Issue 6, 21-36, June 2015 (SCOPUS).

4. Sanjeev, M.A., Abidi, N. and Surya, A.V. (2016) 'Functionality of turnover intention and management strategies for sales force: an empirical investigation', Int. J. Management Practice, Vol. 9, No. 1, pp.24–39 (SCOPUS).

Manuscripts Accepted

1. M. A. Sanjeev, Abidi, Naseem and Surya, A.V. Two factor theory of motivation & satisfaction: an empirical verification. Annals of Data Science, Volume 3, Issue 2, June 2016.

Manuscripts under Review/ in press

1. M. A. Sanjeev. Age & Job Satisfaction: An empirical investigation among the Pharmaceutical Sales & Marketing Professionals in India. International Journal of Human Resources Management (SCOPUS).
2. M. A. Sanjeev & Abidi, Naseem. Measuring cognitive Job Satisfaction – Job facets to be included: A Literature review. International Journal of Management and Business Research.

List of Appendices

Appendix 1: Recent studies of job satisfaction in Pharmaceutical industry.

Researcher	Relation Explored	Target
Mulki (2012) (a) [33]	Person Job Fit and Job Satisfaction	Pharmaceutical Sales Force
Mulki (2012) (b) [34]	Commitment and Job Satisfaction	Pharmaceutical Sales Force
Pawase and Poonawala (2012) [38]	Person Job Fit and Job Satisfaction	Medical Representatives

Mishra (2013) [30]	Job Attributes and Job Satisfaction	Pharmaceutical Plant Workers
Bansal and Verma [2]	Job Attributes and Job satisfaction	Production Managers

Appendix 2: Definitions of job satisfaction.

Author	Definition	Approach
Locke (1976) [26]	"A Pleasurable or Positive Emotional state resulting from Appraisal of one's Job or Job Experience". Job Satisfaction is one of the most widely studied Job Attitude	Affective
Cranny et al (1992) [26]	"An Affective Reaction (that is, emotional) to one's Job, resulting from the incumbent's Comparison of Actual Outcome with those that are Desired (expected, deserved and so on)"	Cognitive & Affective
Misener et al (1996)	Multifaceted Construct that includes Feelings about the Intrinsic and Extrinsic Job Elements	Cognitive
Spector (1997) [40]	"Global Feeling about Job or as a related Constellation of Attitudes about various Aspects or Facets of the Job".	Cognitive & Affective
Hulin and Judge (2003) [22]	Multidimensional Psychological responses to an individual's job, and that these personal responses have Cognitive (evaluative), Affective (or emotional), and Behavioral components.	Cognitive, Affective & Behavioural

Appendix 3: Final sampling Plan for the Pilot & Descriptive Survey.

Stage	Plan			Achieved		
	Total	Indian Companies	Foreign Companies	Total	Indian Companies	Foreign Companies
Qualitative survey	14	10	4	14	10	4

Pilot Survey	140	100	40	149	106	43
Descriptive Survey						
North	125	90	35	125	92	33
South	125	90	35	119	85	34
West	125	90	35	120	89	31
East	85	60	25	86	62	24

Appendix 4: SME Expert evaluation of Job Satisfaction Variable

Job Factor/Characteristics & Definition	Panel Evaluation			
	Impor tant	Not Import ant	% Importa nt	Accepted/ rejected
Ability Utilisation: chance to use one's skills & abilities on the job	13	1	93	Accepted
Achievement: The sense of achievement/ accomplishment you get from your job	3	11	21	rejected
Time Utilisation: Ability to optimally balance one's time between professional & personal life	12	2	86	Accepted
Growth Opportunity: chances of advancement in the current job	14	0	100	Accepted
Independence: freedom to do make & execute your business plans on the job	12	2	86	Accepted
Authority: Formal control that you have over others in your profession	4	10	29	rejected
Policy Fairness: perceived fairness of company's policy regarding employees	12	2	86	Accepted
Compensation Fairness: feeling adequacy of the financial remuneration for the job performed	13	1	93	Accepted
Co-worker relation: how you feel about your relation with colleagues and work teams	14	0	100	Accepted
Creativity: opportunity to try new ways of doing things on the job	11	3	79	Accepted
Job Security: a feeling that you will not be removed unreasonably from employment	12	2	86	Accepted
The social service opportunity: (opportunity to be of help to others) that the job provides	5	9	35	rejected
Social status: what others think of your work?	6	8	43	rejected
Moral Congruence: feeling of fit between personal moral values and values demanded by the job	11	3	79	Accepted
Recognition on the job: appreciation received in	13	1	93	Accepted

