

“THE STUDY OF EMPLOYEES JOB SATISFACTION AND IT’S RELATION TO RETENTION WITH REFERENCE TO PHARMACEUTICAL UNITS IN PUNE DISTRICT”

Dr. Sudarshan Arjun Giramkar

HSBPVT’S, Parikrama Institute of Management, Kashti, Ahmednagar.

Abstract: - The Pharmaceutical sector shows a vibrant role in behind the economic growth of a state. Pharmaceutical businesses all over the world have violently boarded on research and growth of novel medicines whose final goal is to eliminate well known long-lasting diseases, and relieve humans’ pain. Similar to the aforementioned development, firms are looking for to upkeep their human wealth who is the carter of novelty, taking into attention of issues like working conditions, employees’ satisfaction, respect, organizational support, and constant development, which, among other factors, are measured causes of social meaning that propels employees functioning at the pharmaceutical businesses to stay. However, though pharmaceutical firms have worked hard on the retention of their human wealth, which is measured an essential capability in their stated endeavors, turnover rates are rising. It also examines the effects of pharmaceutical type, age, sex and work practice variances on the outlooks to job Satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation, etc, are the most important factors to contributing the job satisfaction. This paper aims at exploring and assessing the different factors which are considered influential in retaining of employees working at pharmaceutical companies. This research paper highpoints certain problems and presents an image of equal of job satisfaction amongst workers of pharmaceutical businesses. It also identifies unique issues of job satisfaction in the companies and its impact on the area of retaliation. The present research paper is exploratory and explanatory in nature; it uses quantitative analysis based on data gathered by a survey questionnaire administered to 306 employees who have experienced success or failure of being retained at their work. Hence this study is mainly assumed to learning on the implication of issues such as pay and promotion, working conditions, fairness, job security, relationship with co-workers and managers in moving the job satisfaction.

Keywords: - Job Satisfaction, Retention, Pharmaceutical Industries, Working Conditions, etc.

Introduction: - Pharmaceutical sector is one of the most important and fastest growing industries in the world; It is also called medical industry. Pharmaceutical Industry shows an important part in healthcare sector for producing and developing safe and effective drugs with effectiveness and profitability. The International Federation of Pharmaceutical Manufacturers and Associations (IFPMA), reports that the global pharmaceutical market will reach 1.3 trillion USD in 2018, while the spending on research and development is expected to amount to 141.6 billion USD per year. Also, the pharmaceutical industry employs 4.4 million people; it paid more than 93.1 Billion USD in salaries in 2013. The present study is made for the employee’s job satisfaction and retention of pharmaceutical industries. There are a variety of factors that can influence a person’s level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

One of the most critical issues facing by the various firms is to retain the employees especially in the Pharmaceutical sector. Even though more and more Pharmaceutical companies are coming up, the turnover rate is considerably high compared to other industries, ranging from 20 to 30 %. Gone are the days when organizations could hire the best talent and expect them to stay on board until retirement. When the organization looks for a replacement there is certain amount of intangible costs in addition to loss in productivity.

Retention of employees in the organizations is an important parameter of assessing success of any organization (Aguenza & Som, 2018). Industrial sector has be moving towards globalization and that change the behavior of

employees towards their organizations (Khandelwal & Shekhawat, 2018). Thus, the firms have to retain the educated and talented employees in their firms during the time of high turnover rate (Anitha, 2016).

How to retain valuable employees is one of the biggest problems that plague companies in the competitive marketplace. Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their jobs. Nowadays, businesses often find that they spend considerable time, effort and money to train an employee only to have them develop into a valuable commodity and leave the company for greener pastures. In order to create a successful company, employers should consider as many options as possible when it comes to retaining employees, while at the same time securing their trust and loyalty so they have less of a desire to leave in the future. Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period of time.

Overview of Indian Pharmaceutical Industry: - The Indian pharmaceuticals market is that the third largest in terms of volume and thirteenth largest in terms useful, and it accounts for 20 % within the volume terms and 1.4 % in value terms of the Global Pharmaceutical Industry as per a report by Equity Master. India is the largest provider of general medicines globally with the Indian generics accounting for 20 % of global exports in terms of volume. The increase within the penetration of health insurance is another factor for the rise within the spending on pharmaceutical products. Research shows further than commensurate increase in the spending on pharmaceutical products compared to, increase in the charges on total health care globally. The pharmaceutical companies not only contribute to the health care of the people but also contribute to the frugality of the country by creating jobs, developing ancillary industries, export earnings, contributing to the Gross Domestic Product (GDP). Hence, the growth of pharmaceutical sector of a country is important for the growth of the country's frugality.

