ANALYZING THE DETERMINANTS OF EMPLOYEE RETENTION: A CASE OF PHARMACEUTICAL COMPANIES IN PAKISTAN

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ABSTRACT

Employee retention could be a crucial issue within the pharmaceutical industry of Pakistan. As of now workplace and workers both are influenced at the same time with this genuine issue. Therefore there is a need of research to retain the assets of the company. The main cause of the following research is to demonstrate the factors which influence the employee retention. The variables we are using are job satisfaction, salary & rewards, career development & superior support. Sample size of the study was 250 out of 250 questionnaires was filled by 214 employees in which 89.0% were male and 11.0% were females of different pharmaceutical firms of Pakistan. In this we use quantitative research the study is based on mono method research. The collected primary data has been analysed through SPSS & Smart PLS and correlational analysis. If the result of the study is been concluded so it has been shown that all the variables have significant relationship and alternative hypothesis are accepted.

As a result the uniqueness of the research study is also significant which shows that working on their talented people (employees) and to keep them satisfying is important for the productivity of organization. The study has different indication as it has given new ways to the pharmaceutical sector to retain their employees and reduce the cost of hiring by retention.

Key terms: *Employees Retention, Supervisor Support, Job Satisfaction, Career Development and Salary and Rewards.*

INTRODUCTION

Background

Pharmaceutical companies are commercial businesses which are licensed to research, find, make the drugs for healthcare and then they distribute in the market. They have certain rights and legal obligations of work for healthcare. Pharmaceutical industry formally initiated in the

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18th century and now they are one of the profitable industries in the world, contributing a high share of GDP to market economies as well as supplying the healthcare products for human life survival.

In the past years as well as in our current era, we have examined a lot of reasons as to why the employees leave the organization. A lot of data is available which reflects on the reasons for retention of employees. As we are entering into the advanced era retention has always been a key factor, which is rapidly growing and becoming more challenging for the organizations in order to facilitate and retain their employees. Employee retention is one of the crucial problem or challenging factors for the workplaces. (Schechter, Shaked, & H., 2018) As one employee left the organization so it has huge loss incur of both skills and recruiting cost of new hire. So, organizations need to know that that from which factors they can save their talented people and their skills, their money and most important their time.

The thought of employee retention created after the industrial revolution during the early 19th century and gained consistency and popularity in 1970's and mid 1980's. The idea behind this development based on the theoretical grounds that many individuals joined various organizations and remained with the organizations for a very long time (Sinha & Sinha, 2012). It has been observed in one of the study that employee does not retain in an organization for a single factor there are multiple factor behind retention. (Kossiv, Xu, & Kalgora, 2016)

According to study of (Singh, 2018) factors that mostly effect the rate of employee retention are included compensation, work life balance, self-grooming, great interchange. The study also emphasized on management style to increase employee retention.

Employee retention is considered as the ability of an organization to reduce their turnover rate. It is an important factor for an organization because to hire a new employee is not simple as many costs are hidden behind the process. (Afshan, Qamar, & Afzal, 2018) Study states that

there is a need to focus on those factors which lead the organization towards success and long term achievements and also affecting the employees to stay and work for an organization for long term. Another study shows that there must be retention strategies to convey the satisfaction needs of employees and provide strategic bases for organizations to work effectively (Kroeger, 2010).

In pharmaceutical industries it is observed that there is lack of employee retention approach and strategies. Indeed. Only high rewards and perks are not enough to retain the employees. Losing a senior employee impacts negatively on organizations because with loss of an experienced employee, organizations have to hire new employee as replacement and provide training to the new incumbent. There is a research on pharmaceutical firm on Peshawar Pakistan that why medical representative switch their job or organization and the clear factor our sale increasing, career development, supervisor support, management relationship, employees retention, employees compensation these factors have a strong positive significance influence on pharmaceutical employees of Peshawar Pakistan. Moreover, this research found the factor that “Salary” is the important factor for pharmaceutical employees as compared to other variable and other variable comes out at next key of turnover causes. These factors impact the turnover at pharmaceutical employees. (Hejase , Dirani, Hamdar, & Hazimeh, 2016)

