

**RELATIONSHIP BETWEEN EMPLOYEES'
JOB OUTCOMES, WORKPLACE
ENVIRONMENT, AND ORGANIZATIONAL
PERFORMANCE IN A PHARMACEUTICAL
INDUSTRY IN PAKISTAN**

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**ASIA e UNIVERSITY
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PERFORMANCE IN A PHARMACEUTICAL INDUSTRY IN PAKISTAN

NASIR JAVED

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ABSTRACT

Positive work attitude, work engagement, job satisfaction, job involvement, affective commitment, and intent to stay determine employees' job outcomes. Employees' job outcomes along with correct approach and positive role of workforce have a massive influence in an organization on how workforces accomplish targets and produce enormous outcomes resulting into organizational performance. However, these essential contributory elements of an organization's success somehow lack in Pakistan's pharmaceutical industry, which adversely affect overall performance of pharmaceutical companies. The current study intended at examining the relationship between employees' job outcomes and organizational performance. Specifically, the study focused on mediating influence of the workplace environment on the said relationship in the context of Pakistan's pharmaceutical industry. The impact of employees' job outcomes on organizational performance has been a topic of much discussion and consideration that in what way positive work attitude, work engagement, job satisfaction, job involvement, affective commitment, and intent to stay persuade positive job outcomes from workforces. In the context of pharmaceutical industry, the subtleties of two essential elements "employees' job outcomes" and "the workplace environment" perform an important part in modelling the fate of the pharmaceutical companies. The study adopted an optimistic prototype, which has led to an unprejudiced truth against those declarations matched and fact/ reality was determined. The study's aim was to determine the design of reason and impact, which could envisage occurrence. The research has been conducted in line with the Social Exchange Theory, the Affective Events Theory, and the Resource-Based View Theory. Population of the study consisted of Pakistan's pharmaceutical industry. Targeted population consisted of 52 pharmaceutical companies in Lahore Pakistan and the targeted respondents were employees of these companies working at different hierarchical levels. A quantitative research approach i.e., cross-sectional correlational design was followed to investigate the hypothesized relationships. 320 Survey questionnaires were distributed, and response of 254 targeted respondents were obtained, however 240 formed parts of the sample. The collected data was collated, and analyzed using SPSS v26 with Hayes' PROCESS macro, and Mediation analysis was conducted using the bootstrapping method. As a result, this research study has yielded several significant insights. It contributes to the organizational performance literature by highlighting the influence of employees' job attitudes on organizational performance, with the workplace environment mediating this relationship. Additionally, it bridges gaps in current literature by integrating diverse theories, offering a more comprehensive understanding of these relationships. The study validates underpinning theories within the context of Pakistan's pharmaceutical industry and provides actionable insights for enhancing organizational performance. Key drivers include management practices, a comprehensive workplace environment, effective communication, collaboration, technology, feedback mechanisms, and resource empowerment. Policymakers can use these findings to develop strategies for fostering employee's job outcomes, and conducive workplace environments with a view to enhance organizational performance, especially within the pharmaceutical sector.

Keywords: Organizational performance, employees' job outcomes, positive work attitude, work engagement, job satisfaction, job involvement, affective commitment, intent to stay and the workplace environment.

APPROVAL

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, for the fulfilment of the requirements for the degree of Doctor of Philosophy

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Professor Dr Siow Heng Loke

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(24 August 2023)

DECLARATION

I hereby declare that the thesis submitted in fulfilment of the PhD degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

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A handwritten signature in black ink, appearing to read 'Nasir Javed', with a large, sweeping loop above the name.

