

Factors Affecting Employee Retention in Pharmaceutical Sector in Pakistan

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ABSTRACT

Background: In this advanced and digital era, employers and organizations are reluctant to retain their skilled and high performing employees due to the advancements in technology. Less people can perform the work of several employees with the help of technology.

Objectives: This study explains that various factors are involved when employees leave organizations.

Methods: Convenience sampling technique was used in this research and survey was conducted with the employees of pharmaceutical sector. PLS SEM approach was used to test the hypotheses. Data was collected from 200 respondents, out of which 192 were considered valid responses.

Results: The results show that Career Opportunities ($\beta = 0.395$, $p < 0.05$), Compensation ($\beta = 0.312$, $p < 0.05$), Organizational Commitment ($\beta = -0.144$, $p < 0.05$), and Work Environment ($\beta =$, $p < 0.05$) significantly affect the Motivation of the employees (i.e., $p < 0.05$). Moreover, motivation of the employees ($\beta = 0.759$, $p < 0.05$) significantly affects Employee Satisfaction that eventually affect employee retention ($\beta = 0.164$, $p < 0.05$).

Conclusions: One of the top reasons of employees leaving companies is their relationship with their supervisor or managers. Proper communication with managers is the key to build good bond. On the other hand, managers should suggest ways to improve. This research is limited to respondents from pharmaceutical industry and does not comply to every industry. Further it has been assumed that all the respondents gave accurate responses and they know well about their organizations.

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1. INTRODUCTION

The impression of employee retention is rapidly increasing among the organizations. They believe that it is very important that the organization have an ability to retain its valuable employees to achieve the long-term success (Das & Baruah, 2013). In recent years many researches have been conducted to highlight the reasons for which employee leaves or tends to stay within an organization.

The amount of time spend by an employee in an organization is known as employee retention. Moreover, employee retention is more about employee propensity to work with an organization for long period and the determination of employment. The opportunities received by an employee and the

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satisfaction that an employee feels while working with an organization drives the determination of employment. The factors such as Organizational commitment, Compensation, Motivation, work environment, and Relationship with manager plays an important role in creating satisfaction or dissatisfaction among the employees (Hughes, 2008).

To achieve the long-term goals set by the organizations, it is very important to retain this valued resource (Gupta, 2014). Employee retention was never an easy task, but the era of globalization has made it more challenging. Employees are unceasingly in search of better opportunities and willing to relocate to any part of the world (Macarov, 1996). In most of the cases the managers are unable to identify and apply the motivational factors that can motivate an employee to stay with an organization (Gupta, 2014). Employee turnover can be reduced to a higher extent if the managers can effectively identify these factors. Recruitment of new employee is not only costly but a time-consuming process as well (Macarov, 1996). High employee turnover also makes it difficult to maintain the organizational culture positive employee morale. Consequently, it also affects the production matrices and budgets set for the departments, this further adds to the organizational expenses (Macarov, 1996).

An organization success depends mainly upon its capacity to retains its employees (Grant, 1991). Increase in turnover in staff of pharmaceutical industry may results in organization not being able to meet its goals and objectives (Cannon & Edmondson, 2005). Which ultimately will affect the loss of business, loss of customers and it can spoil the image of the organization (Ghayas & Siddiqui, 2012). However, it has been observed that employee retention in many organizations has been a challenge. In the pharmaceutical industry of Pakistan, there have been numbers where the employees are quitting the company in large numbers on monthly basis, at times, transferring from one company to another within the industry, which ultimately results in high cost of responsibility, frequent development and training conferences and loss of valued time to focus on customers (Ghayas & Siddiqui, 2012).

- to determine a significant relationship between the factors like organizational commitment, work environment, relationship with manager, compensation, employee satisfaction, employee commitment, career opportunities, and motivation with employee retention.
- to govern if there is significant relationship between all independent variable (organizational commitment, work environment, relationship with manager, compensation employee satisfaction, employee commitment, career opportunities) significantly influence the dependent variable (employee retention).

1.1 Literature Review

This part gives the definition to the free factors like association responsibility, workplace, relationship with employees, remuneration, worker fulfillment, career opportunities, inspiration, and independent variable which is Employee retention. The about the scopes of the independent variables are discussed; this study gives a in depth understanding about the correlation between independent variables and dependent variable. Also, in this chapter also will deliver related theoretical models and in the end of this review, conceptual framework of the study will be developed to give a well picture for the reader.

1.2 Theoretical Underpinnings

Two-Factor Theory is decisively identified with Maslow's progression of needs; however, it acquainted more aspects with measure how people are influenced in their work culture. This hypothesis contended that arranging the low-level requirements of people would not rouse them to apply exertion, however would just keep them from being disappointed. To spur representatives, more elevated level requirements (inspiration factors) should be provided. The results for implications to apply this hypothesis is that collecting representatives' extraneous or motivating elements will just keep workers from getting effectively disappointed however won't spur them to contribute extra efforts toward better work execution. To spur workers, relations should zero in on providing natural or motivational factors (Robbins, 2009).