return of a good job done				
Supervision (Interpersonal): the way manager treats/ interacts with you	14	0	100	Accepted
Supervision (Technical): manager's ability to guide and train me on the job various aspects of the job	12	2	86	Accepted
Work Pressure: the physical & mental impact of the job	10	4	71	Accepted
Communication Satisfaction: satisfaction with relevancy & timeliness of communication within the organisation	11	3	79	Accepted
Justice: Transparency & fairness in implementing the company policies	12	2	86	Accepted
Clarity of Role & Responsibility: clarity of what needs to be done on the job and what results you are accountable for	13	1	93	Accepted
Role conflict: chances that your work is overlapping with a colleague's job leading to frequent conflicts	4	10	29	rejected
Organisational Stability & Prospects: the perception about the financial stability and future prospects of the organisation	12	2	86	Accepted
Opportunity Perception: perception about availability of suitable alternative employments	9	4	65	Accepted

Appendix 5: Content Validity Ration of Initial Item Pool

Sl No	Item		Expert Response			
		Job Factor	Essential	Useful but not essential	Not necessary	CVR * p<0.5
1	I have good growth opportunities in my current job	Growth Opportunity	12	1	1	0.71
2	My organisation provides me a steady employment	job security	13	0	1	0.86
3	I get adequate time to spend with my family & friends after work	time utilisation	14	0	0	1.00
4	I am bored with my work	affective satisfaction	4	2	8	-0.43
5	The company policies towards employees are fair	policy fairness	13	1	0	0.86
6	There are many suitable openings, for me, currently in the market	opportunity perception	11	0	3	0.57
7	My manager treats me equitably (equal to others)	supervision - interpersonal	13	0	1	0.86

8	I have friend/s at work	coworker relation	12	1	1	0.71
9	My manager trains me on all aspects of the job	supervision - technical	13	1	0	0.86
10	I will not be removed unreasonably from my employment	job security	12	2	0	0.71
11	I can enlist my colleague's support in times of professional difficulties	coworker relation	14	0	0	1.00
12	I am treated with respect by my manager	supervision - interpersonal	13	1	0	0.86
13	I frequently think of quitting	turnover intention	13	1	0	0.86
14	I do my job without feeling guilty	moral congruence	11	0	3	0.57
15	When I do a good job, it is recognised immediately	recognition	14	0	0	1.00
16	I get to practice what I learned on the job	ability utilisation	6	3	5	-0.14
17	Overall I am well satisfied with my work	affective satisfaction	14	0	0	1.00
18	Disputes are settled to my satisfaction	justice	2	2	10	-0.71
19	I can seek clarification & additional information regarding decisions affecting me	justice	13	1	0	0.86
20	I do not know what is eactly expected out of me	clarity of role & responsibility	4	2	8	-0.43
21	I am adequately paid for the work I do	compensation fairness	14	0	0	1.00
22	I am asked to work according to an ethics code	moral congruence	12	2	0	0.71
23	I will recommend my company to a known job seeker	affective satisfaction	14	0	0	1.00
24	My organisation has good vision & plans for the future	organisational stability & prospects	13	1	0	0.86
25	My work weighs down (oppress/ pressure) heavily on me	affective satisfaction	5	1	8	-0.29
26	My organisation regularly communicates relevant information	communication satisfaction	13	1	0	0.86
27	I am able to use my skills & abilities regularly at work	ability utilisation	12	1	1	0.71

