

“A STUDY ON RETENTION OF EMPLOYEES AT MALLADI DRUGS PHARMACEUTICAL LIMITED”

Submitted in partial fulfillment of the requirement for the award of

Master of Business Administration

By

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DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE

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MAY – 2023



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DEPARTMENT OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **RAAGUL.S (41410244)** who carried out the project entitled "**A STUDY ON RETENTION OF EMPLOYEES AT MALLADI DRUGS PHARMACEUTICAL LIMITED**" under my supervision from January 2023 to April 2023.

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DECLARATION

I **RAAGUL.S (41410244)** hereby declare that the Project Report entitled “**A Study on retention of employees at Malladi Drugs Pharmaceutical LIMITED**” done by me under the guidance of **Mr. ROBIN BRAMMA** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:05.05.2023

PLACE:CHENNAI

A handwritten signature in black ink, appearing to read 'Raagul S', with a stylized, cursive script.

RAAGUL S

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RAAGUL S

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ABSTRACT

“a study on retention of employees at Malladi drugs & pharmaceutical limited”

In the highly regulated pharmaceuticals industry, jobs have become more stressful and complicated. Fierce competition has driven salaries higher and higher and benefits must be constantly improved. Although the pharmaceutical industry has lower turnover rates compared to other industries, the cost of turnover is much greater. With strict regulations and rigid timelines, a research specialist's resignation leaves your company with a delay in product development and a loss of talent. Additionally, when a pharmaceutical representative leaves, they take the client relationships with them. These stringent regulations leave employee actions vulnerable to repercussions from their boss and the government. In the given scenario this study has been undertaken to understand the major issues associated with the retention of the pharmaceutical employees in Malladi drugs . Another objective is to identify the major causes of the high level of attrition. The study investigates the influence of HR policies, compensation and benefits, work pressure and relationship with the superiors on employee retention

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CHAPTER I

INTRODUCTION

1.1 INTRODUCTION

In the highly regulated pharmaceutical industry, jobs have become more stressful and complicated. Fierce competition has driven salaries higher and benefits must be constantly improved. With regard to the pharmaceutical industries in Tamilnadu, retention rates have become very low leading to very high attrition rates. Attrition refers to the reduction in staff and employees in an organization through means such as resignation or retirement. After IT & BPO, pharmacy industries experience the greatest rate of employee leaving the company for Various reasons. This hopping of jobs may be considered a forward growth in the career of an individual, but not as a sector. Although the pharmaceutical industries have lower turnover compared to other industries, the cost of turnover is greater.

N. R. Narayana Murthy, one of the most successful industry leaders, holds a firm belief that people are the most important asset of an organization. He says, "When our key assets, i.e., employees walk out every evening, our net worth is reduced to zero. Our challenge is to ensure that they come back next day rejuvenated, refreshed and energised." (Chary, 2002: 77)

According to Get Les McKeon, employee retention is defined as "A systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. The costs associated with turnover may include lost customers, business and damaged morale. In addition, there are the hard costs of time spent in screening, verifying credentials, references, interviewing, hiring and training the new employee just to get back to where you started."

It is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Retention Strategies helps organizations provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives.

An employee is the most important asset for any organization. So, whether it is private or public organization, every organization needs employees to survive in the marketplace. No organization can survive at any cost without its committed and loyal employees. Involving employees in taking critical and important decisions is one way to inculcate the feeling that they are not just a worker for the organization but an important part of the organization. Every employee of an organization is considered as an invincible resource that not only helps the organization to attain their goals but also to prosper in this competitive marketplace. Having the Right People at the Right Place is a mantra to be followed by every organization. Retaining the best employees should be a matter of great concern for the companies these days. From a manager's perspective, nothing feels better than having a productive and happy workforce as the manager is responsible and focused on an organization's success. Organizations are finding employee retention as a big challenge. Attrition is faced by almost every industry. And with pharmaceutical sector, attrition is observed to be the 3rd maximum. The talented and experienced employees leave the organization not only because of the remuneration or pay, but there are different reasons which force the skilled employees to leave the organization.

A Pharmaceutical Industry has a global presence and the employees have high exposure to it in terms of sales of undifferentiated products of healthcare. The employees in this industry will have lots of temptations to move from one company to another for the betterment of their lifestyle. This growth cannot be false field as it is their will. But, on a broader perspective, the loss of every employee has a greater impact in the organization as a whole. This ripple effect starts from not retaining the employees within the organizations. Retention put in simple terms is the ability of the organization to retain or bring back their employees to work, rather than making them leave to another organization or worse, unemployment. The different retention strategies that are and can be implemented to help retain employees in the pharmaceutical industries can be structured based on the highest influence of a variables taken into consideration. The variables taken are considered based on literature review, expert opinion and the priority of the direct

motivators from the employee's perspective. This study will also deal with the research gap of not taking into consideration all the other factors that could motivate or de-motivate an employee to stay or leave an organization.