1.3 Employee Retention

Employee Retention can be characterized as the capacity of holding the capable and significant workers in the association from leaving from their work for a more drawn-out period than the contenders (Das & Baruah, 2013). Zineldin (2000) depicts representative maintenance such that it is obligation to work with an organization or an association in nonstop framework.

Other than employee retention can likewise be alluded to the strategies or practices of an association or organization spread over for the counteraction of leaving of sacrosanct representatives. It would think about advancement of the supporting of representatives in a solitary organization or association for a most extreme length (Hon et al., 2013). Employee is one of the critical issues that the businesses are looking because of shortage of gifted labor and representative turnover (Hon et al., 2013). It is viewed as an essential test for association (Hon et al., 2013). Numerous associations in past depend intensely on two customary methodologies for overseeing turnover. In the first place, they expanded pay rates and furthermore, they expanded preparing spending plans if the principal technique didn't work (Weinberg, 1997). The definition states that the retention is "the capability to cling onto the employees you desire to hold, for longer than your opponents" (Das & Baruah, 2013). hence it is to be said that retention is taken to be a long-term relationship and commitment between employee and the organization (Das & Baruah, 2013).

1.4 Organizational commitment

Organizational commitment is a mental supportive thing that ties people to work in inspiration and commitment in accomplishing hierarchical objectives (Anis et al., 2011). The more significant level of hierarchical responsibility in representatives will prompt have a feeling of having a place and ID with the association that expands their desire to follow the association's objectives and achievements, and their ability to stay a piece of the association (Meyer & Allen, 1991). Also, basically committed employees are undeniably more averse to take part in deficiency of nonappearance and turnover (Golden et al., 2008). At first conceptualized as a single significant develop, authoritative responsibility is presently known to be multidimensional in nature. The most well-known types of firm's responsibility found and gave an account of in the scholastic writing are full of feeling obsessive connection to the organization, continuation saw costs related with leaving the association and standardizing the standard of commitment towards the working environment (Carriere & Bourque, 2009; Rego & e Cunha, 2008). Every mechanism leads to strengthening the believe the employee will be retained in the organization, but nature of each individual mindset differs from the others. Employees with a strong relationship with organization, remain because they actually want to do so. Those with strong commitment tends to stay because they feel they have committed employees, they stay because they feel they should stay (Parish et al., 2008; Rego & e Cunha, 2008). This means that a given employee can be affectively, normatively and instrumentally committed to the organization.

1.5 Work Environment

Working climate is ordinarily connected with actual perspectives, for example, commotion and substantial lifts. The psychological social estimation of work environment may join work support, responsibility what's more, work stressor (Tourangeau et al., 2010). Solid work space involves cooperative and involved culture and the presence of skilled initiative, practice climate, proficient headway and the presence of satisfactory employees (Ritter & Geersbro, 2011). Working climate is place where representatives hope to use their best skills and experience and fulfill their fundamental necessities (Shuman et al., 2013). Work environment intended to have an important design on representatives where they watch out for living with their talent insofar as determined. Numerous associations are giving various conveniences that upgrade the work space. Working climate is an essential and is influencing the requirement to give quality consideration. The work climate is significantly important. Including staffs in constantly changing organizations or companies

can give a positive outcome as they are the one operating in the framework. They provide experiences on the insufficiencies and changes can be developed precisely (Ritter & Geersbro, 2011).

1.6 Relationship with Manager

Considering the important role of supervisors as main back bone of the organization in employee retention. Different researchers noticed that the manner in which individuals are overseen and the authority style have direct impact on an association capacity to keep up its labor force (Kossivi et al., 2016). Eisenberger et al. (1990) examined that the manner in which representatives see an association is especially reliant upon their relationship with their chief, he further added that the administrator assumes significant part in molding a worker over all residency in any association. Andrews and Wan (2009) were less explicit about the specific style of administration that emphatically impacts the ability of an association to make its representatives stay. Notwithstanding, they noticed that administration plays a determinant job in worker maintenance and set up that there is an immediate relationship between representative maintenance and director conduct. Employee involvement in decision making motivates them to stay and retained in an organization. Noah (2008) observed that involvement in decision making process makes employees feel that they are part of the organization which leads to increases their loyalty and retention.

1.7 Compensation

Compensation and rewards are seen as if rewards given by relationship to employees considering their responsibilities and presentations additionally as to satisfy their needs (Aguenza et al., 2012). It is regularly used to hold and pull in representatives. Prizes and pay can be gone from outward and characteristic (Aguenza et al., 2012). Prizes and remunerations are the necessities for representatives which cover the fundamental requirements of pay, sensation of professional stability and acknowledgment for their performance (Aguenza et al., 2012). The investigation found that prizes, for example, yearly bonuses, Annual leaves and salaries are significant for representatives to stay committed (Aguenza et al., 2012). There was different pay which incorporate proper acknowledgment for information, experience and exertion that are solid motivating force for Employee maintenance (Tourangeau et al., 2010). Salaries are unique in relation to organization to organization. For the most part, representatives consistently have elevated requirements on the remuneration's bundles offered by the organization they are enlisted. Hence, it is predictable that an appealing prize and pay bundle help to hold expected workers (Neog & Barua, 2015). Prizes and remunerations are given to persuade workers for a superior performance at work place and positive practices. Associations are at risk for starting disappointment among representatives if there could be no legitimate prizes also, remunerations provided by the company (Hong et al., 2012).