Industry Brief

The pharmaceutical industry is one of the drug manufacturing industries of Pakistan. Nowadays Pakistan has around 400 pharmaceutical companies which can meet around 80% of the country's request of wrapped up pharmaceutical products. The pharmaceutical industry in Pakistan has experienced an essential development of 17% amid 2013, which is more than the worldwide pharmaceutical normal yearly development rate of 8 per cent (Baig, Saqib, Abrar, & Bashir, 2011). Moreover, the pharmaceutical companies in Pakistan sent out sum to US\$200

million yearly in 18 diverse nations with a trade vision of US\$500 million in 2013 (Imam & Ali, 2018).

According to the report of Pakistan's Pharmaceutical Manufacturers' Association (PPMA) July 2017 people switched job because of high salary and their career advancement people left job because they get an offered a new chance to grow from other organization. Even good employees are quite too when they didn't get learning and development opportunities from organization. Mostly people switched their job to move towards a better opportunity and higher attractive salary. Employees easily quite from organization but retaining is the only main factor which is which is help you out to stay your employees for the long at organization and reduce your cost for new hiring and training. Retaining the employees reducing the turnover rate too which are beneficial for organization.

Some of the major pharmaceutical companies currently actively working in Pakistan are GlaxoSmithKline; Getz Pharma (Private) Limited; Abbott Laboratories Pakistan Limited; Sami Pharmaceutical (Private) Limited; the Searle Company Limited; Hilton Pharma (Private) Limited; Ferozsons Laboratories; Pfizer Pakistan Limited; Bayer; Wyeth Pakistan Limited and others.

Research Problem

Every organization has a goal to retain their employees. Holding talented people is an advantage for a firm since the information and abilities of the employees are critical for organizations in determining their competitive advantage. Employee retention may be a one of the foremost and fundamental issues examined by organizational pioneers since of the lack of talented workforce, money related improvement and huge laborer turnover (Imam & Ali, 2018). It is fundamental for organizations through the commerce strategy, to bring and retain

quality labors in the organization. Due to high turnover rate, new employees hiring, and the cost increase related to this process demonstrate that it is better to retain the employees instead of their turnover.

Employee retention is to one of the enormous problem in organization in present days. Great and talented workers ought to be held by organizations. Numerous organizations do not respect their workers due to which worker switch their jobs to seek for better working environments and leave disgraceful workplaces as soon as they discover any good alternative opportunity. Thus this study intends for find the reasons of employee turnover, and investigate the factors which help employee retention in organizations.

Research Question

1. Does the supervisor support and employee retention has a positive relation?
2. Does the job satisfaction and employee retention have a positive relation?
3. Do the salary & rewards and employee retention has a positive relation?
4. Do the career development opportunities and employee retention has a positive relation?

Objectives of the Study

To determine the factors which significantly influence employees to retain or leave the organization. For this study we will first examine the factors that are affecting employee retention through available literature and then we will investigate the impact of those factors in effect to the pharmaceutical companies in Pakistan.

- Effect on organization of retention policies.
- Finding the retention procedures for the organizations.
- Highlighting the reasons why individuals are resigning.
- Identifying the ways to reduce turnover.

Justification

In today's world competition in every field everywhere is common especially in organizations so to face the change and compete with the competitor's organizations must satisfy their employees and to make an organization alive in this competitive world employee retention is necessary. We have chosen this topic to highlight the factors behind the turnover and employee retention because employees are the beneficial for an organization, without them organization can't perform effectively.

Limitations

Certain limitation of this study is that data will be collected only from the employees of pharmaceutical companies in Pakistan to know the factors which relate to the turnover.

LITERATURE REVIEW

Employee Retention

Employee retention is the ability of an organization to retain its talented people for a long time period. It is necessary for an organization to retain the employees because there is too much cost regarding recruitment and organization lost their polished employees. Study of India (Sinha & Shukla, 2013) was about study of employee retention in the pharmaceuticals Sector in Dehradun city in which they selected respondents randomly from pharmaceutical companies. They have used dichotomous questions 126 questionnaires were analyzed in which they have found that pharmaceutical industry have high retention rate than other industries.