28	I have been clearly communicated about the results expected, of me, on the job	clarity of role & responsibility	11	3	0	0.57
29	My manager regularly appreciates my good work	recognition	14	0	0	1.00
30	I will be shortly searching for a new job	turnover intention	13	1	0	0.86
31	I am appreciated for trying new ways of doing my work	creativity	11	1	2	0.57
32	Company policies towards employees are comparable to similar organization	policy fairness	13	1	0	0.86
33	Rewards & punishments are dispensed fairly in my organization	justice	13	1	0	0.86
34	My manager is friendly with me	supervision - interpersonal	4	4	6	-0.43
35	I get to work independently of others	independence	11	1	2	0.57
36	My work is suited to my skills & abilities	ability utilisation	12	1	1	0.71
37	My job keeps me preoccupied even after work hours	time utilisation	2	1	11	-0.71
38	I get to make decisions about my job	independence	11	1	2	0.57
39	My organisation communicates information timely	communication satisfaction	13	0	1	0.86
40	I have a fair chance of advancement in the current job	Growth Opportunity	14	0	0	1.00
41	My job is physically demanding	work pressure	12	1	1	0.71
42	I can get another job easily	opportunity perception	11	0	3	0.57
43	My salary is comparable (more or less equal) to similar companies in the industry	compensation fairness	12	2	0	0.71
44	I have clear directions on how to perform my job	clarity of role & responsibility	14	0	0	1.00
45	I feel enthusiastic about my job	affective satisfaction	12	1	1	0.71
46	I find real enjoyment in my work	affective satisfaction	13	0	1	0.86

47	My manager is competent in guiding me through difficult professional situations	supervision - technical	13	1	0	0.86
48	I have to do unethical things in my job	moral congruence	1	2	11	-0.86
49	My organisation is financially performing well	organisational stability & prospects	13	1	0	0.86
50	Employees are treated with respect and dignity	justice	13	0	1	0.86
51	It is difficult to remove me from the job	job security	0	0	14	-1.00
52	My job causes a lot of stress	work pressure	14	0	0	1.00
53	My best friends are my co workers	coworker relation	5	4	5	-0.29
54	I can try new ways of doing things on the job	creativity	11	1	2	0.57

Acceptable CVR for a 14 expert panel at p<0.05 is 0.51 and above

Appendix 6: EFA Factor Extraction

Total Variance Explained									
Component	Initial Eigen values			Extraction SSL			Rotation		
	Total	% of Varia	Cumulative	Total	% of Varian	Cumulative %	Total	% of Varian	Cumulative %
1 (Intrinsic)	7.15	42.09	42.09	7.15	42.09	42.09	5.20	30.61	30.61
2	1.33	7.81	49.90	1.33	7.81	49.90	3.28	19.29	49.90

Appendix 7: Rotated Component Matrix

	Component	
	1 - Intrinsic factor	2 Extrinsic factor
clarity of role & responsibility	0.78	0.08
recognition	0.70	0.27
ability utilisation	0.69	0.18
organisational stability & prospects	0.67	0.14
supervision interpersonal	0.64	0.26
independence & autonomy	0.64	0.37
supervision technical	0.63	0.35
co worker relation	0.62	0.14
moral congruence	0.62	0.30
creativity	0.58	0.29
communication satisfaction	0.58	0.28

compensation fairness	0.16	0.72
time utilisation	0.04	0.70
policy fairness	0.21	0.68
job security	0.38	0.59
Growth Opportunity	0.38	0.57
justice	0.50	0.51
Extraction Method: PCA. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 3 iterations.		

Appendix 8: Final Questionnaire

No	Questions	Categories				
		Strongly Agree	**Agree**	**Neither Agree or Disagree**	**Disagree**	**Strongly Disagree**
1	I have good growth opportunities in my current job					
2	My organisation provides me a steady employment					
3	I get adequate time to spend with my family & friends after work					
4	The company policies towards employees are fair					
5	My manager treats me equitably (equal to others)					
6	I have friend/s at work					
7	My manager trains me on all aspects of the job					
8	I will not be removed unreasonably from my employment					
9	I can enlist my colleague's support in times of professional difficulties					
10	I am treated with respect by my manager					
11	I do my job without feeling guilty					
12	When I do a good job, it is recognised immediately					
13	My organisation is financially performing well					
14	Overall I am satisfied with my work					
15	I can seek clarification & additional information regarding decisions affecting me					
16	I can try new ways of doing things on the job					
17	I am adequately paid for the work I do					
18	I am asked to work according to an ethics code					
19	I will recommend my company to a known job seeker					
20	My organisation has good vision & plans for the					