Role of HR Professionals in Employee Retention: - HR professionals working in Pharmaceutical industry are finding it difficult to formulate Retention Strategies. The average attrition rate in this sector is still very high. Good perks, high rewards alone are not sufficient to retain the employees. When an organization loses critical employees, there is negative impact on innovation and major delays in delivery of customer services, consequently affecting the production. Below are some of the reasons listed as to why employees are leaving profitability of the organization.

- Quick career advancement
- Multiple job opportunities
- Downsizing done by the organizations
- Structural changes and recession

Other reasons why employees quit their job include low salary, a negative environment at the workplace, lack of growth prospects and motivation, politics, complicated hierarchies, lack of challenging work and poor supervision. Retaining a healthy team of committed and productive employees, therefore, is necessary to maintain corporate strategic advantage. Hence HR must design appropriate strategies to retain their quality employees.

Statement of the Problem:-

Today each and every employee is facing lot of problems while doing job. Competition is important for any organization to provide reassurance in getting customers because of the quality of products and services. To maintain a competitive edge around the globe, employees must have competitiveness and required skills. Due to the requirement of certain specialized skills among employees, there is a rise in intra-organizational conflicts. This study attempts to identify how to maintain a cordial relationship within the organization which could help the firm to design a competitive and efficient workforce that accelerates organizational effectiveness. Talent and skilled employees do not stay long period in the same organization due to lack of Managerial support, low salary packages, not proper incentive schemes followed, lack of motivation, work pressure, lack of superior support, lack of recognition, limited control over work, not followed proper performance appraisal system, not able to balance the work life, and limited career growth these are all the problem of this study.

Objective of the study:-

1. To identify the factors which influence the job satisfaction of employees.
2. To assess the satisfaction level of employees in Pharmaceutical industry.
3. To identify the factor which improves the satisfaction level of employees.
4. To study the causes and factors influencing the attrition of employees in pharmaceutical industries.
5. To study the importance of employee retention in pharmaceutical Industries.

Scope of the study:-

This study emphasis in the following scope:

1. To identify the employees level of satisfaction upon that job.

2. It is helpful to identify the employer's level of satisfaction towards welfare measure.
3. This study is helpful to the organization for identifying the area of dissatisfaction of job of the employees.
4. This study helps to make a managerial decision to the company.

Limitations of the study:-

Since the study is limited to pharmaceutical firms in Pune District, the limitation is the inability to gather data from the region, given the fact that pharmaceutical industry is a global industry. Therefore, results may not be generalized to include practices in other sectors or in sectors from different geographical locations.

1. The researcher was carried out in a short span of time, where in the researcher could not widen the study.
2. The study of relationships is a complex process and is based on situational forces.
3. Not all factors impacting organization behavior have been considered for the study.
4. 100% reliability and accuracy cannot be expected from the respondents due to the bias of the respondents and the level of management.

Review of Literature:-

Cloutier et al. (2015) in their studies found that a positive working condition develops when an employee is having a good rapport with the boss and if given a leadership role, their sense of belongingness with the company becomes very strong.

Khoele and Daya [12] attest that the pharmaceutical sector is knowledge intensive, requiring senior employees to be technical experts as well as having the ability to manage complex situations. The aforementioned positions are critical in nature due to the fact that these execute strategy and ensure the smooth running of operations. However, the skills required to fill these positions are scarce resulting in an intense war for talent and increased staff turnover (Sanofi-Aventis, 2010; cited in [12], p. 2). Moreover, Khoele and Daya [12] believe that the critical nature and the low availability of this talent often means that vacancies remain open for long periods of time with companies absorbing the costs and loss of revenue associated with the vacancies (p. 2). Consequently, retaining employees who are considered talented has become an ever increasing interest which organizations are aware of and act upon. Based on the afore-stated facts, HR managers have to identify employees 'needs and then devise the adequate retention strategies. Hassan et al. [8] assert that employee retention is all about keeping good people'. It has much to do with our culture and how we treat people (p. 3).

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johns, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000).