The main reason they had found by this study is 60% of employees have no issue with their jobs they have full job security they are satisfied with the working hours.

Organizations are centring on the issue of longer retention of their experienced, senior and useful employees. Organizations are worried to save a talented representative for a more extended time. There are numerous motivations to hold representatives, and its main role is to recruit and give preparing another labourer is a delayed and expensive cycle. This method causes the loss of important assets. To accomplish targets and objectives organizations are attempting to do at its best to continue existing. A study of Pakistan (Salman, Mehmood, Aftab, & Mahmood, 2016) was about the impact of safety health environment on employee retention and pharmaceutical industry in which surveys conducted through questionnaire 250 respondents fill the questionnaire and data analysed through SPSS and Amos in which they shows that pharmaceutical industries attempt retention strategies to retain their talented people.

Supervisor Support

Supervisor support is a significant factor for employee retention in an organisation. A research of Malaysia (Bibi, ahmed, & Majid, 2018) was conducted in which 250 faculty members was selected for survey. Above study explores the effect of training and development and supervisor support on employee retention. In this study superior support and employee retention has a positive significant relationship therefore the upper management needs to provide appropriate support to their employees.

However a study of London (Sucharski, Stinglhamber, & Vandenberghe, 2002) also shows the positive significance relation of superior support and employee retention in which the study is about the exploration of the relationship among employee retention superior support and organisational support, there sample size was about 300 they collect data through questionnaire and collected in sealed envelopes.

Additionally another study of (Irshad & Afridi, 2007) hence proved that if employees are given importance will work efficiently in an organisation and increase the productivity so it is prove that superiors support has positive significance on employee retention. The study is about the relationship between employee retention and human resource management practices in an organisation. In this study (Irshad & Afridi, 2007) worked on the past literatures the way in which people manage and improving at work.

Another study of Pakistan (Malik, Baig, & Manzoor, 2020) about Impact of HR practices on retention rate: the role of supervisor support, which shows employee retention, has positive relation with supervisor support. The survey conducted through questionnaire and data analyzed through SPSS and they follow theory of Maslow hierarchy needs and show that if employee treated well or they have a good relation with their superiors so they work for the organization for the long time.

Study of Pakistan by (Anis A. , Kashif-ur-Rehman, Ijaz-Ur-Rehman, Khan, & Humayoun, 2011) complete of 450 surveys was shipped off workers of six drug organizations. Out of the aggregate, 320 usable polls were incorporated for information investigation. They utilized essential date strategy this investigation clarify the connections of chief help on drug industry. Supervisor's help make the open door for the employee to interface and speak with partners to know them well for filling in as a solid collaboration. The coordination of superiors and employees in declining period gives benefit to the organization.

Admittedly the study of (Mishra & Mishra, 2013) hence proved that through research it has been examined that 85% of all problems in an organisation support associate with superior support the major factor of employee retention in an organisation is superior support employees remain motivated if they are well treated and supported by organisations.

H1 = Supervisor support has a positive and significant effect on employee retention.

Job Satisfaction

Job satisfaction is also an important factor to reduce the turnover rate of an organisation. A study of Dhaka (Kabir & Parvin, 2011) was about factors affecting employee job satisfaction of Pharmaceutical sector in this author shows the positive impact of job satisfaction on employee retention. Employees only satisfied through his jobs when organisation provides facilities to their employees.

Moreover the study of Pakistan that (Ashtraf & Siddiqui, 2018) works on the impact of employee retention the role of psychological, capital, control at work, general wellbeing and job satisfaction. In these they conducted a survey of 200 employees of longitudinal companies in Pakistan by using 5 point Likert scale questionnaire.