1.8 Employee Satisfaction

Employees' job fulfillment alludes to the happiness experienced by a worker out of his/her work. It is a mind-boggling feeling about one's work, coming about because of the issue valuation of its qualities (Abraham, 2012). Occupation's fulfillment addresses a disposition instead of a conduct (Khoele & Daya, 2014). The investigation of worker's work fulfillment is a subject of premium to the two people who work in pharmaceutical industry and people who study them (Khoele & Daya, 2014). Occupation fulfillment has been related with many hierarchical wonders like inspiration, mentality, administration, resolve and so forth (Abraham, 2012). Specialists like Irabor and Okolie (2019); Das and Baruah (2013); Ramlall (2004); Kyndt et al. (2009); Sandhya and Kumar (2011) and James and Mathew (2012) have effectively recognized the different components of occupation fulfillment, estimated the near significance of every component and analyzed what impacts that parts have on workers' efficiency.

Occupation disappointment and fulfillment not just rely upon the idea of the work, they rely upon the assumptions that the work gives. Judeh (2011) post that if the organization employees feel treated decently for the outcomes they have or for the work they do, they will be fulfilled. Dissatisfied personnel aren't really

more profitable than a less motivated one; at times the employees are content with their positions since they don't need to buckle down [Judeh \(2011\)](#).

1.9 Employee Commitment

Representative commitment has effectively acquired a lot of notoriety and a few analysts guarantee commitment has a positive relationship with consumer loyalty, profitability, benefit, workers' maintenance ([Coffman & Gonzalez-Molina, 2002](#); [Little & Little, 2006](#)) and authoritative achievement and benefit ([Dever & Karabenick, 2011](#)); ([Looi et al., 2004](#)). [Harter et al. \(2002\)](#) contend that representative commitment is significant for 'significant business results and execution in numerous associations'. [Saks \(2006\)](#) characterizes worker commitment as the degree to which an individual is mindful and ingested in the exhibition of his/her jobs. Occupation commitment alludes to an extent to which an individual is interested in the exhibition of his/her own individual job ([Saks, 2006](#)).

1.10 Career Opportunities

Employee turnover rate can be influenced by training ([Albrecht & Andretta, 2011](#)). [McMahon et al. \(2008\)](#) characterized career as a grouping of work encounters during one's lifetime. "Advancement" signifies development, persistent obtaining, and use of one's abilities, and "vocation improvement" alludes to a progressing interaction of preparation and coordinated activity toward individual work and life objectives ([Wickramaratne, 2013](#)). It is necessary for the management to give leniency to employees in upgrading their skills and improve their odds of getting higher appreciation posts ([Wickramaratne, 2013](#)). As per [Phillips \(2012\)](#), Training and Development workshops should be there for improving the job-related tasks, expertise and mentalities of people which includes giving workers the proper training and abilities expected to do a specific work, however mentality change may likewise be tried in inappropriate behavior. Influential exercises conversely have a more prolonged term center around planning for future work obligations while likewise expanding the limits of employees to play out their present positions ([Bumhira et al., 2017](#)). Preparing and development exercises are arranged projects of hierarchical advancements, and it is significant that they be arranged as altogether as could really be expected, for their definitive target is to grow employees internally and emotionally.

1.11 Motivation

The subject of inspiration has been a famous idea among social researchers for many years. Examination proceeds in this space as the expression "work environment inspiration" is a virtual popular expression in the present hierarchical society ([Landy & Becker, 1987](#); [Murphy & Alexander, 2000](#)). Numerous distributions, both scholarly and nonacademic, distribute regarding the matter of inspiration ([Landy & Becker, 1987](#)), and it is basic for bosses to know about the significance of worker inspiration ([Gatewood, 1993](#)). Inspiration is "how much an individual need and decides to participate in certain predefined practices" ([Mitchell, 1982](#)). The two components, the needing and picking, should be available for inspiration to be sanctioned. For instance, an individual might need to begin an activity program or a get-away asset, however until the person in question steps up to the plate and exercise or set aside cash, the person isn't genuinely propelled ([Mitchell, 1982](#)). When contemplating inspiration in associations, it is imperative to think about cash, progression and assignment execution as all-encompassing work environment segments ([Lawler III & Suttle, 1973](#)). Cash in an association can be a moderately basic idea; an association should bring in cash to make due in the economy and should give cash to workers to hold talented experts with the goal that they in tum can uphold themselves, and regularly others, in the public eye ([Lawler III & Suttle, 1973](#)). The hierarchical progression is set up to provide request and heading to associations. The correspondence in this progression, for example, among director and subordinate, is basic to hierarchical creation ([Lawler III & Suttle, 1973](#)). At last, the undertaking execution component of inspiration depends on whether the individual can really perform work assumptions ([Lawler III & Suttle, 1973](#)). This incorporates mental and actual limits and albeit an individual might be propelled, if that

individual can't play out the task in the first place, the inspiration. Won't accept that person to the extent the individual necessities to go (Lawler III & Suttle, 1973).