K K Maran & Praveen Kumar (2018)2 titled A study on Employee Perception of Retention Strategies with reference to Software Industry in India, Chennai. The study focused pull factors influencing the employee attrition. The study also proved that clients may shelve their project if the replaced employees were not up to their expectations. In the case of the impact on employees, stress was found to be more among female employees.

Agarwal (1998) explained the term reward as something that an employee gets in return of his effort from the organization and it is something which is desired by the employees.

Research Methodology: - The purpose of the current paper is to assess the opinions and attitudes of a sample of employees working in Pharmaceutical firms. The aim is to shed light on Job satisfaction, retention strategies followed by their companies as well as to assess the management's efforts to retain their employees. The objective is to encourage the Pharmaceutical firm's professionals to adapt and take advantage of the dynamic forces exerted on the profession, and to understand the challenges that accompany human resource management applications, hence leading to better satisfaction and performance. This research is exploratory and explanatory using descriptive statistics to treat the primary data necessary to understand some of the underlying factors that keep employees in their work place happy, satisfied and performing well in a dynamic, challenging and competitive market.

Research Instrument This paper uses a survey questionnaire as surveys are most commonly used in descriptive and exploratory research. The data collected through surveys can be used to suggest possible reasons for particular relationships between variables and to produce models of these relationships.

Sample Selection Non-probability sampling was used. Respondents were selected conveniently for the current research based on their willingness and interest to participate. The sample of the participants is 306 employees

working in Pharmaceutical firms. Questionnaires were sent by email to employees in the researchers contact list and hard copies were distribute and collected.

Data Analysis All responses were entered to the SPSS program Statistical Product and Service Solutions. The study was performed using descriptive statistics; data tables including frequency and percentage distributions were used. Moreover, cross tabs and regression analysis were performed to study relationships between variables that may add value to the findings of the research.

IV. Results and Findings

Data representation follows the different sections of the survey questionnaire for clarity and simplicity in exposing results and findings.

4.1 Demographics Results show that 62% of the respondents are females while 38% are males. Also, 53% of the respondents are single, 45% are married, and 2% are divorced. Moreover, respondents who are between 20 and 24 years old represent 9 % of the sample; those who are between 25-29 form 37% of the respondents; those who are between 30-34 years old form 20% of the respondents; those who are between 35-39 form 13% of the sample; those who are between 40-44 form 12% of the respondents; those who are 45-49 years old form 5% of sample; those who are between 50-54 years old form 3% of the sample; while those above 55 years, form 1% of the sample. Results also show that 54.4% of the respondents are holders of B.S degree in Pharmacy, 9.8% hold PhD in Pharmacy, 32.4% are MBA holders, and 3.4% are high school holders. Furthermore, 51% of the respondents are working in multinational companies, while 49% are in generic firms. As for their current jobs, 61% of the respondents have non managerial position, 16% first line management, 18% middle management and 5% are from top management. In addition, 56% of the respondents have 1-5 year(s) of experience in the current organization, 20% has 6-10 years, 11% has 11-15 years of experience in the current firm, 8% has 16-20 years, and 5% has more than 20 years.

4.2 Salary/Employee Benefits Results show that respondents agree that their salaries are fair in comparison to peers (55.4%) as well as counterparts in other companies (55.8%), similarly they are, on the average, satisfied with their benefits (58.9%); also 48.6% of the respondents agree that their companies provide them with promotional prospects.

4.3 Job Security/Attitude toward Work Results show that the grand majority (90.2%) of the respondents like the nature of their work; the majority (79.4%) are satisfied with their duties and responsibilities assigned to them; 74% feel they have job security; 75% have a positive stance to work with devotion and happiness. Moreover, 91.7% of the respondents stressed the fact that job security plays a very important role in promoting them to give more effort at work.

4.4 Basis for Employees' Dedication

Results provide a clear assessment of factors that influence the respondents to be more dedicated to their work. These factors are stated in order of importance, as suggested by the respondents: balance between authority and responsibility (57.8%), management efforts to improve morale (50.5%), existence of proper encouragement (44.1%), and existence of a proper delegation system (27%). As one may observe, management attitudes which reflect organizational work environment toward employees are salient. Moreover, the most striking outcome is that 73% of the respondents do not classify the organizational delegation system as a source that strengthens their dedication.