Hence study of Pakistan (khan & Aleem, 2014) demonstrates that job satisfaction in such case employee with the low level of dissatisfaction which turns into the rate of turn over and employment. A study further shows that ratio of turnover indicates a level of dissatisfaction of employee. The research conducted through questionnaire and sample size was 270 and respondents were 200 who filled their questionnaire.

Another case study of (Anis A. , Kashif-ur-Rehman, Ijaz-Ur-Rehman, Khan, & Humayoun, 2011) was about the issue in pharmaceutical industry which is job satisfaction of the employees and their retention issue in which 450 questionnaires were distributed among six pharmaceutical companies. Out of the 450, the study gets 320 usable questionnaires for data analysis. For model testing Structural Equation Modelling (SEM) was used. The results conclude the positive and significance. This study show the relationship of job satisfaction which impact on employee retention and it's indicated the positive relationship that the more employee are satisfied with their job and organization they are more willing to work in an organization and satisfied employees are more loyal and unlikely to switch their job and it's helped to increase the productivity.

It has been concluded that job satisfaction has positive relation with employee retention consequently a study of Pakistan (Salman, Mehmood, Aftab, & Mahmood, 2016) was about the impact of safety health environment on employee retention and pharmaceutical industry in which surveys conducted through questionnaire 250 respondents fill the questionnaire and data analysed through SPSS and Amos.

H2 = Job satisfaction has a positive and significant effect on employee retention.

Salary & Rewards

Employee only motivated by the rewards he/she get from the organization. The research (Kabir & Parvin, 2011) indicates that employees are working for money they are attracted by the handsome pay. If organizations increase the salary and benefits of employees so it increase their service quality and showing their behaviour towards positivity and they want to stay long with organization.

Another study of (Ruvimbo & Ngirande, 2014) used quantitative research in which 180 nurses selected randomly as respondents it was about the relationship of retention and incentives and their effect. The study determines the impact of employee rewards and perks leads to employee retain for long time period. The study clearly shows the optimistic relationship between rewards and job retention. It indicates that the more you provide benefits to your employee they highly interact with organization and stay longer with the same industry because they get satisfied perks and benefits.

Likewise another study (Akhter & Iqbal, 2017) is about Effects of Job Organizational Culture, Benefits, and Salary on Job Satisfaction ultimately affecting employee retention. They conduct survey through questionnaires using primary research to conduct the research. Salary and rewards are the very significant factor for every employee they desire to get internal and external reward on their special contributions and performances made by them for organization

objectives. Salary and other benefits/packages is strong tool for company to retain their employees.

Moreover the study (Irshad & Afridi, 2007) is based on research reviews relevant literature to indicate that which factor are helpful to retained employees. Salary and Rewards are the key factor of any organization which motivates the employees and motivation leads to employees' retention in the organization. Rewards and promotions should be on merit basis which help in production and retention.

To sum up it is proved by the study (Chiu & Li-Ping Tang, 2002) that salary and rewards has positive impact on employee retention. This research paper conducted two studies in which data collected from 2 different cities like in Hong Kong they got 583 respondents and from People's Republic of China (PRC) they got 121 respondents. They determine that salary and rewards are the strongest factor to retained employees because they worked for money it's valuable for them. Basic salary, rewards, year-end bonus, annual leave and mortgage loan were the important factor to retain the employees. These factors reflected to Hong Kong employees.

H3 = Salary & rewards has a positive and significant effect on employee retention.

Career Development Opportunities

Career development is the main factor for which employee retain in an organization. A study of Malaysia was conducted about the impact of career development activities practices on employee retention, the research conducted through questionnaire which was distributed among 30 employees and analyzed through SPSS. The study (Nagarathanam, Venkitasamy, & Attiah, 2018) indicates the positive relation of career development and employee retention.

According to this study career development opportunity is the only way to keep an employee in an organization for a long time period and move organization towards productivity.

Another study of (George, 2015), about the topic what factors induce employees to retain in organizations. It is a cross sectional study in which survey is conducted through questionnaire and 138 workers participated in the survey and analyzed through SPSS. The study shows that employees are capable to promotion and working efficiently in an organization. Employee focuses on work when he sees his personal benefits. It also shows that employee turnover rate may be the cause of low career development.