One of the most critical issues facing organizations today is to retain the employees especially in the Pharmaceutical sector. Even though more and more Pharmaceutical companies are coming up, the turnover rate is considerably high compared to other industries, ranging from 20 to 30 percent¹. Gone are the days when organizations could hire the best talent and expect them to stay on board until retirement. When the organization looks for a replacement there is certain amount of intangible costs in addition to loss in productivity.

Retaining employees is very important in any organization. It becomes more pertinent in the Pharmaceutical industry to retain the key performers. Successful organizations recognize the worth of retaining their best employees and continuously look for innovative ways to do so. Employees leave for various reasons which include ambiguous and unchallenging role, poor supervision, inadequate peer support, and limited career growth, lack of recognition, limited control over work, perceived pay in equity and perception of more favourable opportunities in other companies.

The organization is completely at loss when these employees leave. Employee retention strategies should be taken into account so that an individual stays in an organization for the maximum period of time. With lot of opportunities it is a very difficult task for employers to hold their employees. Losing employees means losing knowledge, capital, skills, and experience. Loss of talented employees is loss of productivity and revenue.

1.1.1 BENEFITS OF EMPLOYEE RETENTION:

Every company should understand that people are their best commodity. Without qualified people who are good at what they do, any company would be in serious trouble. In the long run, the retention of existing employees saves the company's money. As Beverly Kaye and Sharon Jordan-Evan stated in Training and Development: "Studies have found that the cost of replacing lost talent is 70 to 200 percent of that employee's annual salary. There are advertising and recruiting expenses, orientation and training of the new employee, decreased

productivity until the new employee is up to speed, and loss of customers who were loyal to the departing employee. Finding, recruiting and training the best employees represent a major investment. Once a company has captured talented people, the return-on-investment requires closing the back door to prevent them from walking out.” When an employee leaves a company for a direct competitor, there is always a chance that they will take important business strategies and secrets with them to be explained by the competition. This is yet another reason why the retention of employees is so crucial to some businesses. While this practice seems a bit unscrupulous, it still happens quite frequently.

The process of employee retention will benefit an organization in the following ways:

The Cost of Turnover:

The cost of employee turnover adds hundreds of thousands of rupees to a company's expenses. While it is difficult to fully calculate the cost of turnover (including hiring costs, training costs and productivity losses), industry experts often quote 25% of the average employee salary as a conservative estimate.

Loss of Company Knowledge:

When an employee leaves, he takes with him valuable knowledge about the company, customers, current projects and past history (sometimes to competitors). Often much time and money has been spent on the employee in expectation of a future return. When the employee leaves, the investment is not realized.

Interruption of Customer Service:

Customers and clients do business with a company in part because of the people. Relationships are developed that encourage continued sponsorship of the business. When an employee leaves, the relationships that employee built for the company are severed, which could lead to potential customer loss

Turnover leads to more turnovers:

When an employee's services are terminated, the effect is felt throughout the organization. Co-workers are often required to pick up the slack. The unspoken negativity often intensifies for the remaining staff.

Goodwill of the company:

The goodwill of a company is maintained when the attrition rates are low. Higher retention rates motivate potential employees to join the organization.

Regaining efficiency:

If an employee resigns, a good amount of time is lost in hiring a new employee and then training him/her and this in turn leads to company losses, which many a time go unnoticed.

And even after this the company cannot be assured of the same efficiency from the new employee.

1.1.2 Three R's of Retention:

- **Respect** is esteem, special regard, or particular consideration given to people. As the pyramid shows, respect is the foundation of keeping your employees. Recognition and rewards will have little effect if you don't respect employees.
- **Recognition** is defined as "special notice or attention" and "the act of perceiving clearly." Many problems with retention and morale occur because management is not paying attention to people's needs and reactions.
- **Rewards** are the extra perks you offer beyond the basics of respect and recognition that make it worth people's while to work hard, to care, to go beyond the call of duty. While rewards represent the smallest portion of the retention equation, they are still an important one.

1.1.3 Retention Involves Five Basic Things:

Environment

A motivated employee wants to contribute to work areas outside of his specific job description. Ramlall (2003) stressed that a suitable work environment is the need of an employee in an organization as it will encourage commitment. Nelson (2006), explained in his study that job satisfaction is priceless, incomparable and invaluable. Hopeless employees negatively upsetting the desire level of work. A little amount of employees which are satisfied with their work not only affect the performance but also the work environment affects the performance of employees and performance of organization.

