

**Mediation Effect of HRD Mechanism between OCTAPACE Culture and Job
Satisfaction: A Study on Medical and Pharmaceutical Sales Representatives
working in Kathmandu Valley**

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RECOMMENDATION

CERTIFICATION

DECLARATION OF AUTHENTICITY

I, Pratik Thapa Magar, declare that this GRP is my own original work and that it has fully and specifically acknowledged wherever adapted from other sources. I also, understand that if at any time it is shown that I have significantly misrepresented material presented to SOMTU, any credits awarded to me on the basis of that material may be revoked.

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ACKNOWLEDGEMENTS

This Graduate Research Project entitled “**Mediation Effect of HRD Mechanism between OCTAPACE Culture and Job Satisfaction: A Study on Medical and Pharmaceutical Sales Representatives working in Kathmandu Valley**” has been submitted to School of Management, Tribhuvan University for the partial fulfillment of the requirements for the degree of Master of Business Administration.

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ABBREVIATIONS

HR	: Human Resource
HRD	: Human Resource Development
HRM	: Human Resource Management
JS	: Job Satisfaction
MR	: Medical Representatives
NMSRA	: Nepal Medical and Sales Representatives' Association
OC	: Organizational Culture
OCTAPACE	: Openness Confrontation Trust Authenticity Pro-action Autonomy Collaboration Experimentation
SPSS	: Statistical Package for Social Sciences

EXECUTIVE SUMMARY

The scope for job of Medical and Pharmaceutical Sales Representative have been growing steadily in recent years. There are lot of domestic medicine manufacturers and foreign company that are marketing their products in Nepal. Nepalese market has an almost equal share of both domestic and foreign brands that cater to the requirements of the people. As the domestic medicine manufacturers are growing, this sector is going to see more growth in upcoming future. The people who are responsible for the sales of the products are the medical representatives. They are the field force and the revenue generators of the pharmaceutical industries. Therefore there is a need to ensure the proper management of this vital human resource.

Human Resource Management is a fairly recent practice in Nepalese industries. Proper human resource management ensures a fair and motivating environment for employees which help them to thrive in the organization. This also has a positive effect on the job satisfaction of the employees. The job of medical representative is of a dynamic nature that requires energetic employees. This sector also has a very high attrition rate in the world and also in Nepal. This study was undertaken to examine the effect of Human Resource Development Mechanism and OCTAPACE Culture on the Job Satisfaction of medical representatives. The results of this study will be helpful to gain valuable insight about the nature of the job and the factors that affect employee's job satisfaction.

The study showed that there is a significant correlation between OCTAPACE Culture, HRD Mechanism and Job Satisfaction among Medical Representatives. Also the relation between OCTAPACE and Job satisfactions is significantly mediated by HRD Mechanism. In conclusion this study has shown the necessity of having a strong HRD mechanism in organizations to ensure that employees remain satisfied and motivated.

CHAPTER I - INTRODUCTION

1.1 Background of the Study

Medical and pharmaceutical sales representative job is a very dynamic job in context of Nepal. They are a major human resource of the pharmaceutical industry. This sector employs hundreds of young and dynamic individuals working as the brand ambassadors for the company and the products they represent. Their job requires them to actively involve with people in different sectors of healthcare including physicians, pharmacists, medicine wholesalers, pharmacy retailers, health administrators, pharmaceutical industry officials, government health officials, etc. Their job involves communicating about their company's products to different stakeholders in order to launch and establish their product's market. The major function of any sales representative is to maintain sales target given to them and also maintain excellent customer relations. They are the brand ambassadors of their company and the company's revenue depends on the sales representative's ability to satisfy the demands of their clients and customers. Therefore, it is very important for companies to ensure that they are giving their sales officers a suitable environment to grow and develop their potential, which will be helpful for providing them with stability and job satisfaction that will further help in the growth of the company.

However, job of pharmaceutical sales officer has also been known to have a very high attrition rate. It is very difficult for any company to sustain a stable work force of sales officers for a longer period. Sales officer are known to change employer company after few years or leave the profession altogether. There are very few medical sales representatives who have been in their employer company for more than decades. Providing them with stability and job satisfaction has been a challenging task for many pharmaceutical companies. It is important for the company to keep their sales force motivated. A study done by Mishra et al. (2012), showed that there is significant positive impact of sales force satisfaction on motivation. Therefore, motivation can come about properly only if the employees are satisfied with their job. Training on products and marketing can always be outsourced but it is difficult to keep employees motivated. Hence, motivation is very important factor to be considered as it relates closely to satisfaction with job. According to Griffin (1990), if performance problem is caused due to motivation issues, then solving the problem is more complex and challenging. The job environment of 21st century is very dynamic and uncertain. People don't seem to be very much satisfied with their job environment. On top of that there is a very real issue of work-life balance.

According to Weckstein (2008), “work-life balance is a concept of balance involving ambition or career with happiness, leisure, family and spiritual development”. We can see that it includes many facets of the individual’s life. People are ambitious but a successful career does not mean that the person is happy and contented. If only the individual is able to balance his/her career with providing time for family and his/her personal spiritual development there can be a chance for a contented life. According to Hudson (2005), “the three components of work-life balance are the balance of time, the balance of involvement and the balance of satisfaction”. There needs to be a proper integration of the three components of work-life balance in order to ensure satisfaction among employees. Again, the workforce of the coming age is of the millennials. According to Smola & Sutton (2002) millennials are the population born between 1979 and 1994 A.D. They have been described in both popular literature and popular press as the “Look at me” generation, implying that they are overly self-confident and self-absorbed. However their study concluded that millennials come with their own set of qualities different from other generation. They have been mischaracterized by popular media. Their study suggested that millennials are more likely to be affected by globalization, communication and information technologies. They are likely to have broader perspectives about world marketplace, supervisor-subordinate relationships, cultural diversity, etc. Therefore, it is important to manage them and the work of managing relations and providing fit between the work and employees come under the task of HRM.

Also it is not an easy task to motivate employees. According to Watson (1994), motivating employees is number one problem concern of the business world. One of the best ways to keep employees motivated is to ensure that they have good levels of job satisfaction. According to Tietjen & Myers (1998), satisfaction creates confidence, loyalty and ultimately improved quality of output of the employed. Therefore, we can assume that keeping the work force satisfied with their job is a good way to motivate them to grow. Otherwise it is possible that the employee might be more of a liability than asset for the company/organization. A study by Salleh et. al (2016) showed that there is a significant positive correlation between motivation of employees and their organizational commitment. Another study by Salleh et. al (2012) showed that there is a significant negative correlation between job satisfaction and organizational commitment with turnover intention. The study showed that the significant negative correlations were due to work, salary, supervision and promotion. So when employees are satisfied with their work and other factors like salary, promotion decisions, supervision, etc. they develop a strong

organizational commitment towards their organization that result in a significant decrease in their intention to leave the organization.

There are 78 medicine manufacturing companies in Nepal as of 2018 A.D. according to the website of DDA (Department of Drug Administration), Government of Nepal, Ministry of Health and Population. According to Dhakal (2019), the market share of Nepalese drugs/medicine is 40-45% of the total market in Nepal. It has been so for last 7/8 years. The rest of the market share belongs to foreign companies. Of the total 380 foreign companies involved in supply and manufacturing of medicines in Nepal 53% are Indian. So we can see that there is a huge market for medicine sales in Nepal. With this there are also a lot of companies involved in medicine sales and they employ a lot of people. The researcher himself had worked as a sales representative for an Indian Pharmaceutical Company in Kathmandu. This is where the motivation for this research study came about.

There are hundreds of sales representatives working for all the national and foreign companies that are involved with marketing drugs/medicines in Nepal. They visit the major hospitals and pharmacies to ensure a market for their brand of drugs/medicines. For this reason they have to work in close contact with many health care professionals. Some of their major job activities include doctor visits, pharmacy visits, placing orders, ensuring order delivery and sales analysis. They form a network between the different stakeholders in healthcare management for the proper acquisition of suitable medicines which goes finally to care for the patients suffering from different kind of disease conditions. In short, this is a very tough and sensitive job. Since they are working in sales and marketing their work environment is also very dynamic. They have no set routines for work. This is not a 10 to 6 kind of job like most other salaried job. For a typical medical sales representative their day involves visiting major hospitals and pharmacies. However this depends on the nature of their company's product. For industries that specialized in general and over the counter medications the medical representatives are highly involved in selling their medicines in the retail counters. These kinds of drugs and medicines are readily available in community pharmacies. It is the job of medical representatives to ensure the availability of these medicines in every nook and corner retail pharmacies. So they have to visit every possible place which can be potential sales area. For pharmaceutical industry that specializes in production of medicines and drugs catering to chronic medical conditions like high blood pressure, diabetes, etc. the medical representatives have to ensure that physicians are well aware of the availability and usefulness of their company's medicine.

Then the nature of their work also changes. The medical sales representatives of these companies visit the Out Patient Department of specialized doctors and inform them about their product. They remain in direct touch with the physicians and patients as the physicians are their primary clients and the patients are the primary consumers of their product. They ensure the market share of their particular brand by highlighting the unique features of their products to these stakeholders. In other cases we have the drugs that are necessary for life threatening conditions and emergency use. There are also medical representatives that are involved in marketing these kinds of emergency use drug products. They ensure that hospitals specializing in emergency care have the emergency medicines available at all times. So, all in all we have different kind of pharmaceuticals and medicines to market and there is no single modality of performing the job that fits all. Also, medical sales representatives are expected to take initiatives and work for their company at odd hours on working days and sometimes even during days off. As this job deals with the important role of making lifesaving medicines available at all hours it is understandable why this job has a dynamic nature. Hence the sales representative needs to improvise a lot in their job and it takes a lot of physical and mental toll in their bodies. According to Alam (2018) higher level of stress is related to lower level of job satisfaction. A review study by Undale (2016) showed that there are many factors that affect the work of MR's like job satisfaction, organizational commitment, turnover intention, pharma promotion-ethical dilemma, etc. that has to be handled by the company. So it is important that they have a good work environment and supportive system.

Therefore, this research focuses on learning about organizational culture among sales representatives. The study of organizational culture can give a view into the work environment experienced by the sales force team of different companies. A study by Nagashekhara (2012) studied perception of marketing norms among medical representatives in Karnataka, India that showed that there is a need to improve perception of marketing norms like product and promotion norms, communication norms and general honesty and integrity norms among domestic and multinational companies. This study showed that exposure through proper induction and training programs to medical representatives led to better perception on marketing norms. This study highlighted the importance of improving organizational culture within the company. This is the responsibility of HRM. Another study by Yaoprukchai (2014) done in pharmaceutical company in Thailand showed that there is a strong "clan" culture characterized by family-like workplace, parent like relationship between employees and teamwork focused values.

So it is important to develop strong values in the organization. This study will focus on how much the culture of the company influences the job satisfaction parameter among the employees. Also the role of Human Resource Development mechanism will be studied. A study done by Nayyar (2019) in Shipping and Logistics Company in Delhi highlighted the importance of HRD in improving the work performance of managers and executive. The study also emphasized the importance of improving OCTAPACE climate to enhance the performance of employees. It is the task of HRD to ensure good working environment for their employees. Only when this task is properly fulfilled the organizations can expect positive changes in the motivation and satisfaction among its pupils. The major focus of this study will be on the OCTAPACE culture of the company/organization. It deals with the different facets of the work environment and nature of interactions between employees and management in the organization.

