

Antecedents of Employee Retention in the Pharmaceutical Industry of Pakistan

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Abstract

This study has been conducted to probe the relationships among job satisfaction, supervisory support, organizational commitment and employee retention in the pharmaceutical industry of Pakistan. Based on an extensive literature review an instrument was adopted from different studies. Study respondents were employees of the pharmaceutical sector in the four big cities: Islamabad, Rawalpindi, Lahore, and Peshawar. Responses of total 260 employees of the pharmaceutical industry were recorded and analyzed. After analysis of collected responses using SPSS and AMOS, it has been concluded that organizational commitment, supervisory support and Job satisfaction of employees has a significant positive impact on Employee retention. Supervisory support is the top most important variable in the retention of employees. Job satisfaction has the least impact on employee retention. Findings of the study can be implemented in the pharmaceutical sector and other economic sectors as well for retention of employees. This study is beneficial for the practitioners as it's the empirical evidence of a widely used management statement that "People don't leave companies, they leave the managers."

Keywords: Job satisfaction; Supervisory support; Employee retention; Organizational commitment; Pharmaceutical industry.



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1. Introduction

With changing business landscape, there are extreme changes in the business practices of organizations throughout the world (Buzdar *et al.*, 2016; Farooq, 2019; Farooq *et al.*, 2019). Since the world has globalized, firms are not looking at local markets instead of introducing themselves globally. After the introduction of the internet and the launching of the e-commerce world has become a global village in the business sector as well. As a result, firms are not only competing locally but internationally as well. This changed the competitive market/s has altered the ways firms operate. These changing business trends have also brought the importance of some of the ignored or undeveloped business concerns. Human resource is one of those dormant issues. After changing business trends now firms consider their human resource as the most asset and the sole determinant of competitive advantage directly or indirectly. Now companies allocate special budgets to hire, train and especially retain their workforce. Organizations are investing a massive amount of inhuman resource budgets. Managing human resource is not enough but managing human resource with minimal cost and retain them is the need of the time. Employee retention is an important aspect for every organization regarding competitive advantage because the human resource is the most critical asset of today's modern world. One way is to retain the workforce as it will reduce the hiring cost, save the production disturbances and many more returns.

Retention of the workforce is the function of their satisfaction. Higher the level of satisfaction of employees more employees are willing to retain themselves at the present job. So, the satisfaction of employees is an essential consideration for organizations. Job satisfaction is a critical factor in maintaining high performance and efficient service, which will directly increase the productivity of the organization (Gunlu *et al.*, 2010). Organizational support and job satisfaction lead to low turnover, high productivity, and retention in the organization. The cost associated with employee resignation is hiring, training, and loss of human capital and the hiring of a new employee that must bear by the employer. The expenditures associated with quitting of an employee are about a one-year salary and benefits of the employee (Atif *et al.*, 2016). Employee turnover has a significant impact on the economic condition of an organization. High turnover levels can result in the loss of substantial amounts of important knowledge from organizations (Roya Anvari, 2011). Frequent turnover can cause an alarming condition, low growth and bad impact on human resource market regarding the organization. It also causes instability in the organization both in the human resource perspective and economic perspective.

The world has become very advanced due to digitalization (Farooq and Jabbar, 2014; Farooq *et al.*, 2016; Farooq, 2018; Khalil-ur-rehman and Farooq, 2018) and it has also impacted the employees' behavior (Dastisheh and

Farooq, 2018; Qadir and Farooq, 2018; Younas *et al.*, 2018; Zreen *et al.*, 2018). Job satisfaction is a global issue, and a variety of research is going on to help organizations in understanding job satisfaction and thereby resolve the related problems. Likewise, volumes of surveys are being conducted to measure the employee attitudes towards the dimensions of job satisfaction, its facets the degrees to which workers are happy or otherwise from their job (Khan and Allah Nawaz, 2011). A satisfied employee is more potential, productive and stays for a longer time. Job satisfaction is important both for the employee and employer. It leads to better growth and productivity. Organizational commitment is also important for better output and longer stay. A committed employee has emotional binding with the organization and its job. A committed employee exerts his maximum efforts for the growth of his career and organization as well. Organization and employer are concerned about the better organizational commitment of employee. In the study of retention management, this is an important segment and matter of concern for employee retention in the organization.