Table 1: Involvement in decision making

Statement	Yes	No
Involvement in decision making	68.1	31.9
Involvement in decision making necessitates interest and willingness of management	54.4	45.6
Involvement in decision making necessitates trust	73.5	26.5
Involvement in decision making necessitates capabilities, expertise, competencies, and management style	45.00	55.00

Table 1 shows that 68% of the respondents are involved in the decision making process. Moreover, results show that the majority of the respondents ask for the incorporation of trust in the decision making process; on the average, respondents think that involvement in decision making necessitates interest and willingness on the part of the management as well as capabilities, expertise, competencies, and management style on the part of the employees.

4.4.1 Work Pressure, Working Hours and Training Opportunities Results show that 89.2 % of the respondents are able to handle work pressure; 67% are satisfied with their working hours, and, 63.2% have sufficient training opportunities.

4.4.2 Work Relationships

Table 2: Work relationships

Statement	A	U	D
Know what is expected at work	91.6	5.9	2.5
Satisfaction with supervisor in terms of his/her supervisory / leadership skills	77.0	13.5	9.3
Fairness of immediate supervisor with subordinates	74.5	18.1	7.4
Supervisor shows interest in employee's welfare and progress	76.5	17.2	6.3
Working relationship with peers is generally amicable	83.8	12.3	3.9
Receive support from peers in the department	73.0	20.0	7.0

Table 2 shows that the respondents know what is expected from them at work; their work relationships are positive, amicable, and supportive. Moreover, and more specifically, respondents view their supervisors' role as fair, caring and satisfactory.

4.4.3 Work Recognition Results show that respondents agree that recognition of their sincere efforts (92.1%) and good work (94.1%) motivate them to work better. However, respondents agree to a lesser extent (66.7%) that recognition of their good work is linked to their promotion within the organization.

4.4.4 Satisfaction and Work Conditions Results show that respondents are marginally satisfied with their organizations' balance between authority and responsibility (58.9%); 57.4% are happy with the position and status of their jobs; 64.2% consider their working conditions as being pleasant and interesting; and, 52.5% have sufficient job advancement opportunities in the company.

4.4.5 Working with others and Teamwork Results show that 92.2% of the respondents are happy working with their peers of the same group, while 7.8% of them are not. And when they were asked about the success factors for teamwork, the following is manifested: 58% of the respondents believe that unsuccessful team work is the result of lack of cohesion among team members; 69.6% agree that unsuccessful team work is due to the lack of cooperation between team members; and, 78% of the respondents agree that unsuccessful team work is because of lack of coordination between team members. Moreover, 48 % of respondents believe that unsuccessful team work is due to many other factors, including: unsuccessful team leader, lack of common goals, cultural conflict, lack of communication, competition among team members, lack of clear job description, lack of team spirit, selfishness, no alignment of common goals and objectives with peers, and the overall culture within the company.

4.5 Motivational Factors at Work

Table 3: Motivational Factors at Work

Statement	Yes	No
Having adequate rest area	57.0	43.0
Having medical facility	58.8	41.2
Having sports facility	65.2	34.8
Having sanitary services	63.3	47.7
Having housing facilities	66.8	39.2

Table 3 shows that respondents scored the fact of having support facilities to be above marginal in importance, although they mentioned other factors, not shown in the table, such as schooling, training program, courses, certificates, respect, support, recognition incentives, flexibility of working hours and place of work, management leadership style, and healthy relationships.

4.5 Factors Affecting Agreeableness of Place of Work When respondents are asked about which factors may affect their feelings toward their place of work, 52.5% consider work place as unpleasant if not agreeable; 76% of the respondents consider work place as unpleasant if the relationship between the superior and subordinate is tense; 49.51% of the respondents consider work place unpleasant if they have defective compensation system; and, 42% consider other factors such as lack of agreement on policies and procedure, lack of clear job description, relationship and daily work task, and lack of fairness in treating employees; all of which lead to unpleasant work environment.

