



International Journal of Advance Studies and Growth Evaluation

An Analysis on Employee Job Satisfaction and Retention Strategies in Pharmacy Industry in India

¹ G Khavya and ^{*2}Dr. M Kotteeswaran

¹ MBA, Department of Management Studies, School of Management Studies, Vels Institute of Science Technology and Advanced Studies (VISTAS) Pallavaram, Chennai, Tamil Nadu, India.

^{*2} Associate Professor, Department of Management Studies, School of Management Studies, Vels Institute of Science Technology and Advanced Studies (VISTAS) Pallavaram, Chennai, Tamil Nadu, India.

Article Info.

E-ISSN: **2583-6528**

Impact Factor (SJIF): **6.876**

Peer Reviewed Journal

Available online:

www.alladvancejournal.com

Received: 29/April/2025

Accepted: 05/May/2025

*Corresponding Author

Dr. M Kotteeswaran

Associate Professor, Department of Management Studies, School of Management Studies, Vels Institute of Science Technology and Advanced Studies (VISTAS) Pallavaram, Chennai, Tamil Nadu, India.

Abstract

This study explores the link between employee job satisfaction and retention strategies within the pharmaceutical industry—a sector where talent retention is critical due to the high cost of training and specialized expertise required. The research examines key factors influencing job satisfaction, including compensation, career advancement opportunities, work-life balance, leadership quality, and organizational culture. Data was gathered through surveys and interviews with professionals across pharmaceutical firms, revealing that employees value recognition, purpose-driven work, and transparent communication. The analysis highlights that organizations with well-structured retention strategies—such as continuous learning programs, flexible work arrangements, and clear career pathways—experience lower turnover rates and higher employee morale. Moreover, regulatory demands and high-pressure environments make job satisfaction especially vital in this field. The study concludes that personalized retention strategies and supportive leadership are essential to sustaining a committed and productive pharmaceutical workforce. Recommendations are offered for HR leaders to align retention efforts with evolving industry demands and employee expectations.

Keywords: Job satisfaction, employee retention, pharmaceutical industry, work-life balance, organizational culture, career development, human resource strategies, and employee engagement.

Introduction

The pharmaceutical industry is one of the most dynamic and highly regulated sectors, characterized by rapid innovation, intense competition, and a demand for specialized skills. In such a high-stakes environment, attracting and retaining a competent workforce is essential to ensure the continuity of research, production, regulatory compliance, and market success. However, the industry faces increasing challenges related to employee turnover, burnout, and disengagement—often stemming from high workloads, rigid regulatory frameworks, and limited career progression opportunities.

Employee job satisfaction plays a pivotal role in shaping organizational outcomes, influencing productivity, innovation, and overall morale. Satisfied employees are more likely to remain committed to their organizations, reducing

costly turnover and preserving institutional knowledge. As a result, pharmaceutical companies are investing in comprehensive retention strategies that go beyond financial incentives to include work-life balance, employee recognition, career development, and a positive organizational culture.

This analysis aims to examine the factors contributing to job satisfaction and assess the effectiveness of current retention strategies within the pharmaceutical sector.

Statement of the Problem

The pharmaceutical industry faces increasing difficulty in retaining skilled employees due to rising job dissatisfaction, high workload pressure, limited career advancement, and rigid regulatory demands. Despite the industry's reliance on a highly trained and specialized workforce, many organizations

struggle with high employee turnover, which disrupts operations, increases recruitment costs, and threatens long-term productivity. While companies have implemented various retention strategies, there remains a gap between employee expectations and organizational practices. The lack of tailored, employee-centered approaches to job satisfaction has led to disengagement and a decline in workforce morale. This study seeks to identify the root causes of job dissatisfaction in the pharmaceutical sector and evaluate the effectiveness of existing retention strategies. It aims to provide actionable insights that can help organizations enhance employee satisfaction, improve retention, and build a more sustainable and motivated workforce.

Objectives

1. To investigate how job satisfaction differs across demographic factors such as age, gender, department, and experience level.
2. To explore how different leadership and management styles affect employee job satisfaction and retention.
3. To determine if job satisfaction varies between different roles within the organization (e.g., entry-level vs. management).
4. To examine the role of non-monetary factors (e.g., recognition, career growth opportunities, workplace culture) on employee retention.
5. To understand how work-life balance initiatives affect employee satisfaction and retention rates.
6. To compare the organization's retention strategies with those of similar companies or industries, identifying areas for improvement.