Pareek (1997), discussed the concept of ethos, as the underlying spirit of character or group and is made of its beliefs, customs or practices. At the bases of ethos are core values i.e., "People need to give and get something from the occupation that goes beyond simply earning a salary". So working for a company is not only about earning salary. People are not only motivated by salary but also need a good work environment and organizational culture. A healthy organizational culture rests on eight strong pillars of "OCTAPACE" referring to Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration and Empowerment or Experimentation. T. V. Rao introduced the concept of OCTAPACE culture as a good progressive way of building organizations. Pareek & Rao (1981), pioneered the concept of HR Culture and propounded the OCTAPACE culture. Improving the OCTAPACE culture of the company is one of the major HRD task. Like in every other organization is it important for pharmaceutical industry environment to embrace this idea of OCTAPACE culture management for ensuring motivated employees who are committed to the organization. Ever since the study of OCTAPACE was popularized by T.V. Rao and Pareek this has emerged as a very important topic under Human Resource Management. There are many research studies conducted by students and scholars on OCTAPACE and management literatures are filled with those studies. The findings of those studies have been helpful in establishing the ideas of HR management and highlighted the need for strengthening organizational environment, motivating employees, etc.

1.2 Statement of Research Problem

Most of the domestic pharmaceutical companies of Nepal are headquartered in Kathmandu. Apart from this, many foreign multinational companies also have their marketing subsidiaries conducting business from Kathmandu. As Kathmandu is the capital city of Nepal and the most populated metropolitan city, it is the top priority business area for most pharmaceutical companies. This is also because the major hospitals and health institutions are located in Kathmandu. The major hospitals in Kathmandu include Maharajgunj Hospital also known as Tribhuvan University Teaching Hospital, Bir Hospital, Shahid Gangalal National Heart Centre, Patan Academy of Health Sciences, Nepal Medical College, Kathmandu Medical College, etc to name a few. Also there are a lot of private clinics where doctors are known for private practice. Apart from it Kathmandu also has by far the highest number of pharmacies in Nepal. According to Department of Drug Administration, as of 2021 A.D. there are 5753 registered pharmacies in Kathmandu. These are only the registered pharmacies. This is by far the highest number than any other city in Nepal. Also there are many well know pharmaceutical industry which has production plant as well as corporate head office located in Kathmandu. Some of the major pharmaceutical industries located in Kathmandu are Deurali-Janta Pharmaceuticals Pvt. Ltd., Omnica Laboratories Pvt. Ltd., Chemidrug Industries Pvt. Ltd., SR Drug Laboratories Pvt. Ltd., etc to name a few. Apart from it, almost all major pharmaceutical industry of Nepal has their corporate office located in Kathmandu. So sales in Kathmandu are taken as measuring stick by pharmaceutical companies for judging their marketing success. Thus, Kathmandu valley has by far the highest density of medical sales officers compared to any other major city of Nepal. As per the NMSRA (Nepal Medical and Sales Representative Association) which is the official association of medical sales representatives all over country, the total number of registered medical sales representatives in Kathmandu valley in the year 2020 A.D. was 825. This was as per the information collected via phone by the researcher from the Kathmandu's Unit Office of NMSRA located in Bagbazar.

Despite the high density, this profession also has a very high attrition rate among workers. In India after Information Technology (IT) and Business Process Outsourcing (BPO) the pharmaceutical marketing industries experience the greatest rate of attrition which is 25-30%. This is more than the global pharmaceutical marketing attrition rate of 10-12% per annum (Sharma & Davidson, 2012). No date is available for the attrition rate among medical sales representatives in Nepal. However, it is very common to see sales officers

hopping from one company to another and the frequency is even high among young and new employees. So work life balance is also a very important aspect of the pharmaceutical sales representative job. In a study, Bodla & Naeem (2004), found that older sales representatives are more satisfied with the job than their younger counterparts. They also found that female sales representatives are less satisfied with their job compared to their male counterparts. Another study by Singh (2010), came to similar conclusions that older salespersons (above 35 years) are somewhat more satisfied with job than younger counterparts (below 35 years). The study reported no differences between male and female job satisfaction. But at this point it is only a conjecture to consider that older employees are more satisfied. There are young sales force employees who are satisfied with their job and plan to develop a lifelong career in the field. There are also older employees that might not be satisfied with their job even after working for several years. But there is no denying that job satisfaction relates positively with employee retention. There is also a question with the health of MR's. A study by Alam & Kushwaha (2018), on MR's in Delhi showed that with lower levels of job satisfaction higher level of stress is directly related and vice versa. Another study done by Kalyanasundaram (2017) in Tamil Nadu among medical representative also showed them to be in a highly stressful environment and stressed the need for helping MR's to cope with job stress. Therefore, job satisfaction also has effect on the health of the individual as this is a very demanding job requiring high commitment and high physical activity. Similar to Delhi, Kathmandu is also a big metropolitan city. The medical representatives have to move from one location to another as per their assigned workplace. They travel in their vehicle all day. Their job requires high mobility. Most MR's in Kathmandu can be seen travelling in their motorbikes and scooters from one place to another all day. This takes a toll on their bodies both mentally and physically. A study by Pawase & Poonawala (2013), on medical representatives in Pune showed that job satisfaction relates positively with organizational commitment and negatively to turnover intention. So if job satisfaction can be ensured then there can be reduction in the rates of attrition among sales officers. However, the major concern of this study is with the effect of organizational culture and HRD on job satisfaction. There are researches studying the job satisfaction among medical sales representatives but not in the context of the organizational culture. The research on Nepal in this area is even more limited. Therefore, it is important that job satisfaction among medical representatives be studied in context of organizational culture and HRD. Hence this research will try to analyze the impact of organizational culture on the job satisfaction of medical sales representatives.

1.3 Research Questions

The study seeks to answer the following questions:

- i. How much does OCTAPACE Culture in a pharmaceutical company affect the job satisfaction among the sales officers?
- ii. Does HRD Mechanism have a significant mediation role in developing Job Satisfaction through OCTAPACE Culture?

1.4 Research Objectives

General Objective

The general objective of this research is to explore the influence of organizational culture on the job satisfaction of medical sales representatives in Kathmandu.

Specific Objectives

The specific objectives of the study are:

- i. To analyze the impact of medical sales officer's perception of OCTAPACE elements of their organization on their job satisfaction.
- ii. To examine the mediating role of HRD mechanism in the relationship between OCTAPACE culture and job satisfaction.

1.5 Research Hypothesis

After researching different literatures, the following hypotheses were formulated for this study:

H1: There is a significant relationship between HRD Mechanism and Job Satisfaction.

H2: There is a positive correlation between Openness Culture and Job Satisfaction.

H3: There is a positive correlation between Confrontation Culture and Job Satisfaction.

H4: There is a positive correlation between Trust Culture and Job Satisfaction.

H5: There is a positive correlation between Authenticity Culture and Job Satisfaction.

H6: There is a positive correlation between Proactive Culture and Job Satisfaction.

H7: There is a positive correlation between Autonomy Culture and Job Satisfaction.

H8: There is a positive correlation between Collaboration Culture and Job Satisfaction.

H9: There is a positive correlation between Experimentation Culture and Job Satisfaction.

H10: There is an association between HRD Mechanism and OCTAPACE Culture.

These hypotheses have been formulated on the basis of studies done by Reddy et. al. (2019) and Singhraul & Garwal (2019). These two studies are the major reference for the hypothesis mentioned above.

1.6 Scope and Significance of the study

Today we live in an increasingly globalized and interconnected world. With the change in technology and sharing of ideas among the world there has been a great shift in the ways of working and handling employees. HRM is a fairly new topic in employee management for most of Nepalese companies. However the practice is increasing even in Nepal. Mostly large private enterprises that employ hundreds of employees have a dedicated HR department. This mostly includes organizations like banks, private conglomerates, etc. A study by Gautam (2015), on 105 publicly listed organizations in Nepal, studied to what extent business strategy is integrated with HR policies. The results showed that 28% of organizations are high integrating and 72% are low integrating. It also showed that high integrating organizations are successfully increasing labor productivity, innovation, enhancing employees' commitment and extending market share. So there is a high scope for improvement of HR practices in Nepalese organizations as a whole. As the world gets more dynamic the need for strategic HRM will be felt even more. This study will help to recognize the need for strong HR practices by opening up a field of study in a sector that is an important part of healthcare management. Also this study will help to understand the need for work life balance in the life of medical sales representatives.

Organizational Culture is also an important avenue of this study. HRM have an important function of ensuring a viable work environment with good OC. A study by Thiruvattal (2017) recognized Learning & Development, Talent Acquisition, Developmental Pay and Performance Appraisal as major factors among sales representatives to affect turnover intention. Therefore if these factors which are an integral part of HRM can be managed by organizations then the attrition rate among employees can be managed. Many previous studies have showed that HRM and OC have a significant influence on job satisfaction. And also job satisfaction in turn has significant impact on motivation of employees and even helps to reduce the turnover intention of employees. This study will provide a light on the OCTAPACE culture which is one of the major foundations of a healthy organizational

environment. By studying the perception of the employees and assessing their job satisfaction scale the study will give idea about the importance of OCTAPACE culture in the company's environment among pharmaceutical sales representatives. A study by Fukofuka & Loke (2015), showed that the more positive the OC the better is the Organizational Resilience. Resilient organizations are better equipped to deal with difficult circumstances. We recently saw the difficulties caused in the world due to the COVID-19 pandemic and the shutdowns that resulted from the pandemic. So it can be argued that developing a good OC will be helpful in making the organization strong and resilient. Since the study of OCTAPACE is vast, this study will open up opportunities for future research in this field by providing suitable reference materials.

HRD mechanism of the organization will also be studied. As mentioned before there are not many companies that have a dedicated HR department. It depends on how large the organization is. However the major HR related tasks in many companies including in comparatively smaller pharmaceutical companies are done by administration and upper management. They ensure the proper functioning of the organization and employees together with providing proper organizational environment and making decisions regarding human resource. This research will also study the effectiveness of these HRD mechanisms.

Finally, the job satisfaction among the employees will also be examined. Although there are significant amount of research studies done on service sectors especially banks about job satisfaction, there are no studies done among MR's to study their job satisfaction parameter although it is also among the job with the highest attrition rate. Also the data for attrition among medical sales representatives is not in record. Although this study does not intend to study attrition rate it can be a suitable reference source to justify the study of attrition among medical representatives in the future. This study will focus on the study of OC variable and the influence of other variables on JS. It will provide a perspective on how to ensure proper employee retention and motivate employees to commit to the organization.

The major beneficiary of this study will certainly be the pharmaceutical industry especially the marketing sector of those industries. The findings of this study will be helpful to companies to understand the need for suitable HRD mechanism for their employees as well as the need for providing satisfactory organizational environment for their employees to grow and thrive.