1.12 Conceptual Framework and Hypotheses

Following are the hypotheses of the study:

- H1: Organizational commitment positively affects employee motivation
- H2: Work Environment positively affects employee motivation
- H3: Relationship with manager positively affects employee motivation
- H4: Career Opportunities positively affects employee motivation
- H5: Compensation packages for employees positively affect their motivation
- H6: Employee Motivation positively affects Employee Satisfaction for Job
- H7: Employee Satisfaction positively affects employee commitment
- H8: Employee Satisfaction positively affects employee retention
- H9: Employee commitment positively affects employee retention

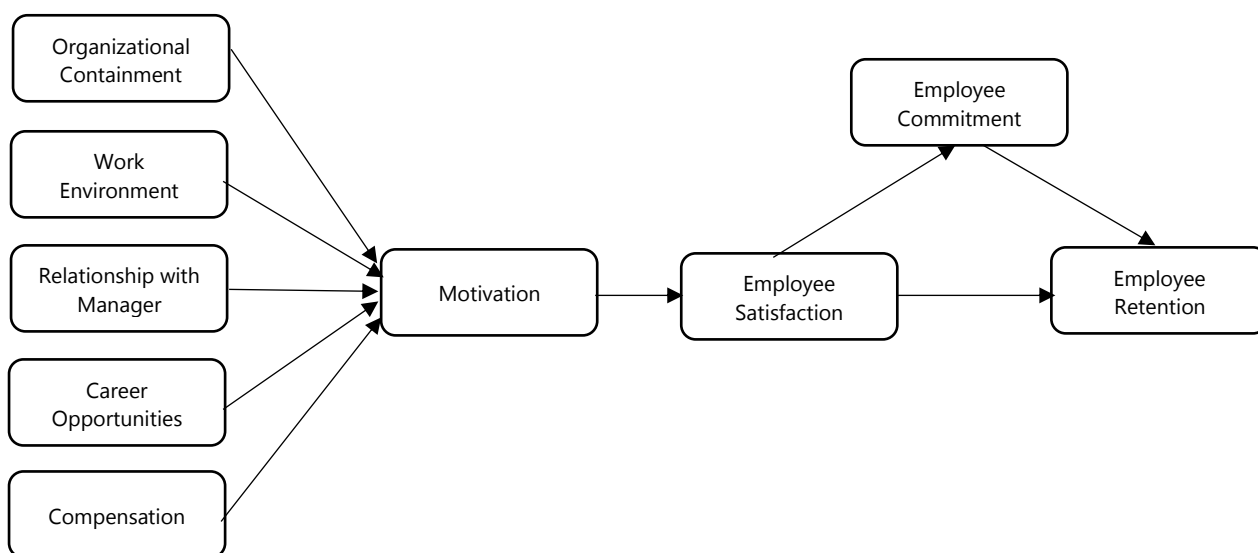


Figure 1. Proposed Hypothesized Conceptual Framework

2. METHODS

This research computes seasonal LST (Summer, Monsoon, and Winter; during 2017) of Tehsil Murree and assesses the influence of other physical-environmental factors on LST. The factors influencing LST include Elevation, Slope, Vegetation (via NDVI), Rainfall, and Snow (via NDSI).

2.1 Study design

This is quantitative research since we have to test the relationship between the variables. For the method of research, we collected data using a questionnaire; hence all our data was primary data. The objective of the research was to the effect of different factors that cater to human behavior to adopt a certain technology, and commit to using it for an extended period. Convenience sampling technique was used in this research and survey was conducted with the employees of pharmaceutical sector. Since the questionnaire were distributed through online channels such as WhatsApp, Email, Reddit, Facebook, the

reachability of the questionnaire was very vast, but was limited to respondents strictly inside Pakistan. Due to its online reachability, we had no interaction with the respondent hence the options picked by our respondents were completely in a natural setting. The approach of this research was deductive or theory testing by putting forward a hypothesis and checking every hypothesis against our collected data to see whether if they were rejected, or did they fail to reject.

2.2 Participants

There are different opinions as to how many valid respondents should be a research sample to constitute a proper sample size. One common way to establish a certain guideline is to have 30 respondents per variable (Sekaran & Bougie, 2016) which puts this study around 200 respondents in order to conduct a successful multivariate analysis. Since we expanded the reach of our questionnaire using online means, we also made sure that we are able to get respondents from different parts of Pakistan instead of one single area or city.

2.3 Variables

The variables used in this study are organizational commitment, work environment, relationship with manager, career opportunities, compensation, motivation, employee satisfaction, employee commitment and employee retention.

2.4 Data sources and data collection

In this study, we used convenience sampling since we opted for the people who could be reached out via online means, and friends and family working in pharmaceutical industry using their emails, mobiles and social media accounts. We also used snowball sampling in order to gather more respondents for our study by requesting all our respondents to pass on the questionnaire to someone who also working in a pharmaceutical industry, hence further spreading our net.