Highly technical people like pharmacists, chemists, plant engineers, accountants working as middle-level managers are always responsible for better organizational performance (Naseer *et al.*, 2018). The pharmaceutical industry is one of the important industries of the country involved in the production of drugs and medicines for the treatment of human ailments (Lee *et al.*, 2014). The local and multinational pharmaceutical organizations are working side by side in Pakistan, meeting 80% of the total needs of medicines produced at home by sharing it with the ratio of 56.2%: 43.8% for multinational and local respectively, the remaining 20% requirement is being met with import of drugs and medicines from industrially advanced countries from the world over (Pakistan health & pharmaceuticals sector, n.d.). Purpose of this study is to analyze the impact of supervisory support, job satisfaction and organizational commitment to employee retention in the pharmaceutical industry of Pakistan. This study depicts the relationship between job satisfaction and supervisor support as independent variables, organizational commitment as a mediating variable and employee retention as the dependent variable. Previous researchers explain the relationship between organizational engagement and employee retention or job satisfaction, but no study covers the relationship with job satisfaction, supervisor support, organizational loyalty, and employee retention here employee retention is the dependent variable. In this study Pharmaceutical companies of Islamabad, Rawalpindi, Lahore, and Peshawar are analyzed. Mostly all multinational and national pharmaceutical companies have their setup at Rawalpindi/Islamabad and Lahore. Therefore, this territory is potential for both the pharmaceutical sector and research purpose as well. This study will contribute to existing knowledge and support organizations for longer employee retention and retention management strategies.

2. Literature Review

2.1. Job Satisfaction

The job satisfaction of employees with the organizational environment is a predictor of better performance. Organizational climate has a direct effect on employees' job satisfaction. The employee's job satisfaction with organizational environment increases positive organizational productivity. It enhances efficiency, productivity and organizational commitment. It also increases the cohesiveness and bindings of coworkers. On the other hand, it reduces adverse outcomes. It minimizes the employee turnover rate and unexpected behavior in the workplace. It minimizes the absenteeism and shoplifting of company property. Job Satisfaction has also been found to have a direct relationship with Organizational Commitment (Rudramuniyaiah *et al.*, 2016). People working in organizations at managerial level, company owners and especially HR managers should study Job satisfaction which is concerned by both the people, related and for the people who study those (Atif *et al.*, 2016).

The human resource policy makers, who want to enhance the satisfaction of middle managers with the organizational climate, have to create a positive organizational climate that enhances job satisfaction, organizational performance, and organizational citizenship behavior; while curbs job dissatisfaction, turnover, absenteeism and deviant behavior at the workplace, can use these findings in designing their policies in future (Lee *et al.*, 2014). The relationship between job satisfaction and employee performance was observed to be even higher for multifaceted (e.g., professional) jobs than for less multifaceted jobs. Thus, opposing to earlier reviews, it does give the impression that job satisfaction is, in fact, projecting the performance, and the relationship is stronger for complex jobs (Saari and Judge, 2004).

Job satisfaction variable is significant both for employee and employer as well for better productivity. It means that a satisfied employee is more loyal to its organization and therefore employees are less likely to change job and work hard for the firm (Atif *et al.*, 2016). This leads to less turnover and longer employee stay within the organization. This variable is most studied by researchers and has its importance. In this study job, satisfaction is taken as the independent variable, and its direct impact will be observed at employee retention within the organization. Job satisfaction as discussed early is very important, and most studied variable in organizational studies. While analyzing employee retention and turnover of employees this variable is difficult to overlook usually, employee retention and job satisfaction is an essential issue of Pharmaceutical sector as the author is an employee of the leading national pharmaceutical company and feels that this matter is not much studied and has fewer evidence; therefore, this variable and integration is selected. Based on the above literature review and discussion following hypothesis is developed

H1: *There is a significant Correlation between job satisfaction and Employee retention.*

H2: *There is a significant positive Correlation between job satisfaction and Employee retention through organizational commitment.*

2.2. Supervisory Support

Managers may play a much more significant role in employee retention than the literature often suggests. Key manager practices include showing personal interest, holding career discussions, acknowledging employee contributions, using a system of empowerment, and celebrating milestones and successes (Tymon *et al.*, 2011). Employees can improve their perceived career success by balancing their long- and short-term goals, enhancing their competence, and communicating openly with their managers. To reduce turnover, HR professionals can provide better manager support training, hold managers accountable for retention, enhance the career management and HR systems by developing more non-monetary rewards, and learn from those that leave (Tymon *et al.*, 2011).