Signature of Candidate:

Date: 24 August 2023

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(Nasir Javed)

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LIST OF ABBREVIATIONS

| | |
|-------|----------------------------------|
| AC | Affective Commitment |
| AET | The Affective Events Theory |
| CAGR | Compound Annual Growth Rate |
| CL | Charismatic Leadership |
| CTM | Contingency Theory of Management |
| Envmt | Environment |
| HR | Human Resource |
| HRD | Human Resource Development |
| HRM | Human Resource Management |
| IS | Intent to Stay |
| JCT | Job Crafting Theory |
| JI | Job Involvement |
| JS | Job Satisfaction |
| KPIs | Key Performance Indicators |
| Ldr | Leader |
| OP | Organizational Performance |
| RBVT | The Resource-Based View Theory |
| SET | The Social Exchange Theory |
| TI | Turnover Intention |
| WA | Work Attitude |
| WE | Work Engagement |
| WpE | The Workplace Environment |

CHAPTER 1

INTRODUCTION

1.0 Background of the Study

In the dynamic and evolving landscape of the modern business world, organizational success hinges upon the harmonious convergence of various factors, chief among them being the profound interplay between employees' job outcomes encompassing positive work attitude, work engagement, job satisfaction, job involvement, affective commitment and intent to stay and the workplace environment. This symbiotic relationship forms the nucleus around which organizational performance revolves. Simultaneously, within the orchestration of business favours, the workforce emerges as an indispensable instrument, an ensemble of skills, and an embodiment of potentialities that renders an organization's symphony of operations possible. The intricacies span from routine tasks to strategic favours, all converging within the profound capabilities of this workforce, performing as the vital conduit through which organizational objectives are not only articulated but also achieved (Continue & Edeh, 2015; Johari et al., 2012; Noor et al., 2020). Indeed, the efficiency and effectiveness executed by the organizations pivot on the outcomes produced and the roles enacted by this workforce. Just as a conductor shapes a symphony, the effective management of these human resources orchestrates a crescendo of heightened productivity, augmented profitability, and overall organizational success. Moreover, in a realm marked by fluidity and unpredictability, this very workforce evolves into virtuosos adept at improvising harmonious solutions to the dynamic changes coursing through the business landscape (Munteanu et al., 2020). Possessing an inherent capacity for adaptability and self-motivation, these professionals become the agile conduits through which organizations seize emergent opportunities and navigate market

vicissitudes with acumen. Within this context, the workforce emerges as a reservoir of intellectual capital; a concealed trove of value that bestows organizations with a competitive edge (Munteanu et al., 2020).

When workforces exhibit a positive work attitude, engage effectively in their tasks, exhibit dedication to their roles, and experience contentment as integral parts of the organization, it can lead to the cultivation of emotional commitment and a sense of cohesiveness among the workforce. This emotional commitment, coupled with a deep-rooted motivation, in turn fosters the intent to remain committed to the organization. The uninterrupted tenure of highly motivated and appropriately engaged employees, characterized by a positive work attitude, results in favourable job outcomes that significantly contribute to the achievement of organizational objectives in a more meaningful and impactful manner. The role of conducive the workplace environments and high-performance work practices emerges as a pivotal factor in shaping employees' attitudes, behaviours, and overall performance. The existence of a positive workplace environment can facilitate increased job satisfaction, motivation, and the development of affective commitment among employees. Notably, high-performance work practices encompassing worker involvement, empowerment, and training play a crucial role in enhancing employees' skill sets, knowledge, and capabilities, consequently leading to elevated job performance and favourable organizational outcomes (Al-Ajlouni, 2021; Gould-Williams, 2003). Additionally, a positive workplace environment and implementation of high-performance work practices signal to employees that they are valued and respected by the organization, thereby fostering enhanced employee loyalty and ultimately reducing turnover rates. This sense of value often propels employees to surpass their job expectations, culminating in enhanced organizational outcomes.

The impact of employees' job outcomes on organizational performance reverberates through multiple channels, grounded in several compelling reasons. Employees who are satisfied, engaged, involved, and committed are not only more likely to perform at higher levels but also to exhibit enhanced productivity and efficiency, resulting in elevated levels of output and effectiveness for the organization. Furthermore, contented employees are predisposed to produce work of superior quality and to remain more focused, motivated, and dedicated to producing outcomes that meet or surpass the organization's standards. The effects of employee engagement and satisfaction extend beyond performance metrics, fostering innovation and creativity (Hameed et al., 2021). Engaged and satisfied employees are more inclined to generate novel ideas and innovative approaches, potentially leading to process enhancements, novel product development, and other forms of innovation that translate into tangible benefits for the organization. As employees become increasingly engaged and content with their roles, their propensity to innovate is amplified, culminating in a culture of continuous improvement. Moreover, satisfied employees are inherently more likely to maintain longer tenures within the organization, resulting in reduced turnover rates and the corresponding reduction of costs associated with recruitment and training expenses (Fair, 2023; Fulmore et al., 2023). Thus, the implications are clear; employees' job outcomes possess the power to significantly influence not only organizational performance but also cost-efficiency and the retention of valuable talent (Al-Emadi et al., 2015).