2.5 Data analysis methods

We have used the SPSS v21 and Smart PLS v3.0 to conduct the statistical analysis on the responses collected during the survey. The statistical tests used in this research are descriptive statistics, reliability analysis, validity analysis, and SEM analysis using PLS method.

3. RESULTS

In this survey, 200 respondents responded to our questionnaire. Among these, 192 respondents were left for statistical analysis after removing the outliers. The method to determine outliers was to remove the response that contains Z—score value other than the standardized range between -2.5 to +2.5 (Shiffler, 1988). Among the respondents, 67% were female respondents and 33% were male following randomly distribution of data set. 75% of the respondents were graduate and 25% were post-graduate. Almost all the individual who responded were aged between 25-35 years. All the respondents were from different pharmaceutical industries who gave their insight. 65% responses were from managerial positions while rest of them were at non-managerial posts in their companies.

3.1 Descriptive statistics

It is significant for the regression analysis to conduct all the possible tests first to check the normalcy of the dataset. In descriptive statistics, the calculated skewness and kurtosis of the dataset determines whether the dataset is accurate or not. The above table shows 9 constructs and their calculated values. If the range of the data is between -2 to +2 the data is considered to be accurate (Gliem & Gliem, 2003).

Table 1. Descriptive Statistics and Reliability Analysis

	Mean	Standard Deviation	Skewness	Kurtosis
OC	3.1024	0.7311	-.470	-.239
WE	3.4260	0.7101	-.334	-.002
RWM	3.4288	0.8411	-1.374	1.569
COMP	2.9740	0.8122	-.545	-.205
ES	3.3151	0.5700	-.655	-.394
EC	3.0689	0.6743	-1.277	2.032
CO	3.6237	0.7006	-.577	.650
MOT	3.2813	0.6867	-.720	.518
EMPRET	3.0344	0.7670	-.826	.623

3.2 Construct reliability

To measure the consistency of the scale items, construct reliability is being measured. The covariance between the items must be high since all of the constructs were unobserved initially. The reliability analysis checks if the design of the construct is poor or not, because if its poor it will fail to measure the aspects.

Table 2. Constructs Reliability Analysis

Constructs	Mean	Std. Deviation	No. of Items	Cronbach's Alpha
OC	3.1024	0.7311	3	0.776
WE	3.4260	0.7101	5	0.878
RWM	3.4288	0.8411	6	0.948
COMP	2.9740	0.8122	5	0.906
ES	3.3151	0.5700	4	0.850
EC	3.0689	0.6743	9	0.939
CO	3.6237	0.7006	4	0.857
MOT	3.2813	0.6867	4	0.855
EMPRET	3.0344	0.7670	5	0.909

In the above table, particularly the value of Cronbach's Alpha is being checked. Ideally, Cronbach's Alpha value should not be less than 0.7 in order to determine the construct's reliability. The closer the value is to 1, the greater the reliability outcomes (Santos, 1999).

In the above table, a total of 9 constructs were measured. The highest value measured was 0.948, which denotes that RWM i.e., relationship with manager has the greatest covariance among the items. However, the construct OC i.e., organizational commitment doesn't have great covariance among the items.

3.3 Correlation analysis

The correlation analyses the relationship among variables, which can be either positive or negative or in fact no correlation at all. The correlation has to be greater than 0.9 in order to be merged as that shows a very strong relationship between two variable that they could replicate each other (Bell et al., 2018).

Table 3. Correlation Analysis

	CO	COMP	EC	EMPRET	ES	MOT	OC	RWM	WE
CO	1.000								
COMP	0.337	1.000							
EC	0.555	0.730	1.000						
EMPRET	0.473	0.784	0.763	1.000					
ES	0.493	0.614	0.672	0.603	1.000				
MOT	0.556	0.674	0.799	0.756	0.759	1.000			
OC	0.279	0.762	0.646	0.705	0.554	0.582	1.000		
RWM	0.228	0.591	0.604	0.622	0.573	0.537	0.553	1.000	
WE	0.179	0.717	0.586	0.574	0.688	0.612	0.840	0.574	1.000

In the above table, the strongest correlation between two variables is between WE and OC, i.e., working environment and organizational commitment, which interprets that the items of WE and OC more or less depicts the same items, hence similar output.

3.4 Construct validity

The construct validity measures the accuracy of each of the construct as they are picked from various sources. Mainly, to measure the validity the KMO test i.e., Keyser-Meyer-Olkin Measure of Sampling Adequacy and BToS i.e., Bartlett's Test of Sphericity is being performed. It is to notice that the values must be greater than 0.7 and 0.01 respectively (Hair et al., 2006).