Supervisory-support climate has some importance on PTE (Part-Time Employee) retention. From a social exchange theory perspective, as employees feel their supervisors give support and care for their well-being, they may feel they are “connected” to the organization, which would lead them to “return the favor” in giving back to their supervisors through retention in the organization (Gentry *et al.*, 2007). Managers are perceived as representatives of any organization. Therefore, their role is essential in the organization. Managers play an essential role in shaping attitude and behavior and their commitment level towards the organization. Managers/supervisors also play the role of a mentor as well. Therefore, subordinates follow them in their official career usually and sometimes their practical life. A good manager/supervisor leads his team to career and organizational success and commitment.

Supervisor support is an important variable, and good manager support leads to longer employee retention within the organization. Employees develop and maintain higher levels of motivation to learn and ensuring sound support from their peers and supervisors (Roya Anvari, 2011). It is usually observed that employees don't leave the organizations, but they leave their bosses. An experienced employee some time switches other organization due to the bad attitude of his immediate manager and sometimes due to his excellent position he went and joined a new organization where his boss has switched. Moreover, the results provide evidence in favor of managerial interferences intended to enhance the perceived control and, thus, minimalizing the adverse effects of a lack of executive support on personnel „affective commitment (Aubé *et al.*, 2007). Manager support and job satisfaction are also necessary for retention management. Manager/supervisor plays the role of mentor/coach for better career management. Managers who manage to establish that kind of coaching style can help employees recognize opportunities. Consequently, the coaching practices become catalysts for continuous learning processes about how to enhance performance. Here in this study, the author analyzes the impact of supervisor support upon employee retention and more extended stay within the organization. Based upon all above literature review and discussion it is hypothesized that;

H3: *There is a significant Correlation between Supervisory support and Employee retention.*

H4: *There is a significant Correlation between Supervisory support and Employee retention through organizational commitment.*

2.3. Organizational Commitment

Retention management addresses the type of organizational inducements and HR strategies that are effective in reducing voluntary employee turnover; the psychological contract focuses on employees „subjective interpretations of those promised inducements and the relationship with employee outcomes including intentions to stay (Eveliina, 2010). Employees retention can be better if employees have a strong organizational commitment (Atif *et al.*, 2016). A committed employee has strong emotional binding with the organization and with his profession. Commitment from both sides is important. Employee and employer both commitments do matter. Employers’ commitment at the time of hiring and its fulfillment leads to strong employee organizational commitment. If the employer breaks its promise, then it weakens the employee commitment, and binding becomes shaky. This is two way and continuous process that leads to an excellent organizational environment and ultimately corporate growth and productivity.

The job satisfaction facets of career advancement and satisfaction with supervisor had a direct impact on organizational commitment (Caykoğlu *et al.*, 2011). An employee with higher organizational commitment leads to higher productivity and emotional binding with the organization and ultimately leads to more extended stay within the organization. Thus, POS (perceived Organizational support) is likely to direct employees to develop a sense of belonging to and pride in their organization (Aubé *et al.*, 2007). The empirical findings and the multilevel view of affective events theory suggest that organizations can improve employees’ organizational commitment through enhancing organizational level function and design. Organizations should build mechanisms to improve employee determination to complete a given task rather than simply designing and assigning goals to employees (Li *et al.*, 2010). An employee who has a strong organizational commitment is a more productive and dedicated worker. They (Organizations) try to develop the commitment of its employees with the organization because committed employees are willing to put their maximum effort (Atif *et al.*, 2016). Organizations’ HRM practices can enhance employee commitment level and job satisfaction. The supervisor is considered as representatives of the organization to subordinates, and they can maximize commitment level through retention management practices. A committed employee will work more productively than an employee with low organizational commitment. Keeping in view all above literature review and discussion it is hypothesized that:

2.4. Employee Retention

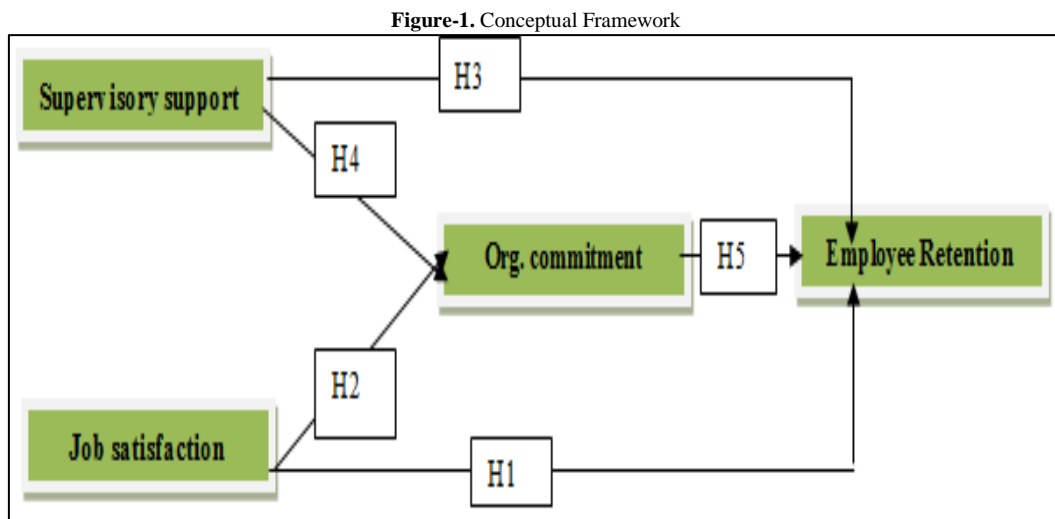
This study emphasizes to hold and retain the main and vital resource and competitive advantage for each organization. Every organization and in sales-oriented professions like Pharmaceutical companies and sales manager wishes to keep productive and competent employees (Atif *et al.*, 2016). Companies are focusing at the more extended stay of their old and productive employee. Organizations are concerned to keep a skilled employee for a longer time. There are multiple reasons to retain employees, and its primary purpose is to hire and give training a new worker is a prolonged and costly process. This procedure causes the loss of valuable resources. To attain objectives and goals companies are trying to do at its best to keep existing human resources (Atif *et al.*, 2016). Old and qualified/skilled workforce employees are an essential asset for any company. When the employee stays for a long time, it puts a good impact on the organization for stable human resource and a good sign for newcomers.

Managers in service firms who establish a positive coaching-style and combine this with the freedom that is Service quality and turnover inherent in empowering managerial practices, will have employees who evaluate their job performance positively, and that in turn contributes to retaining the employees (Slåtten and Sander, 2011).

Employment relationship plays a vital role in retention management. A satisfied employee with the organization and organizational environment generates more output. Good HRM practices, e.g., salary, compensation, promotion, and fringe benefits and competitive advantages bind employee with the organization. Human resource is the most asset for any organization in the current era. The birth rate is declining day by day, and a shortage of manpower is increasing continuously. Therefore, retention management topic has got more importance since last decade. Based on literature, following hypothesis and model is designed;

H5: Organizational commitment has a significant correlation to employee retention.

2.5. Conceptual Framework



In the above hypothetical model, there are four variables containing two independent and one mediating and one dependent variable. Job satisfaction and supervisor support are taken as independent variables; Organizational commitment is mediating variable and employee retention as the dependent variable. The author must test and analyze this model on pharmaceutical industry of Pakistan in Rawalpindi, Islamabad and Peshawar region. This territory is potential and most important for pharmaceutical point of view. Almost all multinational and national pharmaceutical companies have their main or regional offices in this area. Therefore, data from this region is supposed to be a true representative of facts.

Empirical and statistical tests are analysis required to support the hypothesis and hypothetical model of this research work.

3. Research Methodology

This portion of study expresses the research methodology that the researchers have adapted to carry out the study on factors like job satisfaction (JS), organizational commitment (OC), supervisor support (SS) and employee retention (ER). In the following sections Pilot testing, sample size, time horizon, measuring scale are discussed in detail.