Growth:

Growth is an integral part of every individual's career. If an employee cannot foresee his path of career development in his current organization, there are chances that he'll leave the organization as soon as he gets an opportunity. Grossman, J. (2002) stressed that Work growth is the effect of employee performance in the organization as well as the result of organizational provenance provided to employees by organization. The Growth and productivity is the ultimate result of employee behavior such as performance, retention, satisfaction of employees.

Compensation:

Compensation constitutes the largest part of the retention process. The employees always have high expectations regarding their compensation packages. Compensation includes: Salary and Wages, Bonus, Health Insurance, after retirement benefits.

Relationship:

Sometimes the relationship with the management and the peers become the reason for an employee to leave the organization. The management is often not able to provide an employee a supportive work culture and environment in terms of personnel and professional relationships. A supportive work culture helps grow

employees professionally and boosts employee's satisfaction. There are times when an employee starts feeling bitterness towards the management or peers, which leads to less satisfaction and eventually attrition.

Support:

Employees today are asking for a work place that helps them balance the demands of their work and family lives, rather than forcing them to one over the other. Schemes like: Special schemes for their children, Scholarship, Medical benefits, Training etc William Kahn (1993) "The harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Employee engagement with the definition: "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention."

1.1.4 RETENTION STRATEGIES FOR PHARMACEUTICALS EMPLOYEES

In order to retain the employees and reduce turnover, a proactive approach is critical following retention

- Right selection
- Communication
- Include employees in decision-making
- Allow team members to share their knowledge with others
- Shorten the feedback loop
- Balance work and personal life
- Provide opportunities for growth and development

- Recognize team members for their hard work and let them know they are appreciated
- Clearly define what is expected of team members
- Best employee reward programs
- Performance-based bonus
- Employee referral plan
- Loyalty bonus
- Giving voice to the knowledge banks
- Accountability
- Fun and laughter at workplace

1.1.5 EMPLOYEE RETENTION

Employees are important in running a business; without them the business would be unsuccessful. However, according to the 2008 Bureau of Labour Statistics, more and more employers today are finding that employees remain for approximately 18 to 24 months. It has become a key challenge in organizations to retain the best and most desirable employees. With labour being unpredictable today's employers prefer to have a stable, committed and yet flexible workforce. The goal of employers is generally to decrease employee turnover, which helps in decreasing training costs, recruitment costs and loss of talent and organizational knowledge.

Employee retention is critically important for all organizations for two main reasons:

1. Expensive Turnover.
2. Business performance driven by Top performers.

It's impossible to prevent every employee from leaving a company. However, turnover becomes dysfunctional when the wrong people are leaving, or when the turnover rate becomes so high that the other costs and instability outweigh the benefits.

1.1.6 Role of HR Professionals in Employee Retention

HR professionals working in Pharmaceutical industry are finding it difficult to formulate Retention Strategies. Nothing seems to work in their favour. The average attrition rate in this sector is still very high. Good perks, high rewards alone are not sufficient to retain the employees. When an organization loses critical employees, there is negative impact on innovation and major delays in delivery of customer services, consequently affecting the production.

Below are some of the reasons listed as to why employees are leaving profitability of the organization.

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

Other reasons why employees quit their job include low salary, a negative environment at the workplace, lack of growth prospects and motivation, politics, complicated hierarchies, lack of challenging work and poor supervision.

Retaining a healthy team of committed and productive employees, therefore, is necessary to maintain corporate strategic advantage. Hence HR must design appropriate strategies to retain their quality employees. These strategies can vary from lucrative compensation packages to involving employees in every sphere of the functioning of the organization.

1.1.7 Overview of Pharmaceutical Industry

The Indian pharmaceuticals market is that the third largest in terms of volume and thirteenth largest in terms useful, and it accounts for 20 per cent within the volume terms and 1.4 per cent in value terms of the Global Pharmaceutical Industry as per a report by Equity Master. India is the largest provider of general medicines globally with the Indian generics accounting for 20 per cent of global exports in terms of volume. Of late, consolidation has become a crucial characteristic of the Indian pharmaceutical market because the industry is very fragmented.

Pharmaceutical companies are working constantly towards the enhancement of the health care among people. Pharmaceutical products or drugs are one of the important components of the health care operation and its charges. The increase within the income of the individuals and therefore the change in lifestyle are contributing to the rise within the expenses of the health care management of an individual. The increase within the penetration of health insurance is another factor for the rise within the spending on pharmaceutical products. Research shows further than commensurate increase in the spending on pharmaceutical products compared to, increase in the charges on total health care globally.