1.7 Definition of terms

Human Resource Development Mechanism

HRDM is defined as the activities that are involved with the performance management and performance appraisal system of employees. It also takes into account career planning, performance rewards, feedback and counseling (Solkhe & Chaudhary, 2011). It is a category of HRD Climate.

OCTAPACE Culture

It deals with the eight factors of the organization's environment that includes Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation.

Job Satisfaction

Job satisfaction is defined by Locke (1976), "as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". It defines the level to which employees are satisfied with their job.

Medical & Pharmaceutical Sales Representative

It defines the people that are working as marketing and sales officers for different companies that are involved with manufacture and sales of medicines. They are also called MR (Medical Representatives) in short. They represent their employer company and their medical products.

1.8 Structure of the study

The study is divided and organized into five chapters. The first chapter is introduction, the second chapter is about literature review and theoretical framework, the third chapter gives details about research methodology, the fourth chapter elucidates data analysis and finally the fifth chapter ends with discussion, conclusion and implications.

The first chapter includes background of the study, statement of problems, research questions, and objectives of the study, hypothesis, scope and significance of study, definition of terms, structure of the report (here) and limitations of the study.

The second chapter includes all the conceptual review of related literature, research gap and research framework.

The third chapter comprises research design, population and sample, instrumentation, sources and methods of data collection, and data analysis. The preliminary results of pilot study and reliability analysis has also been included.

Under the fourth chapter, data are analyzed statically where results are presented and interpreted. At this phase, hypotheses are tested and the results are showcased and explained showing how the relevance of result and finding fit with other research in the area. The major findings are also summarized in this chapter.

And, finally at the very last chapter, the significance of findings are discussed. The discussion consists of argumentation where researched phenomenon is studied from several different perspectives. The results are compared with studies one previously and the consistency of findings are discussed. And the concluding part consists of key facts from research finding to help explain result as needed. Research results are summarized, compared and evaluated in the context of existing theories whereas under Implication part, suggestions are made according to the research findings in a certain practice.

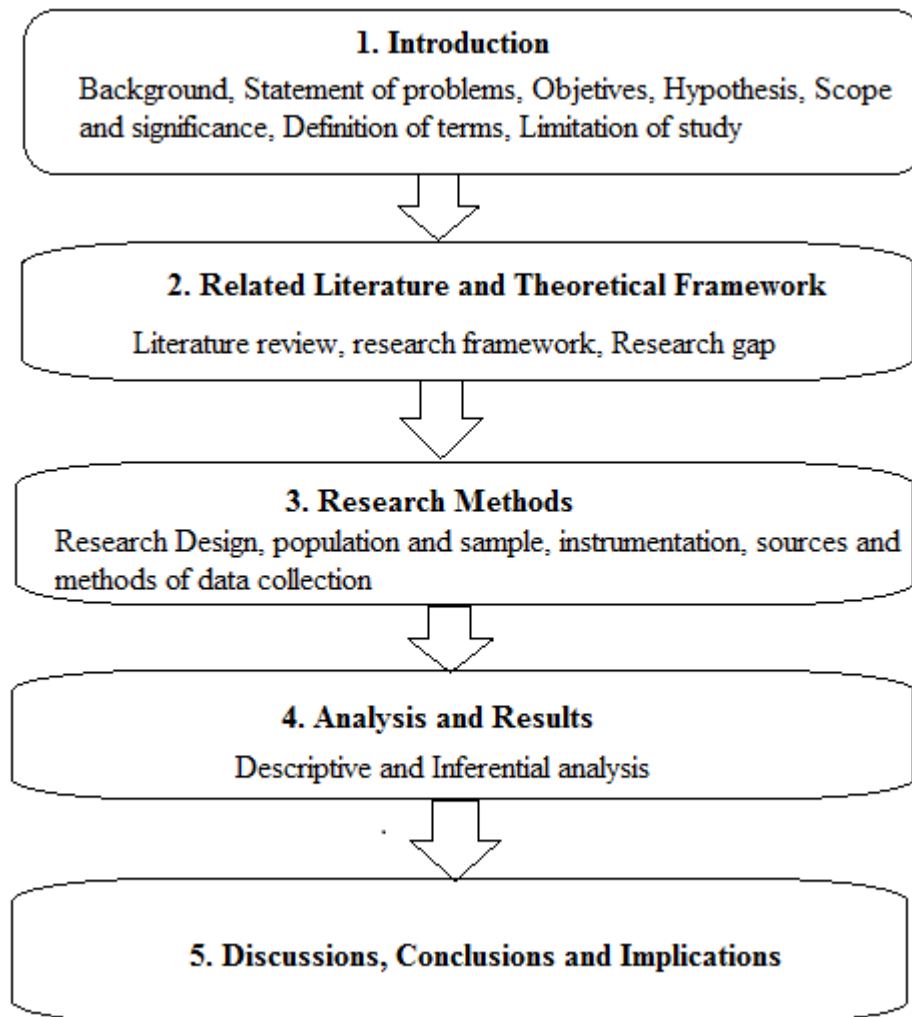


Figure 1 Structure of the study

1.9 Limitation of the study

This study was conducted to find out about the influence of HRD and OC on Job Satisfaction among MR's. Following are the limitations of the study:

- The study only focused on the respondents from Kathmandu Valley. The perception of MR's outside Kathmandu might be different.
- This study only focused on OCTAPACE element of OC and HRD Mechanism. However the subject of OC is very vast and has different factors that influence Job Satisfaction.
- A significant amount of responses had to be collected online due to the COVID-19 risk pertinent during the duration of the study. This might cause respondents to misunderstand certain questions and provide unintended responses.

CHAPTER II - RELATED LITERATURE AND THEORETICAL FRAMEWORK

2.1 Literature review

The study intends to analyze the mediation effect of HRD Mechanism between OCTAPACE culture and job satisfaction among pharmaceutical sales officers in Kathmandu valley. By HRD Mechanism the researcher means all the measures that have been implemented to ensure the development of employees to help them perform their job effectively. OCTAPACE defines the eight cultural characters within the organization that balances interrelationship between employees and fosters an environment of growth within the organization. OCTAPACE is closely linked to the organization's cultural environment. Job satisfaction looks at the attitude the employees have towards their work. To get more insights into these factors different research papers and literature were reviewed. The intense review of literature helped to provide information about the researches on this field and understand the impacts of these factors on one another. It further provided a strong foundation of knowledge on topics and helped to construct necessary hypothesis for the research purpose.

Human Resource Development

Human Resource Development (HRD) as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and individual to achieve performance improvement (Kelly, 2001). Thus, HRD mechanism focuses on the practices to improve the human resource of the organization and enable the employees to perform their job better. Not only this, but HRD also ensures that there is an organizational culture that assists the individuals to work to their full potential and develop a sense of attachment towards the organization. So there is a relation between HRD mechanism and the Organizational Culture in a sense that HRD helps to sustain Organizational Culture. HRD creates an environment to facilitate the individual's potential. According to Xavier University's definition "HRD is the integrated use of training, organization and career development efforts to improve individual, group and organizational effectiveness". HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. Groups within organizations use HRD to initiate and manage change. Also, HRD ensures a match between individual and organizational needs. In today's dynamic society with changing paradigms in job landscape the role of HRD is very high to manage employees

and make them more competent. At the same time with changing times the need of organizations change and the changes has to be managed in a right way at the right time. No companies today can afford to slack off in their activities. Sales are the major activity that ensures revenue for the industry. Therefore it is important to understand the factors that affect sales representatives in the organization. This is one of the aspect of HRD.

Organizational Culture (OCTAPACE)

Schein (1985), defined culture as a cumulative preference for some states of life over others (values), the predispositions concerning responses towards several significant issues and phenomenon (attitudes), organized way of filling time in relation to certain affairs (rituals), and ways of promoting desired behaviors and preventing undesirable ones (sanctions). The conception of organizational culture advanced by Schein also holds the notion of collective understandings culture has been defined as ‘the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to these problems’. Number of researchers has defined culture in different ways. It has been described as a set of assumptions by Schein (1985), rituals and ceremonies by Deal & Kennedy (1982), and as shared values by O'Reilly et al. (1991). In their book Peters & Waterman (1982), argued that strong culture distinguishes successful organizations from other organizations. From these definitions we can understand that mostly culture in organizations are almost fixed and for any new employees that joins an organization it is important from them to be familiar with the unwritten rules of the organization. Culture from one organization to another will most certainly be different and new employee needs to be aware of it.

The term OCTAPACE was coined by Professor T.V. Rao and he also pioneered its study in various sectors (Lather et al. 2010). Many studies indicate that the culture of OCTAPACE values is imbibed in the culture of the many organizations to a good or moderate degree. There have been several studies conducted in all the 8 dimensions of the OCTAPACE to understand its presence in different kind of organizations. The degree of different variables is different depending on the kind of organization. However learning about these variables and its existence in the organization can help to give idea about the organizational culture and also recognize the gaps that are present in the organizational

environment. It can be a useful tool for HR to understand the environment and plan programs to develop the culture of their organization in a suitable way.

Openness exists when employees feel free to discuss their ideas, activities, and feelings with one another. An organization where there is a culture of voicing dissatisfactions can help to sort out misunderstanding and differences that could arise between employees. Depending on the nature of the organization the culture of openness can be developed. A study done by Alphonsa Sr. (2000), surveyed HRD climate in private hospital of Hyderabad with sample of 50 supervisors from different departments. The result highlighted a good level of openness between the supervisors. A study by Dhuru (2016), done on 80 Indian employees showed that in Indian context Openness is the highest considered value that ensures fruitful meeting, better role clarity and improved problem solving.

Confrontation brings problems and issues into the open for solution, rather than hiding them for fear of hurting or getting hurt. Some studies indicate that the value of confrontation has been prompted in some organizations at a good degree. A study by Mishra & Bhardwaj (2002), conducted with a sample of 107 senior, middle level managers of private sector organization which was one of India's largest multi business companies showed the existence of good climate for the confrontations among managerial personnel of the organization. In the study of Alphonsa Sr. (2000), there also existed a good value for confrontation among the supervisors of hospital. Study by Mufeed (2006), on Shri-Kashmir Institute of medical sciences showed similar result with good value for confrontation.

Trust emphasizes taking people at face value and believing what they say. It is important that employees trust each other if they are to work in any organization together. Trusting each other fosters a strong bond between people. A study by Rohmetra (1998), conducted on banking sector of J & K for determining the HRD climate and the attitudinal perceptions of 102 employees covering senior, middle and lower managerial levels and the clerical staff showed that there exists an intimate degree of trust and components of attitudinal perception enjoyed in the bank. Study of Dhuru (2016), showed that in Middle East countries Trust acts as important ingredient in organization building process thereby ensuring high commitment level of employees. However it can also be understood naturally that people need to trust one another highly in order to be able to work with each other.

Authenticity reflects the tendency for people to do what they say they will do. Empirical study done by Mufeed (2006), of the HRD climate in Hospitals found that the value of authenticity had been well developed and signified cohesion and trust in employees regarding their personal relationship.