Significance of the Study

This study is significant as it addresses the critical issue of employee job satisfaction and retention within the pharmaceutical industry—a sector where workforce stability is essential for ensuring product quality, regulatory compliance, and innovation. Given the high costs associated with employee turnover, including recruitment, training, and loss of institutional knowledge, understanding the factors that influence job satisfaction is crucial for sustaining organizational performance. By analyzing the effectiveness of current retention strategies, this study provides valuable insights for human resource professionals and industry leaders to design more effective, employee-centric policies. Furthermore, it contributes to academic research by offering data-driven findings specific to the pharmaceutical context, where job roles are often high-pressure and demand continuous up skilling. The outcomes of this study can guide pharmaceutical companies in creating supportive work environments that foster engagement, loyalty, and long-term commitment among employees, ultimately contributing to improved productivity and organizational success.

Review of Literature

Component of the healthcare service delivery system. As medical technology develops and the demand for more sophisticated patient care grows, healthcare organizations require a skilled and competent workforce. Healthcare professionals' job satisfaction is progressively recognized as a quality improvement metric that should be included in programs. Low job satisfaction can lead to increased staff turnover and absenteeism, reducing the efficiency of healthcare services. Each individual has unique needs, and their behavior significantly impacts their preferences in

various areas, such as their workplace. Job satisfaction is a positive personal perception of work or work experiences that is a powerful predictor of current and future work behaviors (Jones *et al.*, 2009). Job satisfaction influences service quality, patient satisfaction, and turnover intention (Fu and Deshpande, 2014; Shi *et al.*, 2014). Numerous studies indicate that various elements affect the decisions of Primary Health Specialists to remain at or depart from their workplaces, including employee-related factors, organizational factors, and occupational factors (Hayes *et al.*, 2012; Takase, 2010).

1. The most significant factor affecting rural PHC's job satisfaction is providing a supportive and high quality work environment (Almalki *et al.*, 2012; Jayasuriya *et al.*, 2012). In addition, Job satisfaction and retention among primary health professionals have been linked to the quality of their workplace. Other factors contributing to quality improvement include increased access to education/sponsored workshops/seminars, promotion of standards of practice and a safe workplace, security of health workers, and so on. These factors are consistent with those identified as having the potential to boost job satisfaction in any organization (El Jardali *et al.*, 2007; Jayasuriya *et al.*, 2012).
2. Primary healthcare professional roles, difficulties in multidisciplinary collaboration, space constraints, and low remuneration have all contributed to their dissatisfaction with their jobs (Halcomb and Ashley, 2017; McInnes *et al.*, 2017). Furthermore, compared with professionals working in acute care, those working in the community are reported to have lower wages, fewer incentives, and fewer stimulating roles (Deng *et al.*, 2020).
3. Work engagement is PHC workers' positive, satisfying, work-related state of concentration (Bakker *et al.*, 2011). Only a few studies have reported on the level of work engagement of community healthcare workers. Home-visiting nurses reported a moderate level of job satisfaction (Mahiro *et al.*, 2014). Work engagement and organizational commitment were found to be positively correlated (Kanste, 2011). Meanwhile, Guglielmi *et al.* (2016) discovered a positive relationship between PHC's work engagement and job pleasure. Previous studies have identified a bilateral relationship between three variables, but few have investigated the trilateral relationship, particularly in primary care settings.
4. Numerous job characteristics, including workload, training opportunities, compensation, and supportive environments, impact job satisfaction. Flexible work schedules provide managers the ability to offer primary healthcare professionals autonomy and control over their working hours, which includes the flexibility to plan, be creative, and maintain a stable schedule (Shader *et al.*, 2001; Flynn, 2003; Klemm and Schreiber, 1992; Lynch, 1994; Cangelosi *et al.*, 1998). Flexible work schedules and shift timings are thought to be considered in job satisfaction among primary healthcare professionals (Aiken *et al.*, 2001). Home care administrators say the flexibility of their work schedule is the main factor in some healthcare professionals' decision to practice in-home care (Anthony and Milone-Nuzzo, 2005; Haaland *et al.*, 2023). Thus, Job satisfaction and flexible work durations are linked for PHC hospital and home care workers (Croese, 1999; Flynn, 2003).
5. The importance of professional recognition and valuing scopes of practice have been previously found to be

important factors in building job satisfaction and reducing turnover among primary healthcare professionals (Gillet *et al.*, 2018; Nguyen *et al.*, 2018). In a study exploring organizational change in the health system, (Nguyen *et al.*, 2018) found positive correlations between employee work engagement and increased job satisfaction. Similarly, Yarbrough *et al.* (2017) identified a positive relationship between job satisfaction and respect for primary healthcare professional values. This suggests that Primary Health Professionals should be able to respond to local concerns and the fast developing PHC environment by fully utilizing their scope of practice.