Table 4. Construct Validity

	No. of Items	KMO	BToS	CFL
OC	3	0.6990	167	70
WE	5	0.7310	570	68
RWM	6	0.7410	1449	79
COMP	5	0.8140	648	72
ES	4	0.8060	330	69
EC	9	0.8790	1579	68
CO	4	0.7650	390	70
MOT	4	0.7380	386	70
EMPRET	5	0.8490	675	73

The above dataset depicts both tests to be up to the mark, as the parameters have been met. However, the CFL i.e., Cumulative Factor Loading Extraction should be greater than 40% and, in our case, and above output it is greater than 65% which is not only just acceptable but seems a perfect result.

3.5 Discriminant validity test

This test measures the validity of the dataset with its respective distinctiveness. It is significant to perform as the uniqueness of each variable is important and highly recommended in reaching out to an outcome

of validity. To perform this test, the square root of the previously calculated variance is calculated (Fornell & Larcker, 1981).

In the below table, all the variables are found to pass the discriminant validity test as the percentage of the variance explained is as highest as possible.

Table 5. Discriminant Validity Test

Constructs	CO	COMP	EC	EMPRET	ES	MOT	OC	RWM	WE	Variance Explained (%)
CO	0.835									70
COMP	0.337	0.853								68
EC	0.555	0.730	0.829							79
EMPRET	0.473	0.784	0.763	0.857						72
ES	0.493	0.614	0.672	0.603	0.829					69
MOT	0.556	0.674	0.799	0.756	0.759	0.840				68
OC	0.279	0.762	0.646	0.705	0.554	0.582	0.835			70
RWM	0.228	0.591	0.604	0.622	0.573	0.537	0.553	0.888		70
WE	0.179	0.717	0.586	0.574	0.688	0.612	0.840	0.574	0.825	73

3.6 Structural Equation Modelling and Mediation Analysis

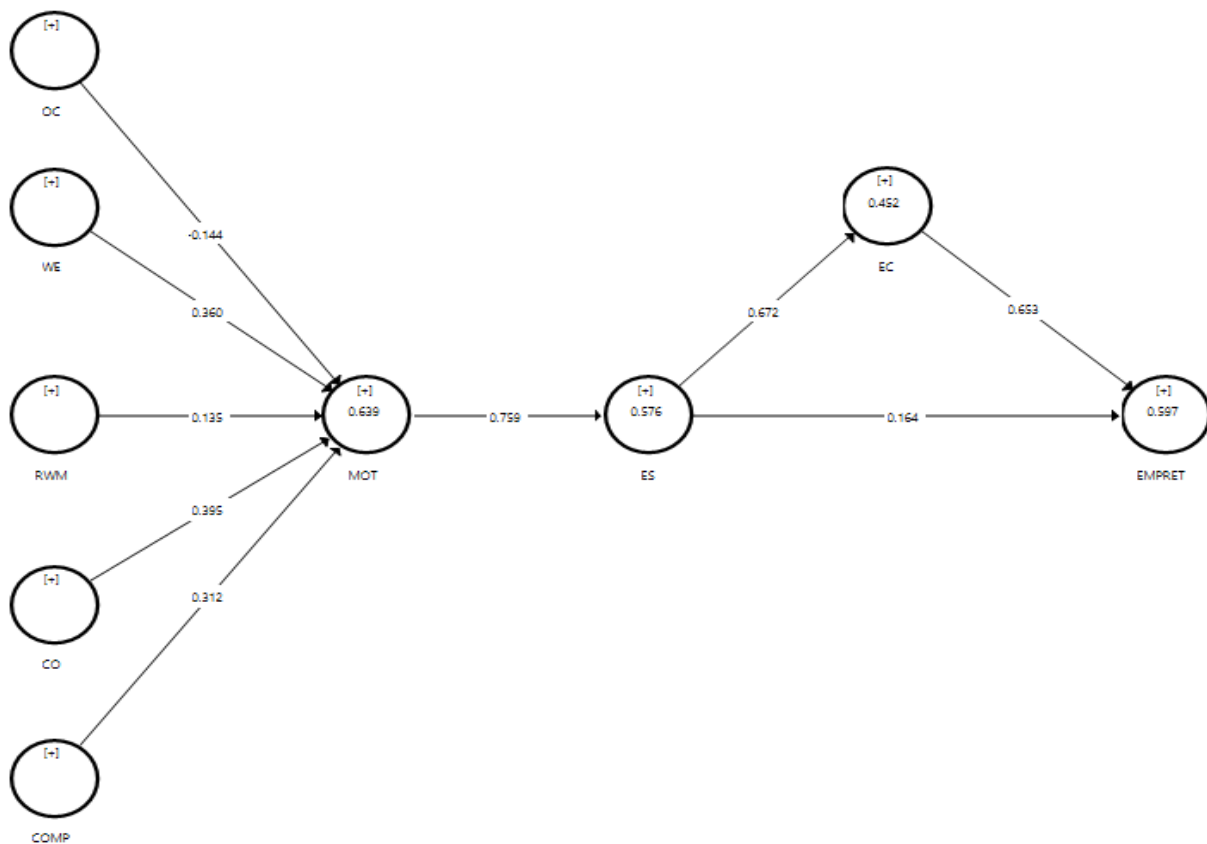


Figure 2. Structural equation modelling using Smart PL

3.7 Direct Effects and Mediation Analysis

Table 6. Mediation Analysis

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Hypothesis
CO -> MOT	0.395	8.606	0.000	Supported
COMP -> MOT	0.312	2.981	0.003	Supported
EC -> EMPRET	0.653	13.979	0.000	Supported
ES -> EC	0.672	15.501	0.000	Supported
ES -> EMPRET	0.164	3.427	0.001	Supported
MOT -> ES	0.759	21.046	0.000	Supported
OC -> MOT	-0.144	1.264	0.207	Rejected
RWM -> MOT	0.135	2.042	0.042	Supported
WE -> MOT	0.360	4.380	0.000	Supported