The pharmaceutical companies not only contribute to the health care of the people but also contribute to the frugality of the country by creating jobs, developing ancillary industries, export earnings, contributing to the Gross Domestic Product (GDP) et cetera. Hence, the growth of pharmaceutical sector of a country is important for the growth of the country's frugality. A large portion of Indian population lives in the pastoral areas and a considerable portion of the Indian population are below the poverty line. It is a major challenge for the pharmaceutical companies, government, doctors, and other stake holders in the health care sector to pass the benefits of the outgrowth of Research and Development (R&D) to the really indigent people.

1.2 COMPANY PROFILE

Malladi Drugs & Pharmaceuticals Ltd is one of India's most traditions conscious and ethically sounds Pharmaceutical Company. Malladi Drugs was founded in 1980 by late Mr. M L N Sastry, a pioneering microbiologist with expertise in fermentation technology.

Today, Malladi is the **leading manufacturer of Active Pharmaceutical Ingredients** (API) in the Cough and Cold segment along with a dominant presence in other therapeutic segments like Anti-histamines, Anti- consultants, Anti-depressants and Anxiolytics (CNS) of the global pharmaceutical industry.

- The first company in India to manufacture Ephedrine & Pseudo ephedrine salts through a fully indigenous process.
- The first Indian company to acquire an API manufacturing facility out of India Novus Fine Chemicals in New Jersey, USA.
- We currently market our products in over 60 Countries and are supported by highly motivated and talented partners.

MISSION

Our mission is to commit to adding superior value to all our customers, suppliers, Employees and shareholders through creation of innovative and high quality Products and services in all aspects of manufacturing for the benefit of the Society.

VISION

Our vision is to become a compelling partner providing all key services to our Customers in the innovation and manufacture of quality medicine and other Products we will achieve this by:

Understanding the needs of our customers, and devoting our resources to Meeting these needs through highest levels of scientific excellence, innovation And research.

- Motivating the key stakeholders group – customers, employees, shareholders and the suppliers – each of whom will be empowered with a strong voice in determining our success
- Operating from state-of-art facilities meeting most stringent quality and environmental norms
- Adopting the highest levels of governance, integrity and ethics to become the best corporate citizen

1.2.1 RESEARCH AND DEVELOPMENT

- Malladi believes in the importance of innovation and creation of intellectual wealth for sustainable growth. A portion of the company's earnings is reinvested into Research and Development and this has helped us to grow and sustain in the business.
- Malladi has been awarded with the prestigious PC Ray award for „Indigenous Technology Development“ & „R&D Efforts in Industry“ by Government of India.
- Malladi Research & Development Centre is recognized for Doctoral programs by various Universities.
- • Malladi's Research & Development center is located near Chennai and is well equipped with a sophisticated facility and wide range of process .

1.2.2 SUSTAINABILITY

ABILITY TO SUSTAIN

- Malladi Drugs & Pharmaceuticals Limited has grown into an established pharmaceutical manufacturer with research as the backbone of knowledge and its business spread across many countries.

- Our goal is to make an organization that is responsible, transparent and responsive to its stakeholder's needs. We believe that the commitment to sustainability and „Triple Bottom Line“ will ensure our global competitiveness and promote sustainable growth.

1.2.3 SUSTAINABLE PROCUREMENT

- Sustainability is an integral part of all our activities. Malladi has integrated concepts of sustainability in vendor evaluation.

- Malladi considers its suppliers as an important link in the business chain and extra efforts are taken to explain the sustainability requirements of the company to the suppliers.

- Continuous efforts are made with the suppliers/vendors educating them on the Principles of Sustainability and integrating the social, environmental and labor principles. Malladi aims to bring awareness to all the suppliers, to establish social and environmental standards like safety and child labor among many others.

1.3 PRODUCTS PROFILE

We are very competitive in the range of Products & Services that we offer; but more importantly, what sets us apart, are the relationships that we share with our valued customers.

Product

- Active Pharmaceutical Ingredients
- Intermediates and Specialty Products
- Chiral Building Blocks and Specialty Chemicals

CATEGORIES

- 1) RESPIRATORY SYSTEM
- 2) CNS
- 3) CVS
- 4) ANTI PARKINSON
- 5) ANTICONVULSANT
- 6) ANTHELMENTIC
- 7) ANTIDIARRHEAL
- 8) ANALGESIC
- 9) PHOSPHOROUS SUPPLIM

1.3.1 ENVIRONMENT & SOCIETY

Protecting health and the environment is the prime objective in the operation of our facilities. We systematically analyze our activities for possible risks and take appropriate precautions. With an increasing demand on natural water resources, and unabated pollution posed by industrial discharges into the environment, it has become necessary to implement zero discharge systems in industrial waste water treatment plants. We have thus implemented the concept of „zero waste water discharge“ policy and designed manufacturing processes to generate minimal waste water and reduce emission/air-pollution. Malladi has taken several steps to uplift the less privileged and help the needy. Periodic medical camps for every member are held in nearby villages. Malladi also plays its part providing a positive impact to the society by taking part in several Social awareness programs.