21	future					
21	My organisation communicates relevant information					
22	I am able to use my skills & abilities regularly at work					
23	I have been clearly communicated about the results expected, of me, on the job					
24	My manager regularly appreciates my good work					
25	I am appreciated for trying new ways of doing my work					
26	Company policies towards employees are comparable to similar organization					
27	Rewards & punishments are dispensed fairly in my organization					
28	Employees are treated with respect and dignity					
29	I get to work independently of others					
30	My work is suited to my skills & abilities					
31	I get to make decisions about my job					
32	My organisation communicates information timely					
33	I have a fair chance of advancement in the current job					
34	My salary is comparable (more or less equal) to similar companies in the industry					
35	I have clear directions on how to perform my job					
36	I feel enthusiastic about my job					
37	I find real enjoyment in my work					
38	My manager is competent in guiding me through difficult professional situations					

Q. No	Questions	Categories
Q 2I	Age of the Respondent	____Years
Q 2II	Total Years of Experience	____Years

Q. No	Questions	Categories
Q 2III	Gender	Male
		Female
Q 2IV	Position in the organization	Front line
		First/ second line manager
		Zonal manager or above
		Others (specify) _____
Q 2V	Salary, (all inclusive) in Rupees per Annum	Less than Rs.3 Lacs
		Rs.3-6 Lacs
		Rs.6-12 Lacs
		Above Rs. 12 Lacs
Q 2VI	Type of organization currently working	Indian company without foreign operation
		Indian company with foreign operation
		Foreign company in India
Q 2VII	Company Turn over	Less than 250 Crores
		250-500 Crores
		Above 500 Crores
Q 2VIII	Education Qualification	Graduate
		Post graduate
		Professional graduate (B Pharm/ MBBS etc)
		Professional Post graduate (M Pharm/ MD/ MBA etc)
Q 2IX	Place of working	Home town
		Home state
		Different state
Q 2X	Self and Dependents status	Bachelor staying alone
		Bachelor staying with parents/ siblings
		Married without children
		Married with children
Q 2XI	Number of dependents	None
		One
		Two
		Three

Q. No	Questions	Categories
		More
Q 2XII	Additional Family income	Yes (Like working spouse/ parental salary/ pension/ property income etc.)
		No
Q 2XIII	Are you a member of any active 'professional body' or 'trade union'	Yes
		No

Appendix 9: Impact of Demographics on AJS (ANOVA)

		Sum of	df	Mean	F	**Sig.**
Position	Between Groups	1.77	2	.887	1.78	.181
	Within Groups	230.776	447	.516		
0.518 (Lavene's test)	Total	232.53.	449			
Annual Income from Profession	Between Groups	11.087	3	3.696	7.443	.000
	Within Groups	221.443	446	.497	**failed to reject H7**	
	Total	232.530	449			
Type of Organisation	Between Groups	2.270	2	1.135	2.203	.112
	Within Groups	230.26	437	.515		
0.752 (Lavene's test)	Total	232.53	449			
Company Turn Over	Between Groups	.661	2	.331	.637	.529
	Within Groups	231.86	447	.519		
0.518 (Lavene's test)	Total	232.530	449			
Educational Qualification	Between Groups	8.786	3	2.929	5.838	.001
	Within Groups	223.744	446	.502		
0.12 (Lavene's test)	Total	232.530	449			
Place of Posting	Between Groups	12.192	2	6.096	12.367	.000
	Within Groups	220.338	447	.493	**failed to reject H9**	
.046 (Lavene's test)	Total	232.530	449			
Marital & living Status	Between Groups	7.949	3	2.65	5.262	.001
	Within Groups	224.581	446	0.504		
.215 (Lavene's test)	Total	232.530	449			
Number of dependents	Between Groups	3.659	4	.915	1.779	.132
	Within Groups	228.871	445	.514		
.459 (Lavene's test)	Total	232.53	449			
Age in years (Binned)	Between Groups	9.397	2	4.669	9.413	.000
	Within Groups	223.133	447	.499	**failed to reject H5**	
.143 (Lavene's test)	Total	232.530	449			