Proactively encourages employees to take initiative and risks. In an organization with dynamic work environment it is important that employees are proactive and able to take suitable actions before it is too late. Kumar (1997), conducted an investigation into the extent of presence of HRD culture/climate/values in a post training selling and contribution of training towards the HRD/culture climate/values in public sector organizations, using 150 executives. The conclusion of the study shows that the training has the potential to contribute to all the values of HRD climate especially the value of proactivity. As we know that prevention is better than cure it is wise to take pro-active steps than do damage control afterwards.

Autonomy allows people to work independently with responsibility. Employees might not always like being treated in autocratic fashion being told to do task in a particular way. Survey done by Rao et al. (2001) in 12 Indian organizations covering financial services, consumer products, electronics, cement, tyres and automobiles showed that employees perceived as favorable the value of autonomy. We can understand that people seek autonomy in their work as it makes them feel in control and responsible.

Collaboration recognizes interdependencies and the value of teamwork. In a study by Fatima (2017), on Heinz India Pvt. Ltd. it was found that employees have high mean score for collaboration which meant people in the company work together to solve problems and have a high teamwork spirit. Study by Robert & Varghese (2015), on 50 mineral industry workers in India showed that organization building is facilitated by collaboration.

Experimentation involves trying out innovative ways of solving problems. Alphonsa Sr. (2000), in his empirical study in hospitals indicate that the employees do not encourage when they suggest new things or new ideas. Similarly study of Mufeed (2006), conducted in hospital as stated earlier found the value of experimentation has been discouraged. They never encourage potential employees by sharing of their new ideas and suggestions. This may be because in hospital setting it is better to follow set rules and procedures. A study by Hamdani (2018), on two hospitals in India with 250 samples showed that both the hospitals discourage experimentation. However other sector might have completely

different perception regarding experimentation. In a study of Bharat Heavy Electricals Limited Krishna & Rao (1997), found that value of experimentation was responded favorable among middle and senior managers.

Job Satisfaction

Job Satisfaction is a major factor for employees to stay within an organization. Many researchers have conducted studies and given definitions of Job Satisfaction. Locke (1976), defined job satisfaction “as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. Again, according to Ivancevich et al. (1990), job satisfaction is viewed as an attitude that individuals have towards their jobs which stems from their perception of their jobs and the degree to which there is a good fit between the individual and the organization. According to Tietjen & Myers (1998), satisfaction creates confidence, loyalty and ultimately improved quality of output of the employed. If employees in an organization are not satisfied with their job they tend to have high intention to leave. According to a thesis study by King-Lawrence (2003), in USA, the higher the level of job satisfaction, the lower was the level of intent to leave the company for sales representatives of major pharmaceutical organizations. Meta-analysis by Hellman (1997), had similar conclusions where inverse relationship was found between job satisfaction and intention to leave an organization. Job Satisfaction has a significant effect on organizational commitment. A study by Rajeswari & Rajakrishnan (2015), on medical sales representatives in India showed variance of as high as 91.6% for organizational commitment due to job satisfaction dimensions. The job dimensions studied were pay, promotion, working conditions, supervision, co-workers and the work itself. These job dimensions fall under the area of human resource development and organizational culture. Therefore, to ensure employees retention and improve employee commitment, job satisfaction has to be maintained in organizations.

Studies examining relationship between OC, HRD and JS

A study of human resource development practice in a telecom sector in Saudi Arabia showed that employee performance is highly influenced by the HRD practices of the company (Al-Kahtani & Khan, 2014). This study on 80 employees of the telecom sector showed a 71.6% variation in the employee performance due to Organizational Development aspect of HRD practices. The HRD practices studied were the quality of work life and welfare measures, organizational development, training and development,

performance appraisal and rewards and finally participative management. The study showed that effective use of these practices leads to high level of employee performance. Good performance can become an important aspect of job satisfaction. People who perform well and are rewarded by organization are generally satisfied in their job. Another study among public sector in Ethiopia also showed a strong positive correlation among HRD climate variables and Job Satisfaction among the employees (Babushe & Narendranath, 2013). This study was done including 615 civil sector employees and the summary showed that 47.8% of the variation in job satisfaction was explained by the HRD climate elements (i.e. General Climate, HRD Mechanism & OCTAPACE Culture). Though individual analysis was not conducted in this study, the study showed that HRD Mechanism and OCTAPACE have significant influence on Job Satisfaction. A study by Nika (2019) on the HRD philosophy of tourism industry in Jammu & Kashmir showed high correlation between the different elements of OCTAPACE. Another study by Thomas (2012) done in banks in city of Vadodara, India showed that improved OCTAPACE culture is a positive contributing factor to the overall effectiveness of the organization. Another study done by Zia (2019) in State Bank of India further strengthened the view that good organizational culture has significant impact in performance of employees.

A study among 928 employees of BSNL in India by Gopinath (2016), showed that HRD practice have high positive impact on job satisfaction when studied in relation with work, supervision, salary, promotion and co-workers. These too are the factors that can be studied under human resource development and work environment. Another study done on 150 employees by Jain & Ahuja (2020), on private higher education institutions in Madhya Pradesh, India found out that employee performance and satisfaction is significantly impacted by OCTAPACE Culture in the organization. The study showed that 67.7% or variation in employee performance and satisfaction was due to OCTAPACE Culture collectively. The highest correlation to Job Satisfaction was shown by Openness (0.792**). The other significant correlating factors that followed were Confrontation, Authenticity, Collaboration, Experimentation, Pro-action, Autonomy and Trust. It can be assumed that due to the competitive nature of private higher education institutions the factors like trust, autonomy, experimentation correlates less with performance and satisfaction. However the overall impact of OC was significant. A study done by Jafri (2012) among four public sector organization with 210 employees in Bhutan showed that OCTAPACE Culture significantly influences the organizational commitment of the employees. The detail of this study showed 16% variation in affective commitment and 12% variation in continuance

commitment among the employees when studied from the dimensions of OCTAPACE. Affective commitment shows the employees affection for the job while continuance commitment shows the commitment for continuing to be a part of the organization. OCTAPACE factors were shown to be significantly affecting the decisions of the employees to stay in their job and commit to it.

Another study published by Long et al. (2014) on the public university in Malaysia with 95 academic staff showed that human resource development practices significantly affect job satisfaction among the academic staffs. The HRD elements studied in this research were Training & Development Practice, Organization Development, Career Development and Performance Management. The overall variation showed by these HRD elements was 64.6% with Career Development being the highest predictor with significant correlation of .76** followed by Organizational Development (.65**), Performance Management (.64**) and Training and Development Practices (.50**). Here to we can see that these factors are a significant part of HRD mechanism.

Job Satisfaction furthermore has influence on the employee's intention to leave the organization. A study by Manafi et al. (2012) done among 104 pharmaceutical sales persons in Iran showed that Good Sense of Community and Social Support have positive impact in Job Satisfaction. Strengthening the community and creating social support is an important element in Organizational Culture. The other dimension studied were reward system and recognition, perceived fairness on the job, perceived control, conflicting values and workload. These are all areas of HRD and culture. The same study showed that there is an inverse relationship between job satisfaction and intention to leave the organization for those sales people. Thus we can understand the effect of HRD and culture on job satisfaction among sales representative. A study by Singhraul & Garwal (2019), done among 128 women employee in public bank in India showed significant role of Organizational culture on JS of women with Confrontation and Trust element showing the highest correlation with job satisfaction. It was followed by Authenticity, Collaboration and Proactivity. A study by Qazi & Kaur (2017), among 368 members of Indian private and government universities showed a positive correlation between Organizational Culture and Job Satisfaction (0.244*) with collaboration and openness showing highest scores. It was followed by autonomy, trust and confrontation. Another study by Qazi et al. (2017) on organized retail sector was done in India with 436 employees. This also showed a positive correlation between OCTAPACE and Job satisfaction (0.471*). The highest correlation to

job satisfaction was shown by pro-action (.435*) followed by collaboration, trust, openness, autonomy, authenticity, confrontation and experimentation. It might be because in organized retail experimentation and confrontation is not favored while people need to be proactive and collaborative. It all depends upon the nature of the industry.

Study by Ahamed & Mahmood (2015), done on Bangladesh among 36 telecommunication employees showed that there is a significant impact of organizational culture on job satisfaction. The variation due to Organizational Culture on job satisfaction was found to be 36.6%. This study also found that the variation on job satisfaction due to culture type was 16.6%. The Pearson correlation between organizational culture was found to be .605** showing strong and significant correlation. Study by Tamizharasi & MeenaDevi (2019), among software employees in Bangalore showed significant correlation between OCTAPACE Culture and Job Satisfaction with a score of 0.763**. A study by Solkhe & Chaudhary (2011), on 71 employees of public sector in North India showed that HRD climate has significant impact on job satisfaction with 61.2% of variation in job satisfaction explained by HRD Climate. The HRD Climate in this study was vast and included General Climate, HRD Mechanism and OCTAPACE culture. Among the three components the most significant correlation was found between JS and general climate (.734**) followed by OCTAPACE culture (.695**) and HRD mechanism (.693**). A study by Manzoor & Shah (2015), on 140 private school teachers in Srinagar, Kashmir showed that OCTAPACE culture affects JS with the correlation coefficient being 0.695** and 61.2% of variation in JS explained by OCTAPACE. Another study by Pyngavil & Khatwani (2015), on public sector banks in Delhi done with 111 employees showed that HRD climate has significant influence on job satisfaction. This research showed that 19.8% variation in Job Satisfaction was explained by HRD climate. In this study the correlation between HRD mechanism and job satisfaction was significant with value .511** and the correlation between OCTAPACE culture and JS was .319*. This was lower than that between HRD mechanism and JS. However the correlation between OCTAPACE and HRD mechanism was significant with value .813**. Another study was also done in Kashmir region by Manzoor et al. (2014) on cement factory employees to test the effect of HRD on Job Satisfaction of the employees. A total of 71 employees from 5 factories responded to the study which showed significant positive correlation between JS and HRD Mechanism with correlation coefficient 0.693 and 61.2% of variance in JS explained by HRD Climate.

Study by Santosh & Shekhar (2020), showed that there is significant impact of OCTAPACE on HRD Climate. This study done on 314 nurses on 5 hospitals in India showed that the variance on HRD climate due to OCTAPACE was found to be 92.9% which is highly significant. It signifies the importance of HRD climate for healthcare institutions. In this study among the dimensions of OCTAPACE autonomy scored the highest followed by proactivity, collaboration, trust and authenticity. Openness and confrontation both scored at the same level and at the lowest. The level of experimentation was also lower. This shows the kind of values that are acceptable for a healthcare institution. For nurses autonomy and values of being proactive, collaborative, trustworthy and authentic is very important. High level of openness and confrontation together with experimentation is not accepted.

Study by Hassan et al. (2006) has also confirmed that HR practices always promote job satisfaction and develop trust among employees. Biswas (2009), said that Job involvement and Job satisfaction variables have the mediating relationship between turnover intention and psychological climate and proved that there is positive relationship between job satisfaction and psychological climate. In the view of Deal & Kennedy (1982) and Peters & Waterman (1982) organizational culture can influence performance and commitment among the employees in an organization and a high degree of organization performance is related to a strong culture, that is a culture with well integrated and effective set of values, belief and behaviors.