In contrast the study of (Chew & C. A. Chan, 2008) is about the human resource practices and organizational commitment and intention to stay. The study indicates the negative impact of career development factor on employee retention. The study shows that career development has not significant relationship with employee retention. The study opposed too many other studies. The survey is conducted by taking interviews though Delphi technique. Interviews take from 13 experts, 12 HR Manager and 457 employees of Australia. Structural equation modeling was used to test data.

Report on examining the factors contributing to employee retention of BEXIMCO

Pharmaceuticals - The case study on HR department of BEXIMCO Pharma by (Ashika, 2020) they take participates from the age group between 31-40 years old agreed that career development and retention has a positive significant relation and 7 participants are from 20-30 years old disagree on the statement. In this research employee retention factor contribute to career development. According to this research acquire the talented employees for the organization development and employee career development too. At the other hand retention of employees is important factor retain employees with appropriate benefits for their career development and long stay. According to their analysis employee career development facility has significance in terms of employee retention.

Hence the study of (Diah, Hasiara, Ramli, & Irwan, 2019) shows the positive impact of career development on employee retention. In this research study, the respondents were from the pharmaceutical sectors which include 165 males and 151 females which sum up the sample size of 316. The result comprise, they conducted different tests to check the reliability. The result shows that employee retention has a positive and significant relationship with career development opportunities. The relationship indicates that pharmaceutical companies have their own strategies to maximize the retention rate and maximize their profitability. It's also indicates that investing on development of employees to increase their own profitability and productivity of industry.

Admittedly another study of employee retention of pharmaceutical firms in Indonesia: Taking Investment in Employee development and social and economic exchange as predictor's authors of research are (Diah, Hasiara, Ramli, & Irwan, 2019). This study object is about the employee career development impact on employee retention. This study stuff motivates to know about the mediating impact of social exchange between perceived investments in employee career development on employee retention. They collected data from the corporate employees of the pharmaceutical firms in which we selected 165 males and 151 females. The total sample population from which the data was selected is 316. In order to evaluate of this research they applied different tests in the research study. It has been concluded through the results that there is a significant relationship between employee development and Employee retention. Its show a positive results towards the retention on organization.

H4 = Career development opportunities has a positive and significant effect on employee retention.

RESEARCH METHODOLOGY

Theoretical Framework

The study is about Employees retention which is indicated by Maslow's hypothesis which involves a 5-level pyramid: physiologic or key perseverance; physical and mental prosperity; sensation of having spot; accomplishment, innovativeness, advancement and self-acknowledgement. Herzberg's hypothesis suggests there are 2 social affairs of components that are tidiness and motivation. The terms job satisfaction and motivation have, in my experience, become used them again. There is a differentiation. Business satisfaction is an individual's eager response to their current work environment condition, while motivation is the primary purpose to pursue and satisfies one's necessities. Maslow and Herzberg's theories can be conveniently applied to the workplace. Heads can help labourers with achieving as a rule position satisfaction which with the employee's internal motivation, increase execution at work.

Similarly, a study by (Alshallah, 2004) asserted that profitability is characterized as the productive and viable utilization of assets with least waste and exertion to accomplish result. We experience a daily reality such that has restricted assets. The pharmaceutical industry faces this impediment more than some other industry. With these difficulties confronting medical services chairmen, the idea of efficiency, work fulfilment and inspiration become significant. Employee fulfilment and retention have consistently been a significant issue for doctors, clinical focuses and organizations all in all. Regular HR speculations, built up about 50 years prior by Maslow and Herzberg, propose that fulfilled representatives will in general be more profitable, inventive and focused on their managers. Individuals are fundamental to profitability. The accomplishment of profitability improvement system is reliant on worker duty, work fulfilment, aptitudes, and inspiration.

Research Approach

The study is based on mono method research because there is only quantitative research and in this explanatory research is using because we are explaining the phenomena and testing the theory. This is an applied research because the study is applicable to pharmaceutical industries in Pakistan and gives recommendation to the solution of existing problem.