Appendix 10: Impact of Demographics on TOI (ANOVA)

		Sum of	df	Mean	F	**Sig.**
Position	Between	8.725	2	4.363	5.319	.005
	Within Groups	366.639	447	.82		
.157 (Lavene's test)	Total	375.364	449			
Annual Income from Profession	Between	14.275	3	4.738	5.85	.003
	Within Groups	361.149	446	.81	**failed to reject H8**	
	Total	375.364	449			
Type of Organisation	Between	5.129	2	2.564	3.096	.46
	Within Groups	370.236	447	.828		
.216 (Lavene's test)	Total	375.364	449			
Company Turn Over	Between	2.020	2	1.010	1.209	.229
	Within Groups	373.345	447	.835		
.23 (Lavene's test)	Total	375.364	449			
Educational Qualification	Between	5.242	3	1.747	2.105	.099
	Within Groups	370.123	446	.83		
.343 (Lavene's test)	Total	375.364	449			
Place of Posting	Between	6.822	2	3.411	4.137	.017
	Within Groups	368.542	447	.824	**failed to reject H10**	
.195 (Lavene's test)	Total	375.364	449			
Marital & living Status	Between	17.653	3	5.884	7.337	.000
	Within Groups	357.711	446	.802		
.072 (Lavene's test)	Total	375.364	449			
Number of dependents	Between	5.537	4	1.384	1.666	.157
	Within Groups	369.827	445	.831		
.945 (Lavene's test)	Total	375.364	449			
Age in years (Binned)	Between	23.354	2	11.677	14.828	.000
	Within Groups	352.010	447	.787	**failed to reject H6**	
.402 (Lavene's test)	Total	375.364	449			

Appendix 11: Impact of TOI on Turnover (Chi-Square analysis)

	Value	df	Sig. (2-sided)
Pearson Chi-Square	11.330[a]	2	0.003
Likelihood Ratio	11.32	2	0.003
Linear-by-Linear	10.482	1	0.001
N of Valid Cases	90		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.67.			
TOI Class * Turnover Cross-tabulation. **Failed to reject H4**			
			TurnOver

			stayer	leaver	Total
TOI Class	low TOI	Count	27	3	30
	med TOI	Count	24	6	30
	high TOI	Count	16	14	30
	Total	Count	67	23	90

Appendix 12: Classification of Turnover Intentions.

TOI / AJS	LOW	MODERATE	HIGH
HIGH	Cluster 7 – 8.44% (38 respondents) **(Ideal Employees)**	**Cluster 2** – 4.88% (22 respondents) **(Dysfunctional Leavers)**	**Cluster 6** – 4.44% (20 respondents) **(Dysfunctional Leavers)**
MODERATE	**Cluster 4** – 10.66% (48 respondents) **(Dysfunctional Stayers)**	**Cluster 1** – 51.7% (233 respondents) **(Functional TOI)**	**Cluster 3** – 8.66% (39 respondents) **(Dysfunctional Leavers)**
LOW	**(Dysfunctional Stayers)**	**Cluster 2** – 0.66% (3 respondents) **(Dysfunctional Stayers)**	**Cluster 5** – 10.44% (47 respondents) **(Functional TOI)**

| Colour	Cluster Description/ Classification	Number of Employees
	Ideal Employees	38 (8.44%)
	Functional Turnover Intention	280 (62.14%)
	Dysfunctional Leavers	81 (17.98%)
	Dysfunctional Stayers	51 (11.32%)

Appendix 13: CFA Fit Indices

Fit Index	Value Desired	Value Obtained
CMIN/df	3	3 or less
RMSEA	0.067	0.08 or less
NFI	0.88	0.9 or more
CFI	0.916	0.9 or more
TLI	0.903	0.9 or more
GFI	0.934	0.9 or more
AGFI	0.911	0.9 or more