1.3.2 PROTECTING THE ENVIRONMENT

- **Use of renewable power**

Malladi uses Electricity generated from wind energy, we have made conscious efforts to increase the percentage of power consumption from the renewable resource to more than the statutory requirements

- **Use of alternate fuels in place of fossil fuels**

The spent broth from the fermentation process is bio digested. The process produces biogas of high calorific value which is used as alternate fuel.

- **Bio digested waste as fertilizer**

The bio digested waste is converted to fertilizer which is used in agriculture by the locals. Can add some generic stuff here

- **Zero Liquid discharge**

Malladi has been continuously working on improving the efficiency and energy consumption of the effluent treatment and to achieve zero liquid discharge process for the process effluent. The type of Zero Liquid Discharge can be Specified

- **Reduction in energy consumption**

Multiple Effects Evaporator is a system for efficiently using the heat from steam to evaporate water in a sequence of evaporators. Malladi uses the Thermal Vapour Recompression System to improve energy efficiency of evaporation processes.

1.3.3 ACHIEVEMENTS

- Received the prestigious Acharya P C Ray Award for indigenous technology development for the indigenous process we developed to manufacture Ephedrine.
- 6 Successful FDA inspections in 5 years.
- cGMP Compliance as per USFDA, TGA guidelines
- Certificates of Suitability (COS) from EDQM 8 DMF's filed with the USFDA
- International Patent for a NCE
- Honored with the Chemexil Award for Exports, for 5 consecutive years
- Safety Award instituted by the Government of Tamil Nadu

1.3.4 NOVUS FINE CHEMICALS

- Not content with resting on our laurels, we decided to spread our business further and better serve our customers in the west. In 2005, we became the first Indian company to acquire an API manufacturing facility outside India , namely, Novus Fine Chemicals in Carlstadt , New Jersey , a US FDA manufacturing facility.
- Novus was just the right platform that Malladi needed to bridge the gap between our customers' requirements and our production capabilities. With Novus, we adopted a unique Nearshore/Offshore model with USFDA approved API manufacturing facilities in both the India and USA . Intermediates produced at our manufacturing facilities in India are finished at Novus. Thus we are able to offer our US customers, products manufactured in USA at the cost competitiveness of an Indian Supplier. This arrangement has also helped us cope with the growing international demand for our products with improved service and better relationships.
- Novus has a total manufacturing area of 70,000 square feet and over 50,000 gallons of reaction capacity in Stainless Steel, Glass and Hastelloy contact surfaces . It also has a pilot plant to scale-up processes from lab-scale to 500 gallon scale reactor trains. Novus offers total adaptability in production through flexible manufacturing facilities for development, scale-up and commercial manufacture of New Chemical Entities (NCEs), mature Active Pharmaceutical Ingredients (API) and advanced chemical intermediates in a cGMP environment.

1.4 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

- To study the Employee retention used in Malladi Drugs & Pharmaceutical Limited.

SECONDARY OBJECTIVE:

- To Identifying the most common reasons why employees leave the pharmaceutical industry altogether and how this compares to other industries.
- To Examining the impact of talent management and career development programs on employee retention in the pharmaceutical industry.

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1.5 NEED OF THE STUDY

- High employee turnover rates can be very costly for companies. The cost of recruiting, hiring, and training new employees can be significant, and high turnover can also negatively impact productivity and morale.
- The pharmaceutical industry is highly competitive, and companies need to attract and retain the best talent to remain competitive. By understanding the factors that contribute to employee retention, companies can develop effective strategies to retain the best employees.
- Employee retention is important from a corporate social responsibility perspective. High employee turnover rates can be indicative of poor working conditions and low employee job satisfaction.

1.6 SCOPE OF THE STUDY:

- The scope of the study is to Identifying potential areas for improvement in employee retention strategies and programs at the company.
- Making recommendations for improving employee retention and reducing turnover at Malladi Drugs & Pharmaceuticals Limited. Conducting surveys or other methods of data collection to gauge employee satisfaction as a way of understanding the specific areas of dissatisfaction.