We collect primary data from the employees of the different pharmaceutical companies of Pakistan. The research approach will be deductive approach as a general theoretical data to a specific data will be collected on pharmaceutical industry of Pakistan. The data collection will be cross sectional.

Procedure

The study will be accomplished through:

1. Primary data collection done through questionnaire.
2. From Literature review and different research articles we get secondary data.
3. The collected data will be run on SPSS Smart PLS software and Correlational Analysis will be collected and reach to conclusion that which factor affecting most on employee retention in pharmaceutical companies.

Population

Population of the study is unknown as there are over 400 pharmaceutical firms in Pakistan. We are conducting research on the pharmaceutical firms in Karachi and there are 26 firms of pharmacy are in Karachi in we get responses from 12 companies.

Sample and sampling methods

The population of the study is unknown so we select our sample size is 250. We used simple random sampling method for our data collection.

Instrument selection

The research has selected primary data which will be collected through structured questionnaire which will be measured by 5 point Likert scale. Structured questionnaire will be distributed

through email among the employees of different pharmaceutical companies of Karachi which will drive us to the conclusion.

6 items of dependent variable employee retention and 6 items of independent variable rewards & salary are adopted from the study (W. R. & Wambua, 2019). 4 items of both independent variables i.e. supervisor support and 5 items of career development opportunities are adopted from the study (Wai, 2019). 4 items of last Independent variable job satisfaction is adopted from the study (Raziq & Maula bakhsh, 2015)

Variables

The variables are taken from the study of (Sinha & Sinha, 2012) in which they compare the factors influencing on employee retention in two pharmaceutical companies.

Dependent variable: Employee retention

Independent Variables: Supervisor Support, Job satisfaction, Salary & Rewards, Career Development Opportunities.

Hypothesis

H1 = Supervisor support have a positive and significant effect on employee retention.

H2 = Job satisfaction have a positive and significant effect on employee retention.

H3 = Salary & rewards have a positive and significant effect on employee retention.

H4 = Career development opportunities have a positive and significant effect on employee retention.

DATA ANALYSIS & FINDINGS

The research is about the analyzation of the factors that are affecting on employee retention in pharmaceutical industry of Pakistan. Employees are the assets of any organization. Pharmaceutical industry has load works so it is difficult to retain employees there. It is difficult and costly process to hire a new employee, somehow organization hire the new person but they can't get that experience from new employee so it is necessary for the organizations to work on retaining the employees. This research will explain that which factors effect most on the retention.

The research conducted to identifying the influencing factors that make their influence on employees to retain or leave the organization so that organization may adopt certain strategies to retain their intellectual genius. This is a primary research in which questionnaire (online and physical) is used to collect the data among 250 employees in which 214 employees fill the questionnaire who are working in the pharmaceutical industry of Pakistan like Abbott laboratories, Indus pharma, Adamjee pharmaceuticals, global pharma, Wilshire pharma, Genix pharma, Allmed laboratory, High noon laboratory, Novartis, PharmEvo, Pharmatech and Pharma. The data analysed through SPSS & Smart PLS-SEM. Different test were conducted to test the reliability and validity of questionnaire.

Descriptive Analysis

Table 4.1 Respondent profile

Factors	Respondents	Category	Frequency	Percentage %
Gender	214	Male (1)	1= 178	Male = 89.0%

		Female (2)	2 = 22	Female = 11.0%
Age	214	18-25 (1)	1 = 2	18-25 = 0.9%
		26-35 (2)	2 = 180	26-35 = 84.1%
		36-45 (3)	3 = 32	36-45 = 15%
		46-55 (4)	4 = 0	46-55 = 0
		56 or above (5)	5 = 0	56 or above = 0
Qualification	214	Intermediate (1)	1 = 0	Intermediate = 0
		Bachelors (2)	2 = 112	Bachelors = 52.3%
		Masters (3)	3 = 102	Masters = 47.7%
		Doctorate(4)	4 = 0	Doctorate = 0
Designation	214	Manager (1)	1 = 37	Manager = 17.3%
		Executive (2)	2 = 65	Executive = 30.4%
		Staff (3)	3 = 112	Staff = 52.3%

The above table 4.1 shows the figures of demographics related to the employees working in pharmaceutical industry. The research has 214 respondents in which 89% are male and only 11% are female. 0.9% employees belong to 18-25 age groups, 84.1% belongs to 26-35% and only 15% belongs to 36-45 age groups. 52.3% employees are graduated and 47.7% are masters.