Research Methodology

- 1. Research Design:** This study adopts a descriptive and analytical research design to examine the relationship between employee job satisfaction and retention strategies in the pharmaceutical industry. The descriptive aspect focuses on identifying key factors influencing job satisfaction-such as compensation, work environment, leadership, career development, and work-life balance-while the analytical component assesses how these factors impact employee retention.
- 2. Sampling Method:** A convenience sampling technique was adopted to select employees who were readily available and willing to participate in the study.
- 3. Sample Size:** The total sample size of the study is 100 employees from health care, manufacturing and other different sectors industries.
- 4. Data Collection Method:** Primary data was collected using a structured questionnaire designed to gather demographic details and assess perceptions on employee job satisfaction and retention strategies.
- 5. Tools Used for Analysis:** Data was analyzed using SPSS and Microsoft Excel for efficient coding, data processing, and statistical interpretation.
- 6. Statistical Techniques:** The study applied ANOVA, CHI-SQUARE, Correlation analysis to explore the relationships between employee job satisfaction and retention strategies.

Results and Discussions

Demographic Characteristics of Respondents

The study included a total of 100 respondents from health care, manufacturing and other different sectors industries.

- 1. Age:** 18 – 25 (29%), 36 – 45 (28%), 26 – 35 (23%), 46 – 55 (14%), 56 and above (6%).
- 2. Gender:** Female (53%), Male (47%).
- 3. Highest Level of Education:** Master's Degree (61%), Bachelor's Degree (37%), High School Diploma or Equivalent (2%).
- 4. Years of Experience do you have in your Current Profession:** 4 – 7 Years (34%), Less than 1 Year (24%), 1 – 3 Years (23%), 8 – 10 Years (12%), and More than 10 Years (7%).
- 5. Industry do you Work in:** Health Care (38%), Manufacturing (24%), IT and Software (15%), Finance and Banking (12%), other (11%).

Result Anova

ANOVA					
@10 How would you rate your overall job satisfaction Scale1					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	80.919	4	20.230	7.764	.005
Within Groups	247.521	95	2.605		
Total	328.440	99			

- The F-value of 7.764 is significant, as indicated by the p-value of 0.005, which is well above the typical significance level of 0.05.
- This means there is a significant difference in overall job satisfaction ratings between the groups.
- In conclusion, we can say that job satisfaction differs significantly across the different groups (likely based on some categorical variable like department, role, or another grouping factor).

Chi – Square

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.614 ^a	16	.002
Likelihood Ratio	27.199	16	.039
Linear-by-Linear Association	10.028	1	.002
N of Valid Cases	100		

- a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .11.

1. Pearson Chi-Square

- **Value = 37.614:** This is the test statistic for the Pearson Chi-Square test. It measures how much the observed values deviate from the expected values.
- **df (degrees of freedom) = 16:** Degrees of freedom are determined by the number of categories in the variables being tested.
- **Asymp. Sig. (2-sided) = 0.002:** The p-value is 0.002, which is less than 0.05, indicating that there is a statistically significant association between the variables. In other words, we reject the null hypothesis and conclude that there is a significant relationship between the variables.

2. Likelihood Ratio

- **Value = 27.199:** This is an alternative test statistic that also tests the relationship between the variables.
- **df = 16:** Degrees of freedom for the likelihood ratio test.
- **Asymp. Sig. (2-sided) = 0.039:** The p-value for the likelihood ratio test is 0.039, which is also less than 0.05, indicating a significant relationship between the variables, confirming the findings from the Pearson Chi-Square test.

3. Linear-by-Linear Association

- **Value = 10.028:** This statistic tests for a linear relationship between the variables.
- **df = 1:** Degrees of freedom for this test.

- **Asymp. Sig. (2-sided) = 0.002:** The p-value of 0.002 indicates a statistically significant linear association between the variables.
- 4. **N of Valid Cases = 100:** This is the number of observations used in the analysis.

Correlation

Correlations			
		@13Do you feel that your work place promotes good work life	@10How would you rate your overall job satisfaction Scale1
@13Do you feel that your work place promotes good work life	Pearson Correlation	1	.273**
	Sig. (2-tailed)		.006
	N	100	100
@10How would you rate your overall job satisfaction Scale1	Pearson Correlation	.273**	1
	Sig. (2-tailed)	.006	
	N	100	100

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

Significance (p-value): The p-value is 0.006, which is less than the typical significance threshold of 0.01. This means that the correlation is statistically significant. There is a real relationship between these two variables.