The study by Reddy et al. (2019) done among 333 employees to test the mediation effect of HRD between OCTAPACE and Job Satisfaction showed that the correlation between HRD and JS to be 0.64 and between OCTAPACE and JS to be 0.76. Furthermore this study showed that there is a significant mediating effect of HRD mechanism between OCTAPACE and JS.

2.2 Research Gap

The literature review section clearly discussed on the different studies that have already been conducted in topic of OCTAPACE, HRD and Job Satisfaction. However most of the studies have only considered one or two of the mentioned variables. Study by Reddy et al. (2019) dealt about the mediation effect, but the organizational context is different as the study was conducted in a Cement Manufacturing firm in India. The present research is done in context of service sector, especially product sales and marketing. There had been no previous research among sales representative in Kathmandu that deals with organizational culture, human resource and job satisfaction. Thus, this research will provide a new insight into the perception of medical sales representatives and help organizations/companies to learn about their major work force.

2.3 Research framework

Research framework is designed to demonstrate an understanding of theories and concepts that are relevant to the topics of the study. It is the structure that can hold or support a theory of a research study. Thus, after the thorough review of related literature, following research framework was developed which will guide the research work throughout.

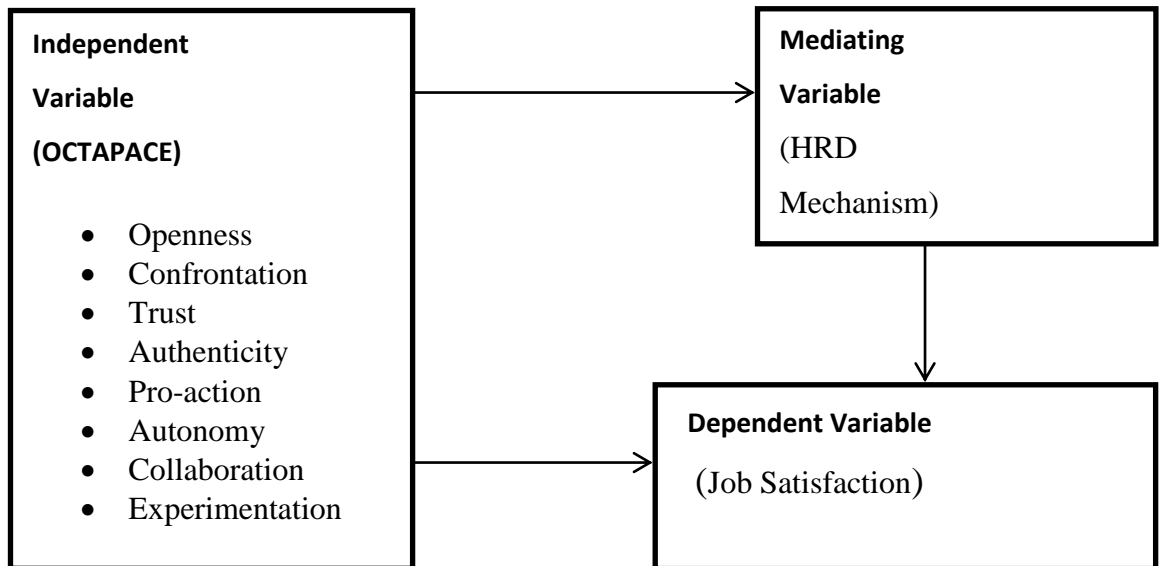


Figure 2 Research Framework

Independent variable

The independent variable exerts the impact on the dependent variable in the research. Under this study, OCTAPACE elements are considered as independent variables to examine its significant impact on Job Satisfaction. Independent variables are measured using various constructs. The Likert scale items were used as the construct for measuring this variable. The OCTAPACE questionnaire developed by Pareek (1997) was used. It included 40 items to determine different aspects of OCTAPACE. For convenience of this study only 16 items were taken. All the items were modified to positive statements. The responses were collected in 5-point Likert Scale.

Dependent Variable

Dependent variable is affected by the independent variable. Under this research, Job Satisfaction was taken as dependent variable. The scale developed by Daftuar (1998) was used. It included 12 items to test the satisfaction of employees with different aspects of the job including salary, management, growth opportunities, policies, etc. The responses were collected in 5-point Likert Scale.

Mediating Variable

The mediator variable is the one that causes mediation in the dependent and independent variable. HRD Mechanism was taken as the mediating variable in this research. Questionnaire developed by Rao & Abraham (1986) was used to measure the HRD Mechanism. Only 8 items was used from the HRD Climate questionnaire developed. The responses were collected in 5-point Likert Scale.

Chapter III - RESEARCH METHODS

This chapter illustrates how the research has been carried out with all specific procedures, techniques and statistical tools. This chapter allows the researcher to critically evaluate the study's overall validity and reliability. It shows the path through which researcher could formulate problems, objectives and present result from the data. It includes the research methodology of the study from the research objective to the result dissemination. For the emphasis, in this chapter, the researcher outlines research design, population and sample size determination, instrumentation, sources and methods of data collection and data analysis.

3.1 Research Design

This research was conducted with the objective of examining the mediation role of HRD Mechanism between Organizational Culture and Job Satisfaction. Therefore it includes independent, dependent and mediating variables. This study is based on descriptive and explanatory research design. Under descriptive design the respondent's demographic profile was studied. It included the information on their gender, age, marital status, education level, nature of organization and employment duration. Under explanatory research design, the relationship between dependent and independent variables were studied. The effect of the mediating variable on the relationship between dependent and independent variable was also studied. For the purpose 5-Point Likert scale questions were given to the respondents to fill up and understand their perspectives. The responses were summarized to learn the results.

This is a quantitative study. Hypotheses on pre-established notions were formulated for the purpose of the study. Primary data was collected from participants with the use of close-ended questionnaires. While collecting the data using the questionnaire tools, the questions were simplified and made as precise as possible for ease of respondents and to avoid any misunderstandings. The questionnaires comprised of demographic factors of the respondents. The different variables were analyzed using 5-point Likert statements. The relationship between the variables was examined through the inferential analysis of the responses. As this study examined a certain respondent sample at a given time only once it is a cross-sectional descriptive study.

3.2 Population and Sample

The total population size of the Sales Representative in Kathmandu was found to be 825. This information was collected via phone from NMSRA and is based on data of year 2020 A.D. The sample size was taken to be 260. The determination of sample size was based on standard table propounded by Krejcie & Morgan (1970). For data collection Non-Probability Convenience Sampling was done. Also, respondents were asked to refer the questions to their colleagues for getting higher and authentic responses. This was done by asking online respondents to forward the questionnaires to their colleagues to generate more responses. The researcher also collected 52 samples from physical questionnaire. Out of 52, the researcher personally met 20 Sales Officers and filled up the questionnaire. The rest were again collected by referral from those respondents. All the physical questionnaires were duly filled and received. The online response were however limited. Only 138 online responses could be collected in a month from mid-January to mid-February in 2021 A.D. Therefore in total the analysis was started using $138+52=190$ responses.

3.3 Pilot Study and Reliability Test

The pilot study was conducted on 35 samples. The pilot study was conducted to test the reliability of questionnaires (Tavakol, 2011). The Cronbach Alpha was calculated to ensure questions reliability. For the pilot study responses were collected using online communication sources including Gmail.

The results for the reliability test of pilot responses are as follows:

Table 3.3 1 Pilot Study Cronbach Alpha

Variables	No of Items	Cronbach's Alpha
HRD Mechanism	8	0.857
Job Satisfaction	19	0.905
OCTAPACE Culture	24	0.917

After the reliability analysis for the pilot questionnaire certain items from the Job Satisfaction and OCTAPACE Culture were deleted to shorten the questionnaire. This was done to on the basis of feedback from the respondents who suggested shortening the questionnaire. Therefore, only 12 items from Job Satisfaction and 16 items from OCTAPACE were included in the overall study. The HRD Mechanism items were kept

intact. After the completion of the study the final results for cronbach alpha coefficient was calculated which is presented in the following table:

Table 3.3 2 Cronbach Alpha of all primary data

Variables	No Of Items	Cronbach Alpha
HRD Mechanism	8	0.910
Job Satisfaction	12	0.926
OCTAPACE Culture	16	0.896

It was seen that the finalized cronbach alpha value is also reliable considering that all values are above 0.8. So the questionnaires are reliable.

3.4 Nature and structure of data

This research was based on primary source of data that has been collected during study. The nature of data is quantitative. Questions including information on demographic factors and Likert-scales having different constructs were used to measure the influence of independent and mediating variables on dependent variable.

3.5 Instruments

The draft research questionnaire was distributed online to 35 respondents for pilot study. After the collection of 35 sample data and changes in the questionnaire further 52 data were collected individually by the researcher.

138 responses in total were collected from online. Therefore mostly data were collected from online source.

3.6 Data management and analysis tools

The collection and arrangement of primary raw data was done on SPSS and MS Excel as per the convenience. The data management and analysis was done primary by SPSS 21 and also MS Excel 2010. For presentation of data MS Word was used.

Descriptive Statistics including Mean, Median and Standard Deviation was used. Also Pearson Correlation, ANOVA and Regression Analysis were done to study the predetermined hypotheses.

In order to test the mediation effect of the mediating variable (HRD) between the independent variable (OCTAPACE) and dependent variable (JS) Hayes Process was used in SPSS 21. The results were summarized.

The regression equation between Independent Variable (OCTAPACE) and Dependent Variable (JS) is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \epsilon$$

Where Y=Job Satisfaction

β_0 =Constant

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8$ = the coefficient of the variables

X_1 =Openness

X_2 =Confrontation

X_3 =Trust

X_4 =Authenticity

X_5 =Proactive

X_6 =Autonomy

X_7 =Collaboration

X_8 =Experimentation

ϵ = the error or the difference between the predicted and the observed value of Y.

The regression equation between Independent Variable (OCTAPACE) and Mediating Variable (HRD) is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \epsilon$$

Where Y=HRD Mechanism

The regression equation between Mediating Variable (HRD) and Dependent Variable (JS) is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where Y=Job Satisfaction

β_0 =Constant

X1 = HRD Mechanism

ε = the error or the difference between the predicted and the observed value of Y.

The above equations were helpful to analyze the mediating role of the mediating variable between independent and dependent variable by Baron & Kenny method.

CHAPTER IV - ANALYSIS AND RESULTS

The primary purpose of this chapter is to provide the detail interpretation of the data gathered in the study. It helps to address the earlier research questions. The primary data are suitably analyzed and results are presented. The analysis was done as mentioned in the methodology. The findings were classified into subsections. First, the descriptive analysis was done and then the inferential analysis was done.

The inferential analysis was solely focused on measuring the mediating effect of HRD Mechanism between OCTAPACE and Job Satisfaction.

4.1 Descriptive profile of the respondents

Descriptive statistics were used to describe the basic features of the data in the study. It helps to understand the data. It provides simple summaries about the sample and the measures. The descriptive statistics includes the frequency of the responses on the particular questions. The questionnaire had a total of seven questions that focused on the descriptive or demographic profile of the respondents.