4.7 Organizational Culture

Table 4: Organizational Culture

Statement	A	U	D
The organization celebrates its successes with employees	77.0	10.3	17.7
The organization gives incentives to superior performance	63.2	18.6	18.2
The organization deals effectively with poor performance	47.6	35.3	17.1
The mission of their companies makes them feel important	67.0	18.0	15.0
The organization encourages the sharing of information, knowledge, and resources	74.0	16.7	9.3
There is continuous communication in the organization about the goals and progress achieved	73.5	15.7	10.8
There is continuous communication in the organization about new developments that are affecting employees	65.0	18.0	17.0
The organization supports honest two-way communication to regularly share and exchange ideas between managers and employees.	68.6	17.7	16.7

Table 4 shows that respondents appreciate the fact that their organizations celebrate success with their employees and encourage the sharing of information, knowledge and resources. However, they marginally agree that their organizations provide incentives, share new developments, and support mutual interchange of ideas between them and the managers. Moreover, surprising results are attained as to the respondents not agreeing much (47.6% agree and 35.3% uncertain) with the statement that their organizations deal effectively with poor performance.

4.8 Motivation in the Organization

Table 5: Motivation in the Organization

Statement	A	U	D
Payment matches job performance	48.6	21.1	30.4
Organization provides the materials and equipment needed to perform the work	68.0	18.0	14.0
Job promotions are awarded based on merit	36.6	29.4	34.0
Given more responsibilities since the start	78.0	15.6	8.0
There is equal opportunity for advancement at the organization	44.0	29.0	27.0
Job is rewarding, satisfying, and it is enjoyable to come to work every day	60.8	22.5	16.7
Teamwork is encouraged in the department	65.0	18.0	17.0
Colleagues are committed to perform high quality work	75.5	11.8	12.7

Table 5 shows that respondents have described their organizations as very demanding and one that provide the necessary resources needed for work; moreover, respondents marginally appreciate the extent to which their jobs are rewarding as well as the internal teamwork environment. But respondents, although committed to high performance, reflected low agreement when asked about their pay, promotions, and the opportunity for advancement. Results for this dimension are not encouraging since the outcomes do not support aforementioned retention strategies.

4.9 Leadership within the Organization

Table 6: Leadership in the Organization

Statement	A	U	D
Leaders and managers enjoy a high level of trust from employees	76.0	11.0	13.0
Recognition and praise from seniors for a job well done	67.2	17.1	15.7
Managers communicate frequently and honestly about issues affecting employees	62.8	21.0	16.2
Managers keep employees informed and up-to-date	67.7	15.6	16.7
Managers empower employees to make effective decisions	62.2	22.1	15.7
Managers show fairness and respect in their interactions with employees	72.1	17.6	10.3
Supervisor gives freedom to do job as one sees best	76.5	15.7	7.8

Table 6 shows that respondents are positive about their leaders as described in their responses, giving leaders and managers high level of trust, admitting that their managers show fairness and respect, hailing the fact that they are given freedom to do their jobs as they see fit, and that their managers communicate frequently with them praise the good performance, and empower their subordinates.

- 4.10 **Results from Cross-tabulations** Cross tabs were performed to assess internal organizational motivation factors: that is, cross tabulating leadership and communication versus employees 'attitude and intention to stay at work. Statistically significant ($P. \text{Sig.} < \alpha = 5\%$) crosstabs but with very weak Pearson R values ($0 \leq |R| \leq .300$) are only qualitatively meaningful. For example, respondents 'salary as compared to that of peers within the organization and to counter peers working in similar organizations show statistical significance, but with Pearson values of -.187 and -.149, which reflect that respondents do not feel either

happy or devoted to their jobs and may therefore look for better jobs elsewhere. Similar results are obtained for respondents' feeling about the organizational attempts to recognize their effort and the organizations' provision of necessary work requirements so as to perform better; where, $R = -.152$ and $-.252$. The negative signs reflect inversion of coding of original data, that is, the relationship is positive considering the negative response of the respondents. Results are shown in Figure 1. Moreover, there are no observed relationships between demographic data of firm type ($P = .053$), gender ($P = .136$), and educational level ($P = .538$) with respondents' devotion and happiness at work.

4.10.1 Organizational Motivators

Fig. 1 shows the outcome of all tested cross-tabulated statements; these results will contribute to the assessment of the extent to which respondents will feel happy and devoted versus organizational motivators.