3.1. The Research Methodology and Design

Research methodology is an important part that makes the study more accurate and generalizable. The proper and accurate selection of technique was beneficial to produce the significant result (Pinsonneault and Kenneth, 1993). Based on the research finding, the researcher was able to provide suggestions and recommendation that best suited for research problems — the quantitative approach used in the scientific researches. The quantitative approach is beneficial for simple numerical based knowledge.

Current research is applied research and by using a quantitative approach. The responses from the group of people (population) gathered through a questionnaire — this approach used in behavioral studies (social sciences, sociology, etc.). The current study is applied research in nature because of hypothetical statements tested to determine the significance level among the predictors and the dependent variable of the proposed model (Sekaran and Roger, n.d). Questionnaires were distributed among Pharmaceutical professionals for preliminary data collection and to get a clear vision regarding problem definition. The literature review provides clear instructions to approach the same problem in different contexts. Such studies review performs an essential role in the selection of study measure. The in-depth literature review provides a clearer and complete conceptualization of research variables. Without a complete understanding of research problem and literature, it was not possible to build hypotheses and validation of proposed hypotheses in the study. Data collection was conducted by designing a questionnaire in a familiar language (English) and aimed at the employees of the pharmaceutical industry to empirically test the proposed hypotheses.

3.2. Research Time

Two types of timing in research are used, i.e., longitudinal and cross-sectional studies. More than one point in time data gathered to meet the objectives of the research referred as longitudinal studies. These studies are beneficial to identify the cause-and-effect relationships from gathered data before and after manipulation of data (Sukhatme, 1962). These studies consume more time, effort, and money than a cross-sectional study. In cross-sectional design study, data gathered only at one point in time. In business research, cross-sectional is easy to use, and data interpretation and collection is simple and easy than longitudinal. The researcher collects one-time data from employees to determine their perception regarding organizational performance factors. Therefore, the design of the current study was cross-sectional.

3.3. Population and the Sampling Design

3.3.1. Population

Target Population can be defined as “the whole group of people, events or things of interest that the researcher wants to study” (Sukhatme, 1962). In this study target population for the employees from pharmaceutical industry.

Sample: From the large population size to select a portion of members is referred to as sample (Sukhatme, 1962). There are two types of sampling techniques available: probability sampling and non-probability sampling (Sekaran and Roger, n.d). Convenient sampling technique used in the current study to obtain accurate responses. The motive behind convenient sampling selection is that subjects are taken wherever and whenever they are useful. This sampling technique is a good way of obtaining preliminary information in a quick and inexpensive way.

3.3.2. Sample Size

Sample size selection is an important part of every research study, because the unsuitable or inappropriate selection of sample size may adversely affect the generalizability of the study (Sekaran and Roger, n.d). Subject to items ratios was the important rule considered to determine the sample size for study (Sukhatme, 1962). The sample size was calculated based on several observations per variables that are 20:1 or 50:1 is important statistically mechanism to determine the sample size (Osborne and Anna, 2004). Based on the above evidence, the current study has four predictor observations, based on subject to items ratios 200, and was determined as the sample size for this study.

3.4. Measurement and Instrument

Variables of this study are Job Satisfaction (JS), Organizational Commitment (OC), Supervisor’s Support (SS), and Employee Retention (ER) in which Job Satisfaction (JS) and Supervisor’s Support (SS) are independent variables, Organizational Commitment (OC) is mediating variable and Employee Retention (ER) is the dependent variable.

The five-point Likert Scale (1 = Strongly Agree, 2 = Agree, 3= Not Agree, Nor Disagree, 4 = Disagree, 5 = Strongly Disagree) is used to measure the variables (job satisfaction, organizational commitment, supervisor’s support, and career satisfaction).