Table shows that all t-statistics value of all the relationship in our dataset is found to be supported as value is greater than 2 except for the relationship between Organizational Commitment and Motivation which shows that hypothesis fails to reject (Alexandre et al., 2012; Montgomery & Runger, 2010). When we talk about the relationship between Organizational Commitment and Motivation whose T-stats value is less than 2 and P-value is greater than 0.05. It means that there is no significant relation between Organizational Commitment and Motivation (Rouder et al., 2009). For mediation analysis, we used SMART PLS 3.0 due to bootstrapping capability of software. After running full bootstrapping of 500 samples, we collected data and analyze the mediation between the variables.

4.7.1 Motivation to use as mediator for Employee Satisfaction

Mediator motivation takes employee satisfaction as dependent variable and all the other (Organizational commitment, Work environment, relationship with manager, career opportunities and compensation) as independent variable. Results deduce that all independent variables have significant impact shows partial mediation of motivation other than organizational commitment which shows insignificant impact on motivation indicating full mediation. Further, motivation has significant relation with employee satisfaction.

4.7.2 Employee Satisfaction to use as mediator for Employee Retention

Mediator Employee Satisfaction takes Motivation as independent and employee retention as dependent variable. Results shows that, both employee satisfaction and employee retention are significant, hence motivation acts as mediator between the two variables.

4.7.3 Employee Commitment to use as mediator for Employee Retention

Mediator employee commitment takes employee satisfaction as independent and employee retention as dependent variable. Results shows that, both Employee Satisfaction and employee retention are significant, hence motivation acts as mediator between the two variables.

4.7.4 Employee Satisfaction to use as mediator for Employee Commitment

Mediator employee Satisfaction takes motivation as independent variable and employee commitment as dependent variable. Results shows that, both motivation and employee commitment are significant, hence motivation here acts as mediator between the two variables.

3.8 Model Fit Statistics

The model fit indices indicate the SRMR value is 0.08. Any value less than 0.10 is considered a good fit for model (Hu & Bentler, 1998). NFI value is 0.72. The value closer to 1 is acceptable (Lohmöller, 1989). Furthermore, rms Theta value closer to zero indicate a good fit model. In our Model, rms Theta is 0.12 (Henseler et al., 2014). Hence, the above results indicate the acceptance of good fit model.

Table 7. Mediation Analysis

	Saturated Model.	Estimated Model.
SRMR	0.08	0.08
Chi-Square	14152.62	14439.59
NFI	0.72	0.72
rms Theta	0.12	

4. DISCUSSION

H1: Organizational commitment positively affects employee motivation

Hypothesis H1 stated that Organizational commitment has an insignificant impact on employee motivation. We see in our case, the p-value is calculated to be 0.207 which is greater than 0.05, shows that the construct organizational commitment has a negative impact on employee motivation which is why we have to reject this hypothesis (Rantesalu et al., 2017).

H2: Work Environment positively affects employee motivation

It stated that the work environment has a significant impact on employee motivation. As in our case the p-value is calculated to be 0.000, which shows that our test confirms our hypothesis. The similar results have been concluded by various authors (Hanaysha, 2016). This shows that if the work environment of an individual is good and healthy the motivation of an employee will increase, i.e. an individual will be highly motivated to come to work each day (Pawirosumarto, 2017).

H3: Relationship with manager positively affects employee motivation

The hypothesis, relationship with employee has a positive impact on employee motivation turns out significant in our case as the p-value is calculated to be 0.042. This suggests that the importance having a good relationship with your manager as it motivates employees to work harder than having a bad relationship with your manager. Studies indicates that the whenever an employee have a bad relationship with the line manager, the employee find it difficult to work and do not find motivation to come to come each day (Kuranchie-Mensah & Amponsah-Tawiah, 2016). The studies also indicate that the motivation of the employees increases as employee's job satisfaction and he tends to work hard and try to make his manager happy by performing hard (Siengthai & Pila-Ngarm, 2016).

H4: Career Opportunities positively affects employee motivation

This hypothesis states that the motivation of the employee is positively affected by the career opportunities employees gets in his career path. In our case, the p-value is calculated as 0.000 which means that the relationship between the two is highly significant. This clearly indicates that the hypothesis is accepted (Kuranchie-Mensah & Amponsah-Tawiah, 2016). The most valuable thing is this the employee motivation increases whenever an employee sees that his job role is challenging enough that makes an employee to grow and climb the corporate ladder that he really opts for (Kuvaas et al., 2017).