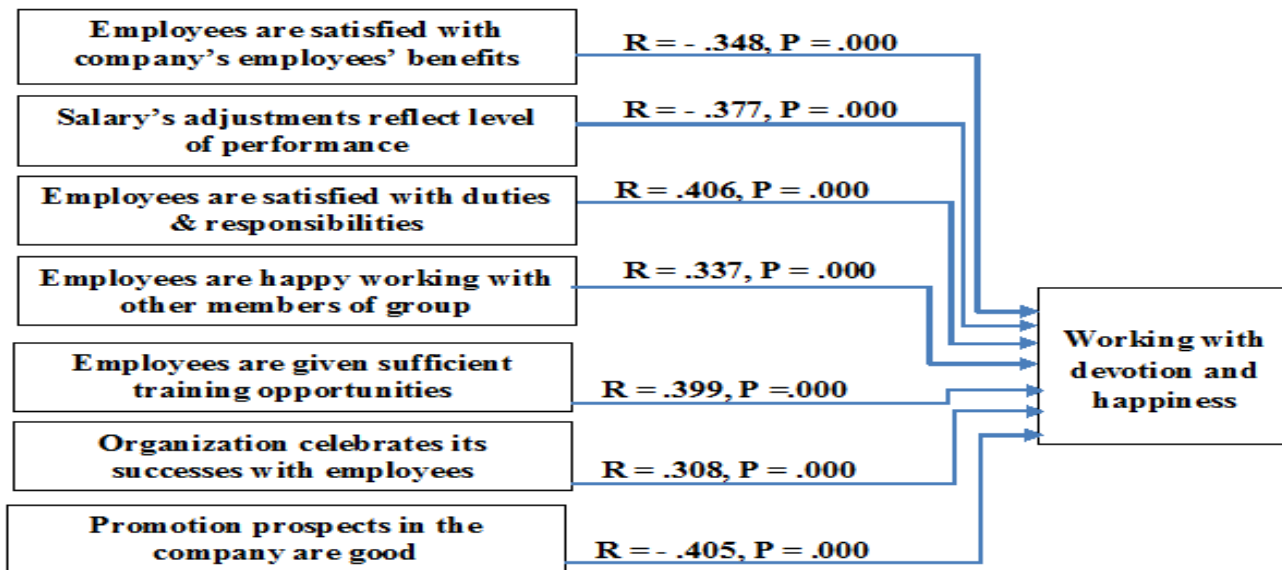


Figure 1: Crosstab of happiness and devotion against organizational motivators

4.10.2 Leadership

Fig. 2 shows the outcome of all tested crosstabs; the data will contribute to the assessment of the extent to which respondents will feel happy and devoted versus leadership traits observed.

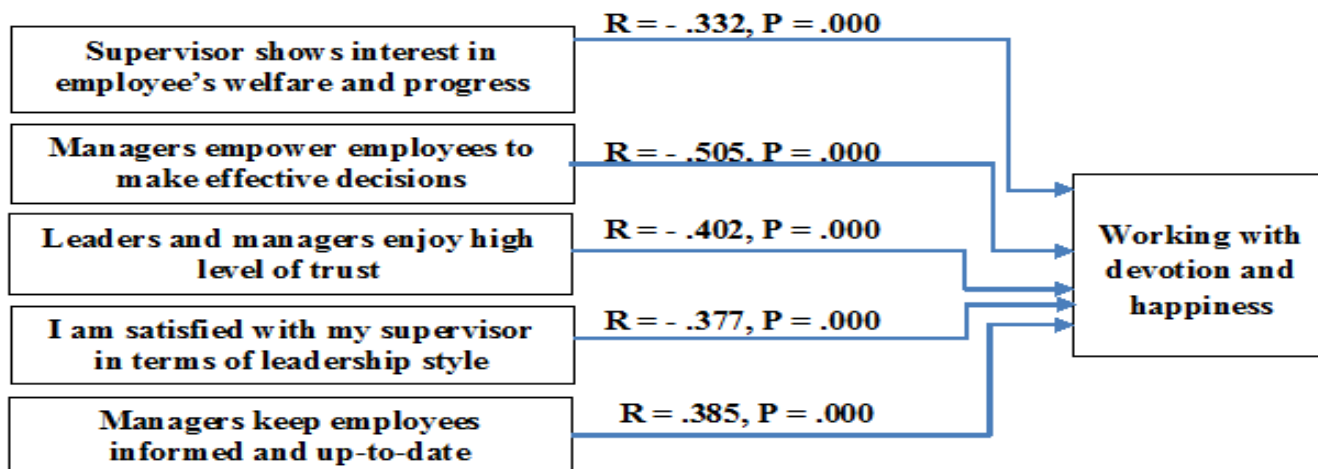


Figure 2: Crosstabs of happiness and devotion against leadership traits observed

4.10.3 Relation with Peers and Communication

Figs. 3 and 4 show the outcome of all tested crosstabs; the resultant data will contribute to the assessment of the extent to which respondents will either feel happy with the position and status or happy to work with others against communication and relations with peers.