The significance of fostering a positive workplace environment that nurtures favourable job outcomes for employees transcends organizational boundaries, extending to shaping the organization's reputation as an employer of choice. This reputation, in turn, becomes a magnet for attracting and retaining top-tier talent,

ultimately contributing to the enhancement of organizational performance. The far-reaching implications of employees' job outcomes on organizational performance arise from their multifaceted contributions to various aspects of the organization. These contributions encompass productivity, the quality of work produced, the propensity for innovation, retention rates, and the establishment of a favourable organizational reputation. Organizations that deliberately prioritize the cultivation of a positive workplace environment and the promotion of favourable job outcomes among employees are more likely to boast a workforce that is not only engaged but also contented. This harmonious convergence significantly drives up productivity, bolstering the overall success of the organization. Moreover, an encouraging workplace environment fosters the development of a constructive organizational culture, leading to heightened employee morale, decreased turnover rates, and an elevated industry reputation (Smith & Fredricks-Lowman, 2020; Zhang & Zhang, 2023). Research underscores the pivotal role of the workplace environment as a mediator in the interplay between employees' job outcomes and organizational performance. Organizations that place an emphasis on creating a positive workplace environment and actively fostering favourable job outcomes consistently demonstrate superior overall performance compared to those that do not prioritize these factors. The implications are crystal clear; organizations must channelize their efforts toward nurturing positive job outcomes for employees and cultivating an environment that encourages such outcomes, ultimately serving as a catalyst for the augmentation of overall organizational performance.

The organizational setting establishes and cultivates a dynamic and harmonious the workplace environment where organizational personnel can acquire, innovate, and persistently strive toward shared objectives. Furthermore, employees'

positive work attitudes and performance invariably impact the organization's culture and the workplace ambiance, interweaving with other critical factors. When employees are meaningfully engaged in their roles, punctual, well-coordinated, motivated, and ardently inclined to shoulder responsibilities, a culture steeped in mutual respect, trust, shared responsibility, dedication, reliability, and credibility flourishes. The contributory factors encompass the physical workspace, the operational setting for employees, their emotional well-being, the organizational culture, policies, and the recognition of individual efforts. When these factors yield positive outcomes, they collectively foster a scenario in which employees are inclined to remain within the organization for prolonged periods. This not only mitigates employee turnover but also mitigates the associated expenses such as recruitment and training costs (Al-Suraihi et al., 2021; Imam et al., 2018). The unspoken roles of staff members within an organization are pivotal, as they embody the organization, its brand, and its overarching identity. Irrespective of their designated job titles, every interaction they have with existing or potential clients significantly influences the perception of the organization they represent. A well-engaged, skilled, and dedicated workforce contributes to an enriched customer experience, reflecting positively on the organization's business (Kumari, 2021). When employees are well-motivated, meaningfully engaged in their roles, adequately involved in their tasks, satisfied, and affectively committed, a scenario emerges in which repeat customers are cultivated, an aspiration every business organization seeks. This, in turn, augments the organization's overall performance.

The pharmaceutical industry in Pakistan, akin to its global counterparts, grapples with the persistent quandary of high employee turnover. These elevated attrition rates not only destabilize operational continuity but also erode intellectual