The Table 4.1 1 depicts the demographic variables such as gender, age group, marital status, education level, etc. The table presents the data out of 190 respondents. The table shows that the respondent sample consists highly of males with 72.1% and remaining females. Also most of the respondents are between the ages of 26-30 with 53.2% respondents in this age group. Only 4 respondents were above the age of 36. There was a significant population of young individuals with 27.4% between ages 20-25. Therefore, a significant amount of the respondent population falls under the category of millennials. This might help to understand the point of view from the perspective of millennial generation as well. The marital status was almost equal for the respondents with both close to 50% being either married or single. 96 respondents were single and 94 were married. Also most respondents were from domestic companies with 116 respondents belonging to domestic companies and remaining working for foreign companies. Most of the respondents were found to be fairly new to the job with 54.7% of respondents having only 1-5 years of experience on this job. Only one respondent had a 15 years + experience. Also the number of respondents who have remained loyal to their company have reduced showing the only 10 respondents have remained in their current company for more than 10 years.

The respondent's profiles are as follow:

Table 4.1 1 Descriptive Profiles of respondents

Gender	Frequency	Percentage
Male	137	72.1
Female	53	27.9
Total	190	100
Age Group		
20-25 years	52	27.4
26-30 years	101	53.2
31-35 years	33	17.4
36 years and above	4	2.1
Total	190	100
Marital Status		
Single	96	50.5
Married	94	49.5
Total	190	100
Education Level		
Bachelor	147	77.4
Master	43	22.6
Total	190	100
Nature of Company		
Domestic	116	61.1
Foreign	74	38.9
Total	190	100
Years of Employment		
Less than a year	17	8.9
1-5 years	104	54.7
5-10 years	60	31.6
10-15 years	8	4.2
15 years and above	1	0.5
Total	190	100
Years in Present Company		
Less than a year	25	13.2
1-3 years	83	43.7
3-6 years	46	24.2
6-10 years	26	13.7
10 years and above	10	5.3
Total	190	100

A little amount of attrition was noticed from the demographic profile when it was seen that 25 respondents have an experience of being in their company for less than year while only 17 respondents worked as sales officer overall for less than a year.

4.2 Characteristics of the variable items.

The following table shows the characteristics of the variable items studied. The table below shows the summary of the responses.

Table 4.2 1 Characteristics of items of OCTAPACE

Statements	Mean	S.D.
Openness		
a. In my company there is free interaction between employees, each respecting the feelings, competence and judgments of others.	3.87	.789
b. In my company moral support and help are provided to employees and colleagues in time of crisis.	4	.836
Confrontation		
a. In my company there is a system of facing problems, not shying away from them.	3.93	.728
b. In my company we have system of facing challenges inherent in the work situation.	4.01	.763
Trust		
a. We trust each other and we have strong interpersonal contact & support among employees in our organization.	4.02	.797
b. There is such type of environment in my company that employees confide in superiors without fear of their trust being misused.	3.52	.913
Authenticity		
a. In my company, the employees express their feelings; there is congruence between what they are feeling and their expressed behavior.	3.35	.889
b. In my company, people do not manipulate each other to get their work done.	2.94	1.104
Proactive		
a. In my company planning ahead is highly practiced.	3.94	.668
b. In my company, there is a system where employees consider both positive and negative aspects before taking any action.	3.92	.685
Autonomy		
a. In my company supervisors do not try to change our working behavior.	2.96	.991
b. In my company, senior management believes that a good way to motivate employees is to give them autonomy to plan their work.	3.32	.894
Collaboration		
a. We have a system of accepting and appreciating help offered by others.	4	.617
b. We emphasize about larger organizational goals than performing immediate tasks.	3.67	.727
Experimentation		
a. In my company, we have environment where employees try out innovative ways of solving problems.	3.67	.829
b. In my company, we believe that thinking and doing new things tones up organizational vitality.	3.65	.740

Under OCTAPACE there were 16 items studied. Under HRD Mechanism there were 8 items and 12 items signified job satisfaction. These included statements that related to the HRD mechanism in the respondent's respective organization and the opinion of the respondents about their job satisfaction. The 5-scales Likert Questionnaire was used to understand the responses. It responses given as 1- Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 - Agree and 5- Strongly Agree. The previous table 4.2 1 shows the character of items of OCTAPACE. We can see the mean and standard deviation for the items. It is seen that most of the means are above 3 meaning that for most of the variables there is a general slant towards agreement. The elements of Openness, Confrontation and Trust showed high agreement with responses towards agreement and less deviation compared to other statements while the elements of Authenticity and Autonomy showed little agreement with significant deviation. This shows that most medical representatives don't agree on the authenticity and autonomy factors of their work environment. It can be seen that the statement "In my company, people do not manipulate each other to get their work done" and "In my company supervisors do not try to change our working behavior" are the two statements that slanted most towards disagreement. Therefore, we can conclude that for most pharmaceutical representatives there is a strict supervision style and there is also manipulation between colleagues and seniors as well. As marketing is a tough and competitive job it is normal to have such environment. Despite this however most respondents agreed that there is a good amount of trust, interpersonal contact and support of the employees among each other. They also say that they have good sense of collaboration and are proactive. Also most of the time experimentation is also encouraged. This can be understood by the fact that in pharmaceutical marketing there are teams who are given sales targets and there are suitable sales incentives, therefore the team members need to be very collaborative and proactive to achieve their sales target. As also mentioned already there needs to be a certain sense of experimentation among the sales officers as they will need to find innovative ways of marketing their products. So experimentation to a certain extend is encouraged. The overall mean score of OCTAPACE is 3.67. This shows that the implementation of OCTAPACE culture in medical pharmaceutical marketing environment is average. A study done by Dubey (2012) among private engineering colleges in Odisha had shown similar results.

Table 4.2 2 Characteristics of items of HRD Mechanism

Statements	Mean	S.D.
1. The top management of this organization makes effort to identify and utilize the potential of the employees.	3.79	.853
2. Promotion decisions are based on the suitability of the employee rather than on favoritism.	3.41	.964
3. There are mechanisms in this organization to reward any good work done or any contribution made by employees.	3.86	.864
4. When an employee does good work, his supervising officers take special care to appreciate it.	3.80	.805
5. Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism.	3.59	.836
6. Weakness of employees is communicated to them in a non-threatening way.	3.79	.940
7. There is genuine sharing of information, feeling and thoughts in meetings.	3.85	.835
8. This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	3.53	.924

The above table shows the characteristics of items of HRD Mechanism. We can see the mean and standard deviation. Here too the statements are mostly in agreement with the mean value being above 3. The highest agreement value exists for statement 3 showing that there is good reward mechanism in most industries. Also the lowest value exist for statement 2 with the highest deviation implying that most sales officer believe that the promotion decisions are not fair and is based on favoritism. These 8 statements try to include the important areas of human resource development mechanism in the respondent's employer company. They can respectively be understood to signify motivation, promotion decisions, reward mechanism, encouragement, performance appraisal, mentoring, communication and welfare.

Table 4.2 3 Characteristics of items of Job satisfaction

Statements	Mean	S.D.
1. My job provides adequate opportunities to do different things from time to time.	3.66	.856
2. My job provides adequate opportunities to be “some-body” in the community.	3.89	.848
3. My job provides adequate opportunities to do something that makes use of my abilities.	4.03	.816
4. My job provides fair pay.	3.97	.854
5. I’m happy with the working conditions.	3.82	.749
6. I’m happy with the way my co-workers get along with each other.	3.94	.736
7. My job provides me a feeling of accomplishment.	3.89	.832
8. I’m happy with the General Management of my company.	3.62	.832
9. My work is suitably recognized in the organization.	3.86	.750
10. I’m happy with the kind and amount of responsibilities assigned to me.	3.79	.775
11. I’m happy with my work as a whole.	3.79	.793
12. I’m happy with my company/organization as a whole.	3.77	.774

The table above shows the characteristics of items of job satisfaction. From the mean we can see that most of the respondents believe that their abilities are made use of in their job. The lowest mean value exists for their satisfaction with the general management of the company. The 12 statements measure the degree to which the employees are satisfied with their job. It was found that as a whole most respondents are happy with their work and pay and can be said to be satisfied with their job.

4.3 Correlation between OCTAPACE elements & Job Satisfaction:

The table below shows the correlation between 8 elements of OCTAPACE & Job Satisfaction.

Table 4.3 1 Correlation between OCTAPACE elements and JS

		Job Satisfaction
Openness	Pearson Correlation	.568**
	Sig. (2-tailed)	.000
	N	190
Confrontation	Pearson Correlation	.427**
	Sig. (2-tailed)	.000
	N	190
Trust	Pearson Correlation	.567**
	Sig. (2-tailed)	.000
	N	190
Authenticity	Pearson Correlation	.377**
	Sig. (2-tailed)	.000
	N	190
Proactive	Pearson Correlation	.469**
	Sig. (2-tailed)	.000
	N	190
Autonomy	Pearson Correlation	.325**
	Sig. (2-tailed)	.000
	N	190
Collaboration	Pearson Correlation	.555*
	Sig. (2-tailed)	.000
	N	190
Experimentation	Pearson Correlation	.422**
	Sig. (2-tailed)	.000
	N	190

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

* . Correlation is significant at 0.05 level (2-tailed)

The above table shows that there is significant correlation between the elements of OCTAPACE and Job Satisfaction. Openness and Trust correlates highly with Job Satisfaction i.e. the correlation score for these two elements are higher than others. It shows that most of the respondents believe they have an open and trustworthy environment as shown by Table 4.2 1. It is found that Authenticity and Autonomy correlates least with Job Satisfaction. This is also because for most of the respondents autonomy and authenticity were not scored highly in their organizational environment. However it is found that all correlations are positive and highly significant. Thus, we can see that all the

elements of OCTAPACE correlate positively with JS. So there needs to be improvement in all of these elements to ensure high levels of JS.

4.4 Correlation between OCTAPACE, HRD Mechanism and Job Satisfaction

The following table shows the correlation between the three variables.

Table 4.4 1Correlation between OCTAPACE, HRD Mechanism and Job Satisfaction

	Mean	S.D.	Correlations			
			Job Satisfaction	OCTAPACE	HRD Mechanism	
Job Satisfaction	3.83	0.59	Pearson Correlation Sig.(2-tailed) N	1 190		
OCTAPACE	3.67	0.51	Pearson Correlation Sig.(2-tailed) N	.652** .000 190	1 190	
HRD Mechanism	3.70	0.68	Pearson Correlation Sig.(2-tailed) N	.727** .000 190	.714** .000 190	1 190

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

* . Correlation is significant at 0.05 level (2-tailed)

The above table shows the correlations between the three variables. It is shown that there is significant correlation between HRD Mechanism and Job Satisfaction which is .727**. Between the HRD Mechanism and OCTAPACE the correlation coefficient is .714**. Also the correlation coefficient between OCTAPACE and Job Satisfaction is .625**. Therefore it is illustrated that the relationship of mediating variables with dependent and independent variables is even more significant than the relationship between independent and dependent variables alone. This shows that there might be a significant mediation effect.