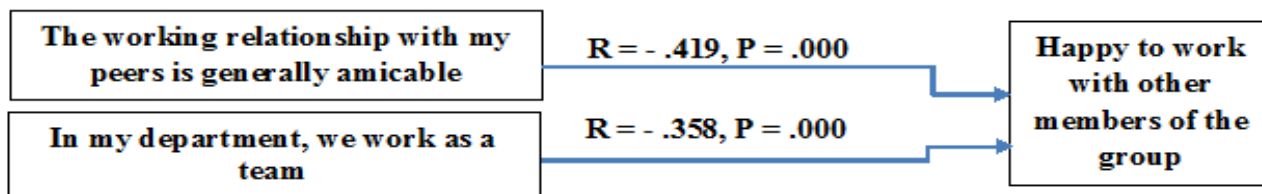


Figure 3: Crosstabs of happiness to work with other members of the group against relations with peers

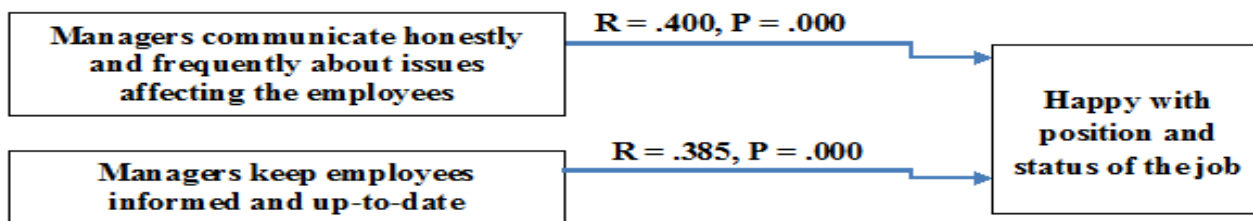


Figure 4: Crosstabs of happiness with position & status of the job against communication

Findings:-

This section will try to highlight the findings based on the analysis done on the data collected from respondents. This research focuses on the factors affecting employee job satisfaction in selected pharmaceuticals company. The discussion then will try to accomplish all the objectives of the study. In this instance, for simplicity of analysis and findings, this part focuses on the levels of employee job satisfaction in Pharmaceuticals Company and discussion. Pharmaceuticals company survey responses are the frequencies that simply refer to the number of times various subcategories of certain factors occur from which the percentage and the cumulative percentage of their occurrence can be easily calculated. The descriptive statistics will present the feel of the data that gives preliminary ideas how good the scales are, how well the coding and entering of data has been done, and the central tendency of the research variables.

Recommendation:-

Based on the findings, and according to industry, the following recommendations may be applied to the pharmaceutical organizations, which serve the communities at large. Organizations have to adopt sound practices including: (1) selecting talented employees with outgoing personalities and teamwork oriented, (2) formation as well as continuation of internal rapport between management and employees, (3) expansion of training, (4) continuous implementation of management policies and procedures, (5) more employee involvement and empowerment, participative leadership, management style, (6) good alignment among workers, and creation of long lasting rapport with employees

Conclusion:-

The following research has significant importance due to its implications. However, the main aim of the study is to understand the impact of perceived investment in employee development on employee retention within the mediating variables such as a social and economic exchange. Organizations should create an environment in which one would be willing to stay. In order to encourage organizational loyalty among employees the very first step towards effective retention is the acceptance of the reality that movement of employees is governed not only by the organization. Fast moving markets require fast-moving organizations that are continually refreshed with new talent. Retention issues should not be ignored until the company suspects an employee might quit, at which point it is addressed by offering the employee some kind of perks to stay, and then it's back to business as usual. This approach might work in the short-run, but does nothing to cultivate long-term loyalty. A better approach is to address retention proactively as a strategic issue. Employee job satisfaction can improve service quality and increase employee satisfaction. In this circumstance, policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. This study tested factors affecting job satisfaction for pharmaceuticals companies. HRs should look forward to commitment, enhance job satisfaction and to provide support to facilitate employee retention. Finally, Retention strategies are not only for an individual Pharmaceutical organization but for the industry as a whole.

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