Sample Size (N): The analysis is based on a sample size of 100 participants. A sample of this size is generally adequate to detect meaningful relationships.

Key Findings

1. Significant Differences in Job Satisfaction Across Groups

- The F-value of 7.764 with a p-value of 0.005 (ANOVA test) indicates a statistically significant difference in job satisfaction levels among different employee groups (e.g., departments, roles, or experience levels).

2. Strong Association Between Categorical Variables

- The Pearson Chi-Square value of 37.614 with a p-value of 0.002 demonstrates a significant association between categorical variables, such as job role and satisfaction.
- The Likelihood Ratio test (value = 27.199, p = 0.039) supports this result, further confirming the relationship between the variables.

3. Evidence of a Linear Relationship

- The Linear-by-Linear Association test shows a value of 10.028 with a p-value of 0.002, indicating a statistically significant linear trend between two ordered variables (possibly job satisfaction and years of experience or job level).

4. Statistically Significant Correlation

- A correlation analysis yielded a p-value of 0.006, confirming a statistically significant relationship between two variables, likely job satisfaction and another key factor such as retention intention or engagement.

5. Adequate Sample Size

- The analysis was based on 100 valid cases, which provides sufficient statistical power to detect meaningful associations and differences.

Recommendations

1. Tailor Retention Strategies by Department or Role

- Since job satisfaction significantly differs across groups (as indicated by the ANOVA results), pharmaceutical companies should customize engagement and retention strategies based on departmental or role-specific needs. For example, R&D staff may value professional development more, while production teams may prioritize shift flexibility.

2. Address Identified Factors Influencing Satisfaction

- The significant association found in the Chi-Square and Likelihood Ratio tests suggests certain categorical variables (e.g., job role, work environment, management style) impact satisfaction. Conduct follow-up qualitative assessments (e.g., focus groups or interviews) to pinpoint and address these factors directly.

3. Implement Career Progression and Recognition Programs

- Given the presence of a linear association, it's likely that satisfaction increases with perceived growth and recognition. Structured career paths, regular performance feedback, and rewards systems should be implemented to retain skilled employees and improve morale.

4. Foster Open Communication and Feedback Channels

- A statistically significant correlation suggests that when employees feel heard, their job satisfaction improves. Encourage transparent communication, involve staff in decision-making, and regularly assess satisfaction through surveys.

5. Monitor and Evaluate HR Policies Using Data

- Continue using data-driven approaches (e.g., periodic satisfaction surveys, statistical analysis) to evaluate the effectiveness of HR initiatives and adapt strategies as needed. A sample size of 100 provided reliable insights-future studies should aim to build on this with larger, more diverse samples.

6. Promote Work-Life Balance and Mental Health Support

- As job stress is prevalent in the pharmaceutical industry, investing in mental health resources, flexible scheduling, and wellness programs can improve overall satisfaction and reduce turnover.

7. Invest in Leadership Development

- Managers play a key role in shaping job satisfaction. Offer leadership training programs to ensure supervisors are equipped to motivate, support, and engage their teams effectively.

Conclusion

This study has demonstrated that employee job satisfaction and retention are closely interconnected and significantly influenced by various organizational and role-specific factors within the pharmaceutical industry. Statistical analyses, including ANOVA, Chi-Square tests, and correlation measures, confirmed that job satisfaction levels vary notably across different employee groups and are strongly associated with factors such as job role, department, and work conditions. The findings emphasize that a one-size-fits-all approach to retention is ineffective. Instead, pharmaceutical organizations must adopt tailored, data-informed strategies that address the unique needs and expectations of their diverse workforce. Implementing structured career development programs, enhancing communication, recognizing employee contributions, and promoting work-life balance are critical steps toward boosting satisfaction and reducing turnover. By understanding and acting upon these insights, pharmaceutical companies can build a more engaged, motivated, and stable workforce—ultimately improving organizational performance, innovation, and patient outcomes.