Appendix 14: Average Variance Extracted

Parameter	Score	Indication
AVE – F1	0.45	Poor Convergence
AVE – F2	0.35	Poor Convergence
MSV – F1/F2	0.65	Poor Divergence
Structural Reliability F1	0.89	Good

| Structural Reliability F1 | 0.79 | Good |

Appendix 15: Final Model Structure CFA
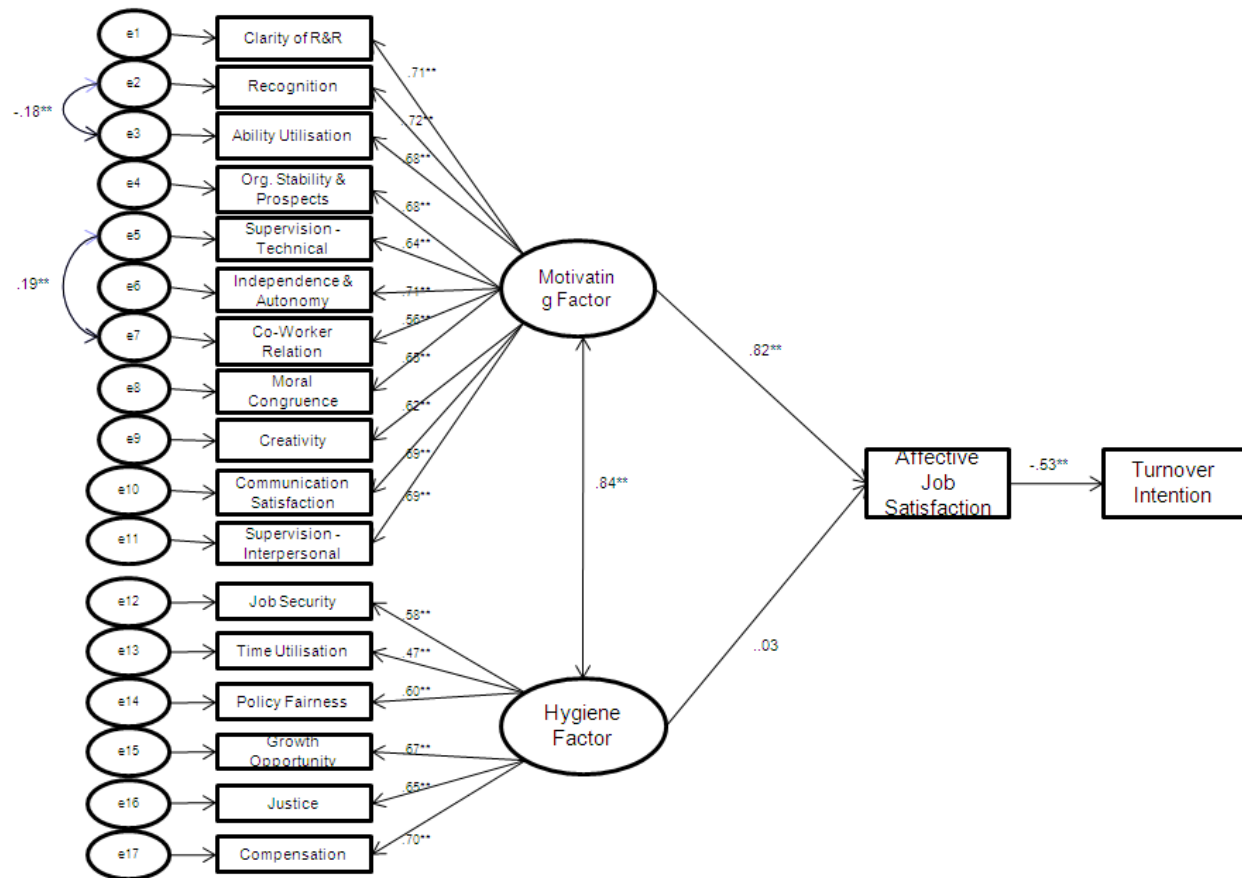
Variable	Std estimates	Sig.	Hypothesis
Motivating/ Intrinsic Factor - AJS	0.823	0.001	Hence *failed to reject H1*
Hygiene/ Extrinsic Factor - AJS	-0.03	0.705	Hence *rejected H2*
AJS - TOI	-0.578	0.001	Hence *failed to reject H3*