capital, disrupt productivity, and undermine the industry's potential for sustained growth (Al Mheiri et al., 2021). This disconcerting trend underscores the paramount need for a comprehensive comprehension of the underlying factors that shape employees' job outcomes and their intricate connection to organizational performance. The strategic issues confronting the pharmaceutical sector, particularly in marketing, further compound the challenge, yielding undesirable consequences that cascade to the manufacturing domain (Zaman, 2011). Despite augmenting incentives, the issue of employee turnover continues to cast a shadow on Pakistan's pharmaceutical industry. This often stems from a lack of motivation, negative work attitudes, waning leadership influence, and the allure of inducements. As a result, managers, supervisors, and colleagues may struggle to foster an environment characterized by cohesion, commitment, robust job satisfaction, positive work attitudes, profound job involvement, and robust work engagement. Moreover, the cultivation of affective commitment may falter due to the alluring nature of inducements. This situation adversely affects the development of close-knit relationships among employees, resulting in a lack of cohesiveness, dedication, and genuine engagement with their roles. Consequently, this erosion of intrinsic motivators contributes to fragile job satisfaction and a weak commitment to the organization. Such outcomes significantly impact the overall performance of pharmaceutical firms.

In the realm of pharmaceutical representatives, who serve as the vanguards of marketing strategies, their effectiveness and efficiency directly influence the industry's product sales. This, in turn, cascades to affect the manufacturing sector's productivity and the organization's overall turnover. The workplace environment and organizational culture within which these representatives execute their duties hold a direct impact on their job outcomes. A conducive, supportive, and comfortable the

workplace environment inevitably enhances their performance, thereby boosting the organization's prospects. However, an environment that is unsupportive, non-collaborative, and uncomfortable contributes to job dissatisfaction, disengagement, diminished job involvement, and an adverse intent to remain within the organization. This unfavourable scenario culminates in negative effects on the organization's performance. In this intricate narrative, the unspoken role of employees associated with sales, manufacturing and managerial responsibilities, assumes paramount importance. By embodying the organization's values, brand, and identity, each interaction they have with clients moulds the organization's public image. Whether designated by titles or not, employees substantially shape the perception that the world holds of their organization. Thus, a workforce that is deeply engaged, skilled, and passionately dedicated offers clients a superior experience that resonates positively with the organization's identity. This virtuous cycle of motivation, engagement, satisfaction, and commitment fosters repeat business, a cherished goal that inevitably enhances the organization's overall performance.

At the core of the multifaceted challenge lies the essential notion that employees' positive job outcomes, encompassing work engagement, positive work attitudes, job satisfaction, job involvement, affective commitment, and intent to stay, are pivotal in fortifying organizational efficacy. Yet, within Pakistan's pharmaceutical sector, these foundational elements are lamentably lacking, leading to an environment where organizational goals and employee aspirations seem misaligned. The shortage of motivation, coupled with factors like inadequate engagement, contentment deficits, and inappropriate involvement, fosters detachment and non-commitment, ultimately fueling high employee turnover. This pervasive issue disrupts industry equilibrium and stifles innovation, hindering contributions to the broader economy. The nexus of

employees' job outcomes with the organizational landscape is more than academic inquiry; it is a vital pursuit with the potential to reshape the industry's trajectory. In concert with organizational dynamics, employees transcend mere notes; they embody virtuoso players, each with a distinctive role resonating throughout the organizational score. Their collective actions form the melodies reverberating through the business realm. Skillful management of these harmonies has the potential to culminate in a magnum opus, a collective masterpiece resounding with achievements. Amidst this orchestration, the pharmaceutical industry emerges as a prime exemplar, contributing significantly to healthcare and economic growth. Within Pakistan's pharmaceutical industry, this study embarked on to uncover the interplay between employees' job outcomes and organizational performance, with a special focus on the mediating role of the workplace environment.

1.1 Overview of Pakistan's Pharmaceutical Sector

The pharmaceutical industry stands out as a highly lucrative and ever-evolving sector on a global scale. The industry has a significant impact on the economy as it generates a substantial amount of revenue and provides employment opportunities for millions of people worldwide (Qasem et al., 2024; Qurashi et al., 2020). The pharmaceutical industry is known for its continuous innovation and development of new products, which contribute to improve human health and well-being. The industry invests heavily in research and development, and this has led to the discovery and development of many life-saving drugs and therapies. In addition, the pharmaceutical industry performs an important role in a country's monetary progression by making substantial contributions through its exports. Many countries rely on the pharmaceutical industry as a major source of foreign exchange earnings. The industry also contributes to the development of healthcare infrastructure in many countries,