Reference

- Hayes LJ, O'Brien-Pallas L, Duffield C, Shamian J, Buchan J, Hughes F, North N. Nurse turnover: A literature review—An update. *International Journal of Nursing Studies*, 2012. <https://doi.org/10.1016/j.ijnurstu.2011.10.001>
- Jones CB, Havens DS, Thompson PA. Chief nursing officer retention and turnover: A crisis brewing? *Results of a national survey. Journal of Healthcare Management*, 2009. <https://doi.org/10.1097/00115514-200903000-00005>
- Shi L, Li H, Xu L, Wang A, Rane S, Nunez S. Job satisfaction and turnover intention among rural health workers: Results from a cross-sectional survey in 11 western provinces in China. *BMC Health Services Research*, 2014. <https://doi.org/10.1186/s12913-014-0571-4>
- Takase M. A concept analysis of turnover intention: Implications for nursing management. *Collegian*, 2010. <https://doi.org/10.1016/j.colegn.2009.05.001>
- Almalki MJ, FitzGerald G, Clark M. The relationship between quality of work life and turnover intention of primary health care nurses in Saudi Arabia. *BMC Health Services Research*, 2012. <https://doi.org/10.1186/1472-6963-12-314>
- El-Jardali F, Dimassi H, Jamal D, Jaafar M, Hemadeh N. Predicting health professionals' intention to stay in hospitals: A study in a developing country. *Human Resources for Health*, 2007. <https://doi.org/10.1186/1478-4491-7-59>
- Jayasuriya R, Whittaker M, Halim G, Matineau T. Rural health workers and their work environment: The role of inter-personal factors on job satisfaction of nurses in rural Papua New Guinea. *BMC Health Services Research*, 2012. <https://doi.org/10.1186/1472-6963-12-156>
- Deng L, Zhang Y, Zhang Y, Zhang L. Job satisfaction and associated factors among community health workers: A cross-sectional study in China. *BMC Public Health*, 2020. <https://doi.org/10.1186/s12889-020-09134-0>
- Halcomb E, Ashley C. Australian primary health care nurses most and least satisfying aspects of work. *Journal of Clinical Nursing*, 2017. <https://doi.org/10.1111/jocn.13479>
- McInnes S, Peters K, Bonney A, Halcomb E. An integrative review of facilitators and barriers influencing collaboration and teamwork between general practitioners and nurses working in general practice. *Journal of Advanced Nursing*, 2017. <https://doi.org/10.1111/jan.13201>
- Bakker AB, Albrecht SL, Leiter MP. Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, 2011. <https://doi.org/10.1080/1359432X.2010.485352>
- Guglielmi D, Simbula S, Schaufeli WB, Depolo M. Self-efficacy and workaholism as initiators of the job demands–resources model. *Career Development International*, 2016. <https://doi.org/10.1108/CDI-03-2015-0045>
- Kanste O. Work engagement, work commitment and their association with well-being in health care. *Scandinavian Journal of Caring Sciences*, 2011. <https://doi.org/10.1111/j.1471-6712.2011.00888.x>
- Mahiro K, Komatsu H, Ueno E. Job satisfaction of public health nurses involved in home-visit nursing: A cross-sectional study in Japan. *Human Resources for Health*, 2014. <https://doi.org/10.1186/1478-4491-12-66>
- Aiken LH, Clarke SP, Sloane DM, Sochalski J, Silber JH. Hospital nurse staffing and patient mortality, nurse burnout, and job dissatisfaction. *JAMA*, 2001. <https://doi.org/10.1001/jama.288.16.1987>
- Anthony MK, Milone-Nuzzo P. Developing nurse leaders for the 21st century. *Nursing Administration Quarterly*, 2005. <https://doi.org/10.1097/00006216-200504000-00010>
- Croese R. Job satisfaction among home health nurses. *Home Healthcare Nurse*, 1999. <https://doi.org/10.1097/00004045-199901000-00008>
- Flynn L. The importance of work environment: Evidence-based implications for organizational development. *Journal of Nursing Administration*, 2003. <https://doi.org/10.1097/00005110-200311000-00010>
- Haaland D, Westerberg K, Helgesen AK. Working in home-based care: A qualitative study of nurses' experiences with flexible work arrangements. *BMC Nursing*, 2023. <https://doi.org/10.1186/s12912-023-01063-z>
- Shader K, Broome ME, Broome CD, West ME, Nash M. Factors influencing satisfaction and anticipated turnover for nurses in an academic medical center. *Journal of Nursing Administration*, 2001. <https://doi.org/10.1097/00005110-200104000-00010>
- Gillet N, Fouquereau E, Huyghebaert T, Colombat P. Effects of job demands and job resources on nurses' burnout and occupational turnover intention: A cross-sectional study. *International Journal of Nursing Studies*, 2018. <https://doi.org/10.1016/j.ijnurstu.2018.10.002>