4.5 Regression Analysis

This part focuses on the regression analysis between the three variables. The regression analysis has been done to analyze the effect of the variables on each other. Regression analysis shows how much change in the value of dependent variable is due to the effect of independent variable. The percentage change effect is signified by the Adjusted-R square value of the regression analysis.

In a traditional method of mediation analysis suggested by Baron & Kenny (1986) the adjusted R-square value is calculated to determine the mediation effect and the significance of mediating variable is tested. Here, both the traditional method and the new Hayes method propounded by Hayes (2018) were used to test mediation effect.

4.5.1 Regression Analysis between OCTAPACE Culture and Job Satisfaction

This part shows the regression analysis between dependent and independent variable. The table below shows the results of the regression analysis.

Table 4.5 | Regression between OCTAPACE Culture & Job Satisfaction

Model	Unstandardized Coefficient		Standardized Coefficient		Sig.
	B	Std. Error	Beta	T	
Constant.	1.050	.239		4.402	0.000
OCTAPACE	.759	.064	.652	11.791	0.000
Dependent Variable – Job Satisfaction & Independent Variable - OCTAPACE					
Model Summary			ANOVA		
R square	Adjusted R square		F	Sig.	
.425	.422		139.036	0.000	

From the table it is seen that 42.2% variance in the Job Satisfaction is due to the OCTAPACE culture. Also the model summary shows that this relationship is significant with the p-value below 0.05.

4.5.2 Regression Analysis between OCTAPACE Culture and HRD Mechanism

This part shows the regression between the independent and mediating variable. The table below shows the results of this regression.

Table 4.5 2Regression between OCTAPACE Culture and HRD Mechanism

Model	Unstandardized Coefficient		Standardized Coefficient		
	B	Std. Error	Beta	T	Sig.
Constant.	.180	.255		.705	.481
OCTAPACE	.959	.069	.714	13.969	0.000
Dependent Variable – HRD Mechanism & Independent Variable - OCTAPACE					
Model Summary			ANOVA		
R square	Adjusted R square		F	Sig.	
.509	.507		195.128	0.000	

From the table it is found that 50.7% variance in the HRD Mechanism is due to the OCTAPACE culture. This regression is also significant with p-value below 0.05.

4.5.3 Regression Analysis between HRD Mechanism and Job Satisfaction

This part shows the regression analysis between dependent variable and mediating variable. The results of the analysis are illustrated below.

Table 4.5 3Regression between HRD Mechanism & Job Satisfaction

Model	Unstandardized Coefficient		Standardized Coefficient		
	B	Std. Error	Beta	T	Sig.
Constant.	1.506	.163		9.227	0.000
HRD	.630	.043	.727	14.522	0.000
Dependent Variable – Job Satisfaction & Independent – HRD Mechanism					
Model Summary			ANOVA		
R square	Adjusted R square		F	Sig.	
.529	.526		210.896	0.000	

From the above table we found that 52.6% variance in the Job satisfaction is due to the HRD Mechanism. This relation was also found to be significant.

Therefore, the regression analysis done by traditional method showed that there is a significant effect of mediating variable (M) on the relationship between independent (X) and dependent variable (Y).

4.6 Hayes Process for Mediation Effect Analysis

This process is used to test the direct and indirect effect of the independent variable (X) on the dependent variable (Y) when mediated by mediating variable (M). The result of this process was generated in SPSS 21 by using Hayes Process as add-on extension software. This was helpful in generating suitable mediation results.

The summary results are as follows:

Table 4.6 Total, Direct & Indirect Effect Summary (By Hayes Process)

Total effect of X on Y					
Effect	Se	T	P	LLCI	ULCI
.7587	.0643	11.7913	0.0000	.6317	.8856
Direct effect of X on Y					
Effect	Se	T	P	LLCI	ULCI
.3156	.0801	3.9392	0.0001	.1576	.4737
Indirect effect(s) of X on Y when mediated by M					
Effect	BootSE	BootLLCI	BootULCI		
.4430	.0869	.2822	.6215		
Partially standardized indirect effect(s) of X on Y					
Effect	BootSE	BootLLCI	BootULCI		
.7431	.1344	.4899	1.0228		
Completely standardized indirect effects(s) of X on Y					
Effect	BootSE	BootLLCI	BootULCI		
.3807	.0661	.2524	.507		

The summary of Hayes Process shows the total, direct and indirect effect of independent variable (X) on dependent variable (Y) when mediated by mediating variable (M).

Bootstrapping was done in Hayes process to test mediation effect and its significance. The bootstrapping in this case was done on 5000 samples.

A simple way of summarizing the result of Hayes process is to see if zero (0) falls between the LLCI (Lower Level Confidence Interval) and ULCI (Upper Level Confidence Interval). If zero does not fall between the two then the relationship or effect is considered to be statistically significant. The total effect is the summation of direct and indirect effect. The direct effect shows how much independent variable effects dependent variable without the presence of mediating variable. The effect coefficient is 0.3156. However the indirect effect shows how much independent variable effects dependent variable in the presence of mediating variable. The effect coefficient is 0.4430 which is even higher. So the total effect comes to 0.7587. The completely standardized indirect effect coefficient is 0.3807

which is still significant than the direct effect coefficient. Thus, we can conclude that there is a significant mediating role of the mediating variable.

Also the p-value of less than 0.05 in both the direct and total effect table shows that the relationship is significant.

4.7 Summary of Hypothesis

The table below gives the summary of hypothesis formulated:

Table 4.7 1 Summary of Hypothesis

Hypothesis	p-value	Correlation	Result
<i>H1: There is a significant relationship between HRD Mechanism and Job Satisfaction.</i>	.000	.727**	Accepted
<i>H2: There is a positive correlation between Openness Culture and Job Satisfaction.</i>	.000	.568**	Accepted
<i>H3: There is a positive correlation between Confrontation Culture and Job Satisfaction.</i>	.000	.427**	Accepted
<i>H4: There is a positive correlation between Trust Culture and Job Satisfaction.</i>	.000	.567**	Accepted
<i>H5: There is a positive correlation between Authenticity Culture and Job Satisfaction</i>	.000	.377**	Accepted
<i>H6: There is a positive correlation between Proactive Culture and Job Satisfaction.</i>	.000	.469**	Accepted
<i>H7: There is a positive correlation between Autonomy Culture and Job Satisfaction.</i>	.000	.325**	Accepted
<i>H8: There is a positive correlation between Collaboration Culture and Job Satisfaction.</i>	.000	.555*	Accepted
<i>H9: There is a positive correlation between Experimentation Culture and Job Satisfaction.</i>	.000	.422**	Accepted
<i>H10: There is an association between HRD Mechanism and OCTAPACE Culture.</i>	.000	.714**	Accepted

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

*. Correlation is significant at 0.05 level (2-tailed)

The significant positive correlation between OCTAPACE element and Job Satisfaction is confirmed from Table 4.3 1. Therefore hypothesis H2,H3,H4,H5,H6,H7,H8 and H9 is accepted. There is a significant correlation between the elements of OCTAPACE and job satisfaction. The acceptance of hypothesis H1 and H10 is confirmed by Table 4.4. The table showed that there is a significant correlation between OCTAPACE, HRD mechanism and job satisfaction. The acceptance of hypothesis H1 and H10 is further confirmed by the results of the regression analysis and Hayes process analysis as shown in Table 4.5.1, 4.5.2, 4.5.3 and 4.6.1. The regression analysis showed how much variation in job

satisfaction is due to OCTAPACE and HRD mechanism. It also showed the variation in HRD mechanism due to OCTAPACE culture. Furthermore, the analysis by Hayes Process showed the total, direct and indirect effect of OCTPACE on job satisfaction when mediated by HRD mechanism.

4.8 Major Findings

The major findings have been summarized as below:

- i. Among the eight elements of OCTAPACE the highest correlation with Job Satisfaction was shown by Openness (.568**), Trust (.567**) and Collaboration (.555*). The lowest correlation was shown by Autonomy (.325**) followed by Authenticity (.377**). Pro-action ranked 4th highest (.469**) followed by Confrontation (.427**) and Experimentation (.422**). All the correlation relationship was positive. Thus hypotheses H2 to H9 were accepted.
- ii. The Pearson correlation between HRD Mechanism and Job Satisfaction was the highest (.727**). The correlation between HRD Mechanism and OCTAPACE had a value of .714** and the correlation between OCTAPACE and Job Satisfaction had a value of .652**. This proved that the correlation between the three variables were significant.
- iii. The results of regression between OCTAPACE and Job satisfaction showed an adjusted r-square value of 0.422. This means that 42.2% variance in the Job Satisfaction is due to the OCTAPACE culture.
- iv. The results of regression between OCTAPAE and HRD Mechanism showed an adjusted r-square value of 0.507. This means that 50.7% variance in the HRD Mechanism is due to the OCTAPACE culture.
- v. The results of regression between HRD Mechanism and Job satisfaction showed an adjusted r-square value of 0.526. This means that 52.6% variance in the Job satisfaction is due to the HRD Mechanism.

- vi. Combining the results of the above three analysis from (iii), (iv) and (v) we found that the variation when HRD mechanism was present as a mediating variable between OCTAPACE and job satisfaction were more significant than when relationship between OCTAPACE and job satisfaction were tested independently. The variation explained is only 42.4% when tested independently while it is more than 50% when mediating variable is involved. So a significant mediating effect is noticed.
- vii. Furthermore, the mediation effect analysis by Hayes Process showed that the Total, Direct and Indirect effect of OCTAPACE on Job satisfaction is significant when mediated by HRD Mechanism. The effect values was found to be .7587, .3156 and .4430 respectively. The value of indirect effect when mediated by HRD mechanism was higher (.4430) than when analyzed independently (.3156). This showed that HRD mechanism has a significant effect on mediating the relationship between OCTAPACE and job satisfaction.

CHAPTER V - DISCUSSION, CONCLUSION AND IMPLICATION

This chapter covers the discussions, conclusion and implication of the study. The first section includes discussions about the confirmation of the major findings of the study with the previous studies on the similar subjects. Then, the conclusions are derived from the findings. Further, the implications that could be drawn from the study are also discussed in this chapter.

5.1 Discussion

This research has shown the effect that HRD Mechanism has on the relationship between OCTAPACE and Job Satisfaction. The mean and standard deviation results on Table 4.2 1 shows the relative existence of the elements in the context of medical sales representatives' work environment. It shows a high degree of Openness and Trust. The results are in agreement of study by Alphonsa Sr. (2000) and Dhuru (2016). The study by Kumar (1997), showed that training improves Proactivity. The result of this study shows that employees believe that their companies are proactive with their plans and negative and positive aspects are studied before taking any task at hand and also before making decisions. Proactivity has a high mean score that slants towards agreement with the lowest score on standard deviation. The correlation between HRD and Job satisfaction was found to be significant which is in agreement with the study of Babushe & Narendranath (2013). The study by Tamizharasi & MeenaDevi (2019) showed significant correlation between job satisfaction and OCTAPACE with score of .763**. Our result is .652** which is close. The regression between OCTAPACE and Job satisfaction in our study was found to be .422 which means the 42.2% variance in Job satisfaction is due to OCTAPACE. The results are in line with study by Jain & Ahuja (2020) where the value was as high as 67.7%. Similar to the study by Jain, the highest correlation with job satisfaction here too is shown by Openness (.568**). Another study by Singhraul & Garwal (2019) had shown the highest correlation of trust with job satisfaction. In this study as well, Trust ranks the highest for correlation with job satisfaction only behind Openness but with extremely close correlation value. Studies of Qazi & Kaur (2017) showed highest correlations scores of Openness and Collaboration with job satisfaction. In this research as well these openness and collaboration ranks among the highest in correlation to Job satisfaction. Study of Qazi et al. (2017) on retail sector showed even higher correlation between OCTAPACE and Job Satisfaction. The correlation result of our study is even higher than the study done in retail

sector. The effect of OC on job satisfaction is very close to the study done by Ahamed & Mahmood (2015), where the variance explained was 36.6%. Our study explains 42.2% of the variance in job satisfaction described by OC.