The target population was currently working employees in different pharmaceutical industries all around Pakistan. To collect the data from respondents, we use convenience approach in which random respondents select and fill the questionnaires from them by their own will. The random selection of respondents is beneficial when we analyze the results because the factor of biasness remains no more dominant in it. We distributed 360 questionnaires in the target audience on the Paper & Pencil. The exchange rate of return was about 72.22% from which 260 were bias-free. All other questionnaires were not valid for the data analysis. For the scale of *Job Satisfaction (JS)*, the researcher used the instrument of Bruck *et al.* (2002) from the study of “*Job Satisfaction, Application, Assessment, Causes, and Consequences.*” This instrument was based on five questions with the scale of five-point Likert scale. The overall reliability of this measuring scale is 0.807.

For the scale of *Organization Commitment (OC)*, we used the instrument of Allen and Meyer (1990) from the study of “*The Measurement and Antecedents of Affective, Continuous, and Normative Commitment to the Organization.*” This instrument was based on thirty questions anchored by Strongly Disagree to Agree Strongly. The overall reliability for this measuring scale is 0.803.

For the Supervisor Support (SS), instrument of adopted the Bartram *et al.* (2004). This instrument was based on five questions, and their responses were measured on five Likert Scale anchored by Strongly Agree to Disagree Strongly. The overall reliability (Cronbach's Alpha) of the scale was 0.68.

For *Employee Retention (ER)*, an instrument of Timothy adopted the instrument of Bartram *et al.* (2004). This instrument was based on five questions, and their responses were measured on five Likert Scale anchored by Strongly Agree to Disagree Strongly. The overall reliability (Cronbach's Alpha) (CRONBACH and LJ, 1971) of the scale was 0.85.

In order to ensure the reliability of the developed instrument, validity and reliability were conducted for pilot testing. Whereas, validity represents the extent to which the measurement scales are a representative of the target population. For ensuring reliability, Cronbach Alpha is applied and found reliable as presented in the next section.

4. Data Analysis

The study is conducted to identify the impact of job satisfaction, organizational commitment, and the supervisor's support on employee retention. The target population for this study is employees working in national and multinational pharmaceutical companies. A total of 360 research questionnaires were personally administered by the researcher while a sum of 260 was received in full of a response rate of 72.22%.

For empirical analysis, SPSS 20.0 was used. Following tests were analyzed based on the research design including, descriptive statistics, correlations analysis and structural equation modeling (SEM) technique using AMOS 18.0. The detailed description of analyses is presented in the next section.

5. Results and Discussion

This portion of the study describes the results. The first portion discusses the results and Structural equation model (SEM) and a second portion of the chapter describes the detailed discussion of results and findings.

5.1. Results

Table-1. Correlation analysis

		JS	OC	SS	ER
JS	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	260			
OC	Pearson Correlation	.625**	1		
	Sig. (2-tailed)	.000			
	N	260	260		
SS	Pearson Correlation	.660**	.787**	1	
	Sig. (2-tailed)	.000	.000		
	N	260	260	260	
ER	Pearson Correlation	.534	.696**	.657**	1
	Sig. (2-tailed)	.000	.000	.001	
	N	260	260	260	260

**Correlation between variables is substantial at the 0.01 level (2-tailed).

Above table indicates the correlations analysis of this study. The data shows a positive correlation among variables. Furthermore, the value of P (significance) should be less than 0.05 to justify the results. Whereas, all values in the above table are below than 0.05 which means that results are significant. Results show that organizational commitment highly impacts employee retention with the correlation of 0.66 with the significance of 0.000, whereas, job satisfaction is at the lowest though positive with 0.534 having the significance of 0.000.

Table-2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
JS	260	1.60	5.00	2.1355	.68941	1.451	.195	1.244	.387
OC	260	1.67	4.00	2.4151	.55158	.591	.195	.160	.387
SS	260	1.00	5.00	2.2645	.94661	1.550	.195	1.569	.387
ER	260	1.40	3.40	2.0865	.48885	1.057	.195	.907	.387

Above table indicates the descriptive statistics of the whole sample. In pilot testing, only the data from 40 respondents were processed for this analysis to confirm any abnormality in the data. A go-ahead from the previous section becomes the basis for conducting the main study. A total of 260 respondents returned complete questionnaires. The data again represents the normality of data as per in the above table.