1.7 LIMITATIONS OF THE STUDY:

- The information collected is mainly primary data and the accuracy is subject to the responses received.
- This study is confined in Chennai district only.
- The sample size was limited to 125, as per the guidance of organization's management.

CHAPTER II

REVIEW OF LITERATURE

REVIEW OF LITERATURE

- **Ramlall, (2004,)** assessed that it is not only the loss of money and resources also the loss of knowledge and experience for an organization which hampers the performance of the organization.
- **G.Umar, (2010)** studied that employees do not see a strong connection between pay and performance and employees' performance is not particularly influenced by the company's incentive plan.
- **Bernsen et al. (2009)** says the organizations further desire such efficient employees to be retained According to Alkandari (2009) such employee retention programs are highly effective and can retain or attract employees. Moreover, Klein et al. (1994) suggest that because retention can happen at numerous positions.
- **Nawaz et al, (2012)** however states that many firms bear high cost of employee turnover in the face of more increasing turnover that it is a chain reaction and has to be prevented beforehand.
- **Hossian et.al. (2017)** concluded that exit interview can actually help organizations to retain their employees for long run. The researcher revealed that exit interview plays an important role in works like change in job profile, changing organization culture, and increased retention of skilled employees.
- **Claes.R, Heymans, (2008)** confronts the wealth of work motivation theories and the plethora of HR practices with HR professionals being challenged to retain older workers and to keep them motivated. Denton (2000) has clearly stated that employees who are happy and satisfied with their jobs are more dedicated towards their work and always put their effort to improve their organizational customer's satisfaction.

- **Coleman.H Peterson, (2005)** finds that without minimizing the importance of roles such as compliance, diversity, compensation, and benefits, if the basic exercise of getting, keeping, and growing a company's talent is done well, the other HR functions will reflect this excellence.
- **Akila, (2012)** studied that employee retention describes the procedures and resources used for encouraging the employees to remain associated with their firms (Akila, 2012) also found out that this phenomenon is imperative for both the organizations as well as its staff. (Arnold 2005) says in this global era, apart from competing with other firms in terms of innovativeness and technology, a number of organizations invests huge amounts of money to train their workforce in order to develop their skills or competencies.
-
- **Richard.C Kearney, (2003)** assessed that state employee union density was found to be the most consistent and important determinant of compensation. These findings contribute insights into an important and under researched area of human resource management, but improved comparative measures of benefits are needed to aid future research.
- **Lundholm, (2011)** studied that in virtually every organization we find formally appointed managers, but nevertheless we tend to condemn the idea of formal hierarchy and celebrate alternative modes of governance that better respect the discretion of employees.
- **Lakshmi Narayanan, (1999)** suggested that interpersonal conflict, work overload and time wasters were common across all occupations. Lack of control and work overload were reported as major stressors by the clerical group and interpersonal conflict as a major stress or by the academic and sales groups.

CHAPTER III
RESEARCH METHODOLOGY

RESEARCH METHODOLOGY

3.1 METHODOLOGY

The research type involved is descriptive which is defined as a research method that describes the characteristics of the population or phenomenon that is being studied. It is focused on describing the nature of a specific sector or industry. The target populations are the employees who are currently working in a pharmaceutical sector in Chennai alone.

3.2 RESEARCH DESIGN

Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain groups such as age, sex, educational level, occupation or income, a descriptive study is necessary. Descriptive studies are well-structured. It tends to be signed & its approach cannot be changed every now and then. It is, therefore necessary that the research give sufficient thought to framing research questions and deciding the types of data to be collected of the producers to be used for their purpose.

3.3 SOURCES OF DATA

After identifying and defining the research problem and determining specific information required to solve the problem, the researcher's task is to take look the type of source of data which may yield the Desired results. Data source are of two types through which data is collected.

Primary data

Primary data is the original data collected by the researcher first hand. Is is collected for the first time through Field survey. These are those that are gathered specifically, for the problem at hand. The various sources for Collecting primary data are questionnaire, observation, interview etc. the primary source used for the study is Questionnaire

Secondary data

Secondary data is the information which is already available in published or unpublished form. When the needed Information is collected from the census of population available in library means then it is a secondary data. It is also used for collecting historical data. The various source of secondary data are books Periodicals, journal, directories, magazines, statistical data source etc. The secondary source used for this study is company profile, scope, need, review of literature.

3.4 QUESTIONNAIRE DESIGN:

The questionnaires are drafted based on the objectives and the hypotheses framed.

3.5 SAMPLING TECHNIQUE:

Convenience sampling technique is used for the collection of primary data. It is a type of non-probability sampling method where the samples taken from a group of people who are easy to reach.