H5: Compensation packages for employees positively affect their motivation

This has been a hypothesis that if employees were to give the compensation packages their motivation will be affected positively which means that they are likely to love the work they do because of the developed feeling that they will more compensation over what they do. As per our results, the p-value is calculated to be 0.003, which suggests a highly positive relation between the two factors. The studies suggest that employees tend to stay longer in an organization where compensation packages are given to them, which is an extrinsic motivation but is equally important as an intrinsic motivation. Organization keeps on motivating employees by such compensation packages in order to stay longer and work the organization in a better way (Irshad & Afridi, 2007).

H6: Employee Motivation positively affects Employee Satisfaction for Job

The hypothesis suggests that if the employee motivation is high, the satisfaction on the job will be increased. As per our results the p-value is calculated to be 0.000 which is an accurate figure indicates that the motivation of the employee does affect the Employee Satisfaction on the job. The p-value here confirms the hypothesis that was also substantiated in previous literature (Kurdi et al., 2020). Furthermore, this means that an employee loves his job only when he is motivated enough to work. The motivation can either be extrinsic or intrinsic, but employee does like to work only when there is some urge to work. This urge of motivation can bring satisfaction on the job. The job satisfaction is one of the important factors for human resource because they want to keep the employees and focus on employee retention. This could only be possible once they are self-motivated enough to work and become satisfied with the job role (Setiyani et al., 2019).

H7: Employee Satisfaction positively affects employee commitment

The test was performed to test the effect on employee commitment when employee is satisfied. The idea of this hypothesis was if the employee is satisfied enough, he can be loyal enough to make new commitments. The employee could go on give more time to the company. The p-value is calculated to be 0.000 which confirms the hypothesis. The author also confirms a significant relationship between employee satisfaction and employee commitment as a mediating variable (Ocen, 2017). This is the similar case as in our study employee satisfaction was a mediating variable, which means acting both as an independent and a dependent variable.

H8: Employee Satisfaction positively affects employee retention

Employee Satisfaction has a positive impact on the retention of the employee, shows that a satisfied employee wants to stay in the organization for longer period of time. This is because of the motivation or the commitment that he has for the work and the organization (Kundu, 2017). The hypothesis is accepted as the p-value is calculated to be 0.000. A satisfied employee is more likely to be more participative and influenced, which is why he would want to stay longer and grow himself there (Khalid & Nawab, 2018).

H9: Employee commitment positively affects employee retention

The hypothesis claimed that employee commitment has a positive impact in employee retention, that is due to the wish and the capability to stay motivated and committed throughout the career journey. The p-value which indicates how strong the effect of each variable is on the other variable, is calculated to be 0.000, which is 100% results. This depicts that both the variable has the strong correlation. The studies confirm the positivity of the relationship indicating that motivation is significant for having the employee commitment which is ultimately affecting the employee retention (Yamin, 2020).

5. CONCLUSION

In this advanced and digital era, employers and organizations are reluctant to retain their skilled and high performing employees (Aguenza et al., 2012). Through this survey, we tried to explain the various factors that contribute to employee leaving an organization. All independent variables explained above embarks demotivation and compel them to change their organizations.

5.1 Implications for Managers/Policy Makers

The research has made many practical implications for human resources representatives and policy makers of the pharmaceutical companies. Employee motivation is deeply underestimated by organizations while implementing and formulating any strategic HR policies. HR professionals should focus on team building that reflects employee motivation to perform his duties diligently. Firstly, work environment contributes maximum to employee satisfaction. HR should reshape the organizational culture of organization that supports physical conditions and work conditions for employees to collaborate with each other. A healthy and friendly relations with their employees, on the other hand, can promote emotional and psychological commitment to the organization, allowing an organization to retain their best and worthy employees for a longer time (Mathieu & Babiak, 2016). Secondly, an organizational goal should match with employee's professional objectives. An employee should feel motivated that he feels committed and is on the right path in his professional path of career. In this way, an employee feels satisfied with workflow of his company.

One of the top reasons of employees leaving companies is their relationship with their supervisor or managers. Proper communication with managers is the key to build good bond. On the other hand, managers should suggest ways to improve. Empathy should reflect in his actions. To control Employee Retention, employers should implement strategic HRM activities such as employee engagement in decision-making, healthy relationships with workers, incentives, training, career-oriented opportunities, and work-life balance (Presbitero et al., 2016). HR personnel should conduct trainings and development programs to strengthen employee motivation. These training foster an environment of team building, internal motivation, organizational commitment and helps an individual to play their part in achieving organizations goals and objectives. The results of study suggest that all the variables studied contributes to employee retention. It further implies that people will retain a company if they feel satisfied with job environment, culture, relation with manager and employer's growth.

5.2 Research Limitations

This study has its own limitations just like other research papers. These limitations open up possibilities for future studies. This research is limited to respondents from pharmaceutical industry and does not comply to every industry. Further it has been assumed that all the respondents gave accurate responses and they know well about their organizations. This research has been conducted in a single city.

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