Table-3. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.936	3	27.645	53.620	.000 ^b
	Residual	200.561	389	.516		
	Total	283.498	392			

Our results of the study show that the model is significant. F values are greater for 4, and significant values are less than 0.05. The regression coefficient is a measure of how strongly each IV predicts the DV. The significance of the model regarding the model explaining the deviations in the dependent variable (ER) the last column (sig) shows the goodness of fit of the model. The lower this number, the better the fit of the model is. Typically, if “Sig” is greater than 0.05, we conclude that our model could not fit the data but it less than 0.05. The TSS (Total Sum of Squares) is the total deviations in the dependent variable (ECS). The aim of the regression is to explain these deviations (by finding the best Beta that can minimize the sum of the squares of these deviations). The ESS (Explained Sum of Squares) is the amount of the TSS that could be explained by the model

Table-4. Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	.541 ^a	.293	.287	.71804	1.477
a. Predictors: (Constant), SS, OC, JS					
b. Dependent Variable: ER					

Adjusted R-square Measures the proportion of the variance in the dependent variable (ER) that was explained by variations in the independent variables (JS, OC, SS). In this study, the “Adjusted R Square” shows that 28.7% of the variance was explained. The standard error of the estimate measures the dispersion of the dependent variable (ER) estimate around its mean (in this study, the “Std. Error of the Estimate” is .718). By comparing this to the mean of the “Predicted” values of the dependent variable, the Std. The error is 78% of the mean, and it is low. Durbin Watson values are 1.477, which is in the range of maximum 4.

Table-5. Coefficients

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
	(Constant)	1.779	.169		10.499	.000
	JS	.271	.056	.310	4.828	.000
	OC	.229	.054	.239	4.22	.001
	SS	.321	.065	.351	5.098	.000

a. Dependent Variable: ER

Above table shows the result, there are three variables which have a positive influence on ER, namely JS, OC and SS ($\beta = 0.361, p\text{-value} < 0.05$).

Figure-2. Structural Equation Modeling

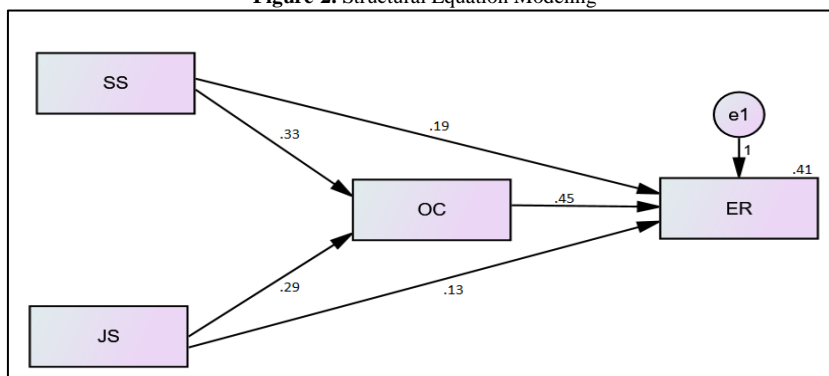


Table-6. Regression Weights

			Estimate	C.R.	P
OC	<---	SS	.33	5.93	.001***
OC	<---	JS	.29	2.65	.008*
ER	<---	SS	.19	2.99	.002**
ER	<---	JS	.13	4.26	.007*
ER	<---	OC	.45	3.83	.000***

The above regression weights table shows the results of Regression analysis by using the Maximum likelihood method in AMOS software. Above table illustrates the relationship of the independent variable (IV) on the dependent variable (DV), C.R. is a critical ratio, i.e., t-value in SPSS output, the value of CR of any Iv to DV is if $> \pm 1.96$ that path will be significant at 0.01, 0.05 and 0.10 level. If the p-value is three asterisks (***) , it indicates significance is smaller than 0.001. Our regression table results show that H1 has a positive and significant impact on employee retention in English ($b = -0.33, p < 0.001$), the estimated value 0.33 indicates that if one unit increase in the job satisfaction (JS) it will bring 33% positive impact in employee retention in the Pharmaceutical industry. Whereas H2 relationship shows that there is ($b = 0.29, p < 0.008$) significant impact on employee retention through the mediation of organizational commitment. Our hypothesis 3 results show that there is a significant relationship between SS (supervisor Support) and employee retention ($b = 0.19, p > 0.002$). Our hypothesis 4 also proved with ($b = 0.13, p > 0.007$) which shows significant impact on employee retention through OC (Organizational Commitment. Finally, H5 is also got good beta and significance (P) value ($b = 0.45, p > 0.000$) and hence our model is approved.