17.3% respondents are managers, 30.4% respondents are executives and 52.3% respondents are staff.

Table 4.2 Descriptive analysis table

No.	Variable	Questions	Respondents	Mean	Standard Deviation
1	Employee retention (ER1)	The rate of retention in my organization is high.	214	3.678	.9463
2	ER2	I have no intention of leaving my organization.	214	3.893	.9847
3	ER3	Within this organization my work gives me satisfaction.	214	3.911	.9625
4	ER4	I am optimistic about my own future within this organization.	214	3.631	.9637
5	ER5	I love working for this organization.	214	3.729	.9841
6	ER6	I think my organization is one of the organizations with a good job retention policy for its employees.	214	3.668	.9677

7	Rewards & Salary (RS1)	My organization offers incentives e.g. bonuses, special packages to employees.	214	3.738	.9674
8	RS2	Job grade or group progression is based on merit in my organization.	214	3.701	.9711
9	RS3	My organization generally has a higher rate of compensation compared to other similar organizations.	214	3.869	.9890
10	RS4	I believe that my salary is fair.	214	3.659	.9692
11	RS5	My organization gives recognition for achievements to the employees.	214	3.738	.9577
12	RS6	The organization benefits packages are attractive to me.	214	3.692	.9584

13	Job Satisfaction (JS1)	I am satisfied with the sense of achievement I get from my job.	214	3.640	1.0007
14	JS2	I am satisfied with the work I do.	214	3.654	1.0355
15	JS3	I am satisfied with the training I have received.	214	3.808	1.0552
16	JS4	I feel my job is secure.	214	3.593	1.0955
17	Supervisor Support (SS1)	My supervisor/boss treats all employees equally.	214	3.701	1.0229
18	SS2	The working environment maintained by my supervisor/boss focuses on teamwork.	214	3.682	.9504
19	SS3	The supervisor/boss gives me 'feedback' about how well I complete my work.	214	3.734	.9830
20	SS4	My supervisor recognizes me for work well done.	214	3.921	.9730
21	Career development	I have received sufficient training in this	214	3.715	.9485

	opportunities (CD1)	organization to enable me do my job effectively.			
22	CD2	My organization provides regular training.	214	3.869	.9937
23	CD3	The training that has been provided enables my personal growth.	214	3.706	.9356
24	CD4	There are opportunities in this organization for me to advance my career.	214	3.757	.9429
25	CD5	The organization has career development activities to help an employee identify/improve abilities, goals, strengths, and weaknesses.	214	3.991	.9494

The above table 4.4 shows the figures of descriptive analysis which is related to the working employees of pharmaceutical industry. The research has 214 respondents and we have a variable according our research topic which is employee retention, rewards and salary, job satisfaction, supervisor support and career and development opportunities.

- Our ER1 indicates the result by 1st question of respondents means is 3.678 and Standard deviation is .9463 and ER2 Means is 3.893 and SD is .9847 and ER3 Means is 3.911 and

SD is .9625 ER4 Mean is 3.631 and SD is .9637 ER5 Mean is 3.729 and SD is .9841 ER6 Mean is 3.668 and SD is .9677.