3.6 SAMPLE SIZE:

Sample size considered for the study is 125

3.7 TARGETED PEOPLE OF THE STUDY:

Employees of MALLADI DRUGS & PHARMACEUTICALSLIMITED

3.8 MULTIPLE CHOICE QUESTIONS

A multiple-choice question refers to one which provides several set alternatives for its answers. Thus, it is a middle ground between free answers and dichotomous question.

CHAPTER IV
DATA ANALYSIS AND INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

TABLE 4.1 AGE OF THE RESPONDENTS

particular	No.of Respondents	% of Respondents
Below 20	2	1.60%
20-30	70	56%
30-40	49	39.20%
Above 40	4	3.20%
Total	125	100%

SOURCE: PRIMARY DATA

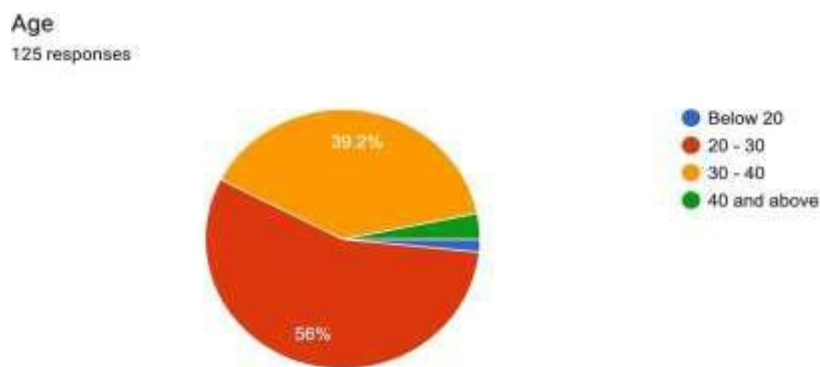


CHART 4.1 AGE OF THE RESPONDENTS

INFERENCE: The above chart shows that 39.2% of the respondents are 30-40, 56% of the respondents are 20-30 age, 3.2% of the respondents are 40 and above, 1.2% of the respondents are below 20.

TABLE 4.2 GENDER OF THE RESPONDENTS

particular	No. of Respondents	% of Respondents
Male	80	64
Female	45	36
Total	125	100

SOURCE: PRIMARY DATA

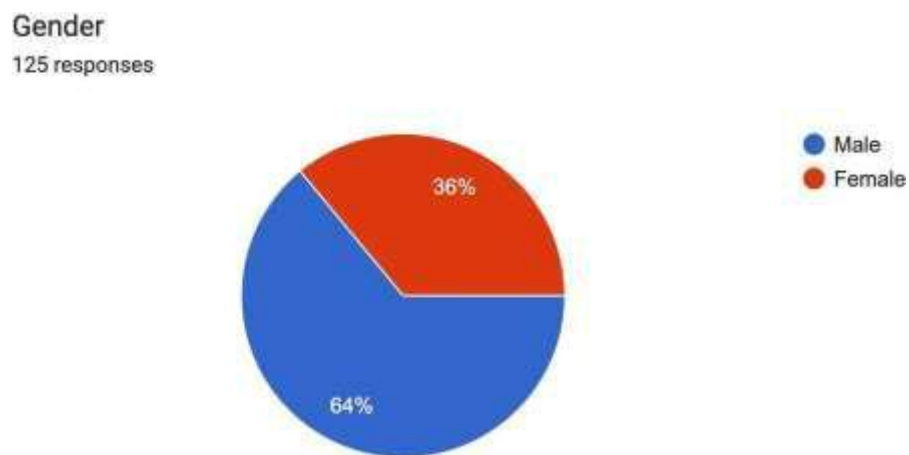


CHART 4.2 GENDER OF THE RESPONDENTS

INFERENCE: The above chart shows that are 64% of the respondent are male, 36% of the respondent Are female . Therefore most of the respondents are male.

TABLE 4.3 Job Role

particular	No.of Respondents	% of Respondents
Research and development	18	14.40%
Manufacturing	29	23%
Sales and marketing	46	36.80%
Regulatory affairs	15	12.00%
Administration	17	14%
Total	125	100%

SOURCE: PRIMARY DATA

What is your current job role within the pharmaceutical industry?