Table-7. Decision Table

Statement	Supported
<i>There is a significant relationship between job satisfaction and Employee retention</i>	Yes
<i>There is a significant relationship between job satisfaction and Employee retention through organizational commitment.</i>	Yes
<i>There is a significant positive relationship between Supervisory support and Employee retention.</i>	Yes
<i>There is a significant positive relationship between Supervisory support and Employee retention through organizational commitment.</i>	Yes
<i>Organizational commitment has a significant positive relationship to employee retention</i>	Yes

5.2. Discussion and Practical Implication

The all above literature review, analysis, and the conceptual study shows that job satisfaction leads to longer employee stay in the organization. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement, it has the positive impact on organizational growth and both employee and organizational development (Tella *et al.*, 2007). Job satisfaction is a matter of concern both for employee and employer for the better work environment of the organization. A satisfied employee is more productive as compared to the less satisfied/dissatisfied employee.

Job satisfaction of employee is also related to supervisor support in the organization. Supervisor or immediate boss is representative of the organization and employer. Supervisor/manager leads his team to individual and organizational success. Supervisor plays the role of mentor in the organization. Subordinates follow his guidelines in the organization and sometimes in the daily life. A good supervisor leads his team in career development and success as well.

An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence (Tella *et al.*, 2007). Organizational commitment is also an essential factor for employee retention within the organization for a longer time. Organizational commitment is the emotional binding of an employee with the organization. It is employee desire to remain with the organization. This is also a desire to work for specific or on behalf of the organization. This is also acceptability of values of the organization. Therefore, an employee having organizational commitment stays within the organization due to its emotional binding with the organization. A committed employee is also productive and leads the organization to success. He demonstrates good organizational citizenship.

Above discussion and conceptual framework shows employee relationship with the specific organization. Human resource capital is more valuable than organizational money and financial capital. The birth rate in these nations is decreasing. Therefore, labor becomes the concern for the organizations soon. Employees leaving the company are in larger numbers as compare to join (Atif *et al.*, 2016). Retention management has become important since the last decade due to a shortage of human capital and globalization as well. Frequent employee turnover leads to organizational instability and low growth. When an experienced employee leaves the organization, then it must bear new recruitment, hiring and training of new employee that is so expensive and time-consuming process. Therefore, organizations are focusing on healthy HR practices and employee retention practices for minimum employee turnover rate and maximum retention of an employee within the organization.

Results of this study show that job satisfaction, supervisor support, and organizational commitment has a positive relationship with a dependent variable that is employee retention within the organization. This study illustrates and tells us about that employee retention, and job satisfaction of employees can be better with strong organizational commitment. Employees with strong commitment with organization and employer have fewer chances to quit (Atif *et al.*, 2016). The middle managers in most pharmaceutical organizations are satisfied with the organizational climate. The satisfaction with factors of organizational climate indicates different results when compared with each other. In highest numbers of pharmaceutical organizations, middle-level managers are satisfied with an internal promotion (Lee *et al.*, 2014).

6. Conclusion and Direction for Future Research

This study analyzes the current issue of Pakistani pharmaceutical issue that is job satisfaction, organizational commitment, and employee retention. The conceptual study describes that employee retention can be enhanced if the employee is satisfied and organizational commitment and binding is strong. Supervisor support also maximizes the relationship of the employee with the organization. This study proves the relationship of independent variables (Job satisfaction and supervisor support) and dependent variable employee retention with the mediating role of organizational commitment. Independent variables and the mediating variable have positive relations with dependent variables. The strong positive relationship also indicates that more the employee is satisfied with his job more he is willing to intact with the organization. It means that a satisfied employee is more loyal to its organization and therefore employee is less likely to change job and work hard for the firm Atif *et al.* (2016).

Recommendation for future research can be other sectors and large sample size. Employee retention is an issue of concern globally, but there is a lot of work to do in this field. In Pakistan, there is the much theoretical gap, and a lot of work is required in job satisfaction and employee retention.

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