- Salary and rewards shows the analysis of RS1 mean is 3.738 and SD is .9674 RS2 mean is 3.701 and SD is .9711 RS3 mean is 3.869 SD is .9890 RS4 mean is 3.659 SD is .9692 RS5 mean is 3.738 SD is .9577 RS6 Mean is 3.692 and SD is .9584.
- Job Satisfaction analysis table show the result of JS1 mean is 3.640 and SD is 1.0007 JS2 mean 3.654 SD is 1.0355 JS3 mean is 3.808 SD is 1.0552 JS4 mean is 3.593 and SD is 1.0955
- Supervisor support show the results of SS1 mean is 3.701 and SD is 1.0229 and SS2 mean is 3.682 and SD is .9504 SS3 mean is 3.734 SD is .9830 SS4 mean is 3.921 and SD is .9730.
- Career and Development opportunities demonstrate the descriptive analysis results of CD1 mean is 3.715 and SD shows .9485 CD2 mean is 3.869 and SD is .9937 CD3 Mean 3.706 and SD is .9356 CD4 show the mean is 3.757 and SD is comes .9429 and CD5 of mean is 3.991 and the SD is .9494.

CONCLUSION

Employees retention based on the salary and rewards. All factors are depending on salary. Salary and rewards increase the job satisfaction and employees retention. This study examines the factors which is effecting employees retention and staying long for pharmaceutical industry. The result suggests that the factors which had satisfyingly explained Salary & Rewards and job satisfaction which is affect the employees' retention. The outcomes recommend that the variables had acceptably clarified Job satisfaction and Compensation and other variable supervisor support and career opportunity also play significant role on the factors that has an effect on supervisor support and job satisfaction. In light of the outcomes for the normalized values, we can see that work conditions, reasonableness, advancement, and pay, are key

variables that influence pharmaceutical industry workers' job fulfilment. Money is a biggest role playing, in reality that everyone's worked for money they just want money, need money and worked for money. What's more, acceptable pay is key variables in satisfying the employee. We can enhance the incentives and remuneration of the employees to rouse the representative, the great compensation back can be one of the key components influencing position fulfilment, additionally in this way one can expand the administration quality and hierarchical execution. These all things relate to the employees retention and a good work environment and good work condition can increase the job satisfaction of employees and increase their job performance too. For the satisfaction of employees provide them good services and attractive packages for their benefits.

Recommendations

Future chances about the research study is that overcoming the limitations of data collection and future study need to observe more about the pharmaceutical working environment and their working conditions because they only worked for money and there is less career opportunities so we future worked on it and find the reasons. Future more research on promotions, job security and relationship with their co-workers. For further research following examine should be considered.

- 1) The research needed to future working on the other factors which is more needed and know about the factors which influenced the employees retention of pharmaceutical industry. Variable like: Such as role ambiguity, job uncertainty, work level, contingent rewards and prizes and collaborate have on employees retention and satisfaction.
- 2) Create a good and pleasant environment for employees according to their work condition and comforts. Interaction with your employees and communicate with them

to build a good relationship as a supportive supervisor or co-worker because it creates a good work environment.

- 3) Evaluate their performance and work quality and appraisal them accordingly to their good performance and utilize their more skills by appraisal because its motivation factors for every employees to retain, satisfy and beneficial for industry.
- 4) Rewards should be based on truly merit system.
- 5) Turnover rate should be monitor and know about the reasons of turnover and make a policy regarding this factor because it's helpful for organization to retaining employees.
- 6) Offering them advancement training for career opportunity which is helping them to increase their skills.

Further area for Research

It will never be ignored that beside conduct a fruitful research but there are some limitation needs to be discussed compulsory that can help for the further research. Data was collected among 214 employees of various pharmaceutical companies of Karachi, Pakistan within the limited time, if data was collected from all over the country of Pakistan or from maximum cities of it without any restriction of time, the research would generate more productive results. May be some of the respondents may attempt questionnaire inattentively, on the other hand the questionnaire was prevailed among the certain age groups but majority of the respondents were between the 26-35 age group and only 15% belongs to 36-45% while there are only 11% of respondents are females. These things could bring an effective result in research.

We work on dependent variable is (Employee retention) and independent variables (Supervisor support, job satisfaction, salary & rewards and career development opportunities) & I observe during the entire research from survey, questionnaire & past literature that all factors directly and indirectly impacts on employee retention.

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