HRD also has a significant effect on job satisfaction. In this study the regression between HRD and Job satisfaction was found to have a significant value of .526 which shows that 52.6% variance in job satisfaction is due to HRD. This result is similar to one conducted by Long et al. (2014). Also study by Solkhe & Chaudhary (2011), found a significant regression relation between HRD and Job satisfaction. Our result is similar to their finding of 61.2% variation. Study by Pyngavil & Khatwani (2015), on banks showed a variance of 19.2% between HRD and Job satisfaction. Our value is significantly higher. Also in our study the variance between OCTAPACE and HRD is 50.7% meaning that this amount of variance in HRD is explained by OCTAPACE. The study by Santosh & Shekhar (2020), had a value of 92.9% in case of hospital setting. This signifies the need for HRD and OC management in healthcare sector. The study by Reddy et al. (2019) which served as the major reference article for this study also had showed that there is a significant mediation effect of HRD between OCTAPACE and Job satisfaction. The results of this research are almost similar to the reference study with only certain changes in the numeric values. The hypothesis formulated in this study has been accepted like that in the reference studies. Therefore although the field where the study was done was a manufacturing sector and our research was done in service sector the results are comparable and consistent.

5.2 Conclusion

This study has provided useful insights to us regarding the relationship between the three very important variables in organization and human resource management. They are OCTAPACE, HRD mechanism and job satisfaction. The results have shown that there is a significant correlation between these variables and also that there is a mediation effect of the HRD mechanism between the variables.

This study showed that all elements of OCTAPACE are significantly and positively correlated to job satisfaction among medical representatives. Among the eight elements Openness, Collaboration and Trust have the highest correlation which shows that in medicine marketing these cultural values are highly developed and affects job satisfaction. It is understandable since in marketing it is important for sales force to be open to their colleagues, they need to trust each other and collaborate on work projects. Also from the responses in primary data it was seen that Authenticity and Autonomy was less developed

in pharmaceutical marketing compared to other variables. They had the lowest mean score that slanted towards disagreement. It might be because in marketing the sales officers are working under their managers who try to instill strict work regimens with little to no autonomy given to the employees. Also, because in marketing there might be a little bit of manipulation to get work done people might not be as authentic as they seem. Therefore these variables might have scored less than others. When considering HRD mechanism most of the respondents believe that promotion decisions are based on favoritism rather than suitability of employees. So there is a need for a suitable mechanism that ensures employees that they are treated fairly. Also most employees are accepting of the fact that there is a good reward system for good work done. This has the highest mean since in medical marketing there are monetary incentive schemes for achieving sales target.

The job satisfaction questionnaire showed that most employees believe that their work provides fair pay. This might be because in pharmaceutical marketing there are good incentive schemes as well as good pay and also they believe that their job makes use of their abilities. As marketing is a dynamic job people find ways to use their skills. Also a comparatively handsome salary is one of the reasons people choose marketing even if other factors are not so suitable. However, the respondents have given least favorable response for general management of the company.

In this study there were almost similar numbers of married and single respondents. Most of the education qualification was Bachelor. This is in keeping with the requirement of NMSRA where the minimum qualification for working as MR is bachelor's degree. The number of male respondents was higher than female. However the number of female is also significant as females are also a major work force in Nepal.

Finally the analysis of the variables showed that there exists a significant mediating effect of HRD Mechanism in the relation between OCTAPACE culture and Job satisfaction. The analysis showed that there is a significant correlation between OCTAPACE elements and Job Satisfaction. Also there was a significant association between HRD Mechanism and OCTAPACE culture. There was also significant relationship between HRD Mechanism and job satisfaction. This goes to signify that in order to maintain a good level of job satisfaction among sales officers, it is necessary for the company to maintain a good organizational environment. For this reason a strong HRD mechanism is also very necessary as good HRD mechanism helps to improve organizational culture and ultimately employee satisfaction.

5.3 Implications

Marketing is an important part of generating sales revenue for any company. For this reason, there is always a need for a motivated and satisfied sales force in pharmaceutical companies. Pharmaceutical marketing is an important part of Nepalese healthcare industry. There are still many pharmaceutical industries that are in construction and ready to produce the medicines demanded and required by the growing Nepalese population. Together with the fact that Nepal is a developing country there are still many opportunities in the coming future. Therefore, it is necessary to understand how to properly manage and motivate this valuable human resource. This research has both practical implications for the industry and research implication for future.

Practical Implications

It is important to understand how to keep employees satisfied in medical marketing. The attrition rate among MR is very high in the world and also in Nepal. From a point of view of business high attrition rate among employees is very costly for the company. So it is important for companies to understand how to keep employees satisfied. The practical implication can be pointed out as follows:

- Companies can identify the key factors that affect the perspective of medical representatives regarding their organizational environment.
- This study helps to address the parameters of HRD mechanism that needs to be improved in order to keep their employee force motivated and satisfied.
- This study helps to recognize the important job parameters that are necessary to be changed in order to ensure that there is good teamwork in the company.
- The findings can be helpful to make policies and guidelines in companies regarding new employees.

Implications for future research

This is the first research conducted among MR in Kathmandu valley that analyses the role of different variables to explore, analyze and examine their role among MR. The findings of this research has also been consistent with previous studies done among employees in different sectors. Therefore the implications can be pointed out as follows:

- This study focused on the responses from Kathmandu valley only. The responses from outside Kathmandu might be different. Future researchers can focus on the insights from outside Kathmandu.
- This research especially focused on the OCTAPACE element of Organizational Culture which itself is a very vast topic with different topics that can be studied.
- Also the focus of this research was on mediation effect of HRD mechanism. Human Resource is also in itself an extensive field of study.
- This research can provide suitable reference material for future research. The theoretical framework of this study might be helpful to conduct further research in related topics.
- This research can be an important secondary source for further research.

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Appendix

Mediation Effect of HRD Mechanism between OCTAPACE Culture and Job Satisfaction: A Study on Medical and Pharmaceutical Sales Representatives working in Kathmandu Valley

Respected Sir/Madam

I am Pratik Thapa Magar, student of MBA from School of Management, Tribhuvan University. I am conducting my graduate research on the aforementioned topic. I request you to please fill up this questionnaire. This survey will take 5-10 minutes. The information collected will be kept confidential and used only for research analysis purpose.

Thanking You

1. Gender?

Male	137
Female	53

2. Age Group

20-25 years	52
26-30 years	101
31-35 years	33
36 years and above	4

3. Marital Status?

Single	96
Married	94

4. Education Level?

Bachelor	147
Master	43

5. What is the nature of your company/industry?

Domestic	116
Foreign	74

6. How many years have you worked as Medical Sales Representative overall?

Less than a year	17
1-5 years	104
5-10 years	60
10-15 years	8
15 years and above	1

7. How many years have you worked as Medical Sales Representative in your current company?

Less than a year	25
1-3 years	83

3-6 years	46
6-10 years	26
10 years and above	10

8. OCTAPACE Culture Questionnaires

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.Openness					
a. In my company there is free interaction between employees, each respecting the feelings, competence and judgement of others.	5	6	25	127	27
b. In my company moral support and help are provided to employees and colleagues in time of crisis.	5	5	21	113	46
2.Confrontation					
a. In my company there is a system of facing problems, not shying away from them.	2	9	18	132	29
b. In my company we have system of facing challenges inherent in the work situation.	2	8	18	120	42
3.Trust					
a. We trust each other and we have strong interpersonal contact & support among employees in our organization.	2	7	25	107	49
b. There is such type of environment in my company that employees confide in superiors without fear of their trust being misused.	5	20	56	89	20
4.Authenticity					
a. In my company, the employees express their feelings; there is congruence between what they are feeling and their expressed behaviour.	1	36	62	77	14
b. In my company, people do not manipulate each other to get their work done.	14	66	40	57	13
5.ProActive					
a. In my company planning ahead is highly practiced.	2	7	15	142	24
b. In my company, there is a system where employees consider both positive and negative aspects before taking any action.	3	5	20	139	23
6.Autonomy					
a. In my company supervisors do not try to change our working behaviour.	4	77	40	61	8
b. In my company, senior management believe that a good way to motivate employees is to give them autonomy to plan their work.	3	34	65	76	12
7.Collaboration					
a. We have a system of accepting and appreciating help offered by others.	1	4	18	138	29
b. We emphasize about larger organizational goals than performing immediate tasks.	1	9	58	105	17
8.Experimentation					
a. In my company, we have environment where employees try out innovative ways of solving problems.	3	15	43	109	20
b. In my company, we believe that thinking and doing new things tones up organizational	2	10	55	109	14

vitality.					
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9. HRD Mechanism Questionnaires

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The top management of this organization makes effort to identify and utilize the potential of the employees.	7	11	18	133	21
2. Promotion decisions are based on the suitability of the employee rather than on favouritism.	10	20	58	87	15
3. There are mechanisms in this organization to reward any good work done or any contribution made by employees.	3	14	26	111	36
4. When an employee does good work, his supervising officers take special care to appreciate it.	3	12	30	120	25
5. Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favouritism.	4	12	61	94	19
6. Weakness of employees is communicated to them in a non-threatening way.	5	16	29	103	37
7. There is genuine sharing of information, feeling and thoughts in meetings.	6	7	25	123	29
8. This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	8	19	41	108	14

10. Job Satisfaction Questionnaire

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My job provides adequate opportunities to do different things from time to time.	2	22	34	112	20
2. My job provides adequate opportunities to be "some-body" in the community.	4	10	25	114	37
3. My job provides adequate opportunities to do something that makes use of my abilities.	3	8	18	112	49
4. My job provides fair pay.	3	6	36	94	51
5. I'm happy with the working conditions.	3	6	37	120	24
6. I'm happy with the way my co-workers get along with each other.	2	5	30	118	35
7. My job provides me a feeling of accomplishment.	3	10	29	111	37
8. I'm happy with the General Management of my company.	6	9	53	106	16
9. My work is suitably recognized in the organization.	3	4	38	116	29
10. I'm happy with the kind and amount of responsibilities assigned to me.	4	9	30	127	20
11. I'm happy with my work as a whole.	4	11	26	128	21
12. I'm happy with my company/organization as a whole.	4	7	38	120	21

