

ABSTRACT

This mixed-method study has explored the factors contributing to the sales representatives' workplace commitment towards the organisation and union specific to the pharmaceutical selling sector. The study draws on 376 data points collected from a broader region and includes ten regional unions affiliated with a national craft union. It tests two separate quantitative models, viz., model 1 is concerned with organisational commitment, its precursors, and outcomes; model 2 is centered on union commitment, its determinants, and outcomes. Further, we investigated how industrial relations climate moderated the relationship between the factors and the members' commitment. The research design comprised two distinct phases: qualitative followed by quantitative. Structural equation modeling (SEM) and SPSS PROCESS macro were used to test the hypotheses of phase two. Procedural justice at the workplace emerged as a common significant factor stimulating both commitment sets. Among other organisation specific factors in model 1, job autonomy emerged as another significant factor. In model 2, workload, job insecurity, union leadership, union effectiveness unfolded as significant antecedents of union commitment. The industrial relations climate partially moderated the relationship between two sets of commitment and their determinants. The article contributes to the literature by unpacking the evolving industrial relations issues in the dynamic business environment; at the same time, it points out the gaps in the current management practices followed by pharmaceutical firms.

It briefly discusses the way the union addresses particular employment-related issues. In the end, issue-specific suggestions are made to balance the union and management relations in the particular occupation.

Keywords: workplace commitment, procedural justice, job insecurity, union effectiveness, industrial relations climate, pharmaceutical selling sector