125 responses

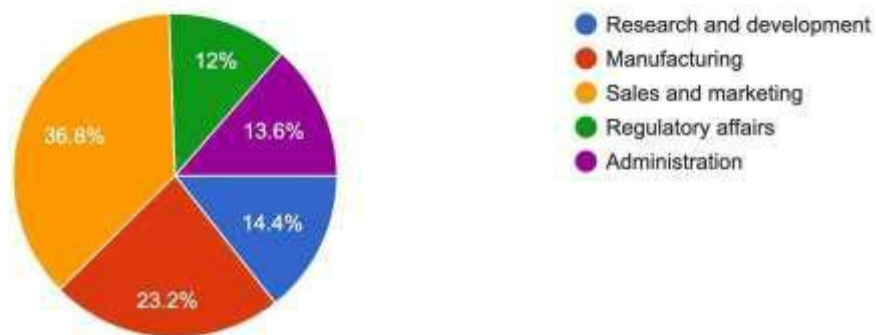


CHART 4.3 Job Role

INFERENCE: The above chart shows that 36.6% of the respondents are sales and marketing, 23.2% of the respondents are manufacturing, 13.6% of the respondents are administration, 12% of the respondents are regulatory affairs, 14.4% of the respondents are research and development.

TABLE 4.4 How long have you been working in the pharmaceutical industry?

particular	No. of Respondents	% of Respondents
Less than 1 year	7	5.60%
1-3 years	31	25%
3-5 years	65	52.00%
5-10 years	14	11.20%
morethan 10 years	8	6%
Total	125	100%

SOURCE: PRIMARY DATA

How long have you been working in the pharmaceutical industry?
125 responses

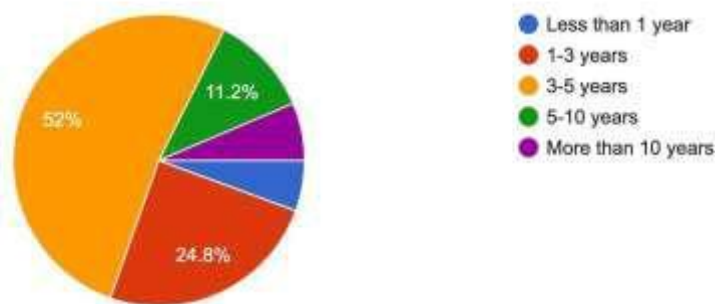


CHART 4.4 How long have you been working in the pharmaceutical industry?

INFERENCE: The above chart shows that 11.2% of the respondents are 5-10 years, 24.8% of the respondents are 1-3 years, 5.6% of the respondents are less than 1 year, 6.4% of the respondents are more than 10 years .

TABLE 4.5 on a scale of 1 to 10, how satisfied are you with your current job?

particular	No.ofRespondents	% of Respondents
1-3 (very dissatisfied)	7	5.60%
4-6 (neutral)	52	42%
7-8 (satisfied)	56	44.80%
9-10 (verysatisfied)	10	8.00%
Total	125	100%

SOURCE: PRIMARY DATA

On a scale of 1 to 10, how satisfied are you with your current job?

125 responses

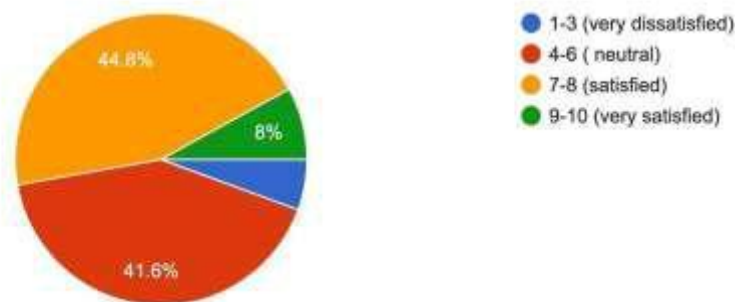


CHART 4.5 on a scale of 1 to 10, how satisfied are you with your current job?

INFERENCE: The above chart shows that 8% of the respondents are very satisfied ,41.6% of the respondents are neutral, 44.8% of the respondents are satisfied , 5.6% of the respondents are dissatisfied .

TABLE 4.6 What factors influenced your decision to stay with your current employer?

particular	No.ofRespondents	%of Respondents
Competitive compensation and benefits	24	19.20%
Opportunities for career development and advancement	65	52%
Positive company culture and work environment	28	22.40%
Supportive management/leadership practices	8	6.40%
Total	125	100%

SOURCE: PRIMARY DATA

What factors influenced your decision to stay with your current employer?

125 responses



CHART 4.6 What factors influenced your decision to stay with your current employer?

INFERENCE: The above chart shows that 19.2% of the respondents are competitive compensation and benefits, 22.4% of the respondents are positive company culture and work environment. 52% of the respondents are opportunities for career development and advancement

TABLE 4.7 What factors would cause you to consider leaving your current employer?

particular	No. of Respondents	% of Respondents
Better compensation/benefits package offered by another employer	25	20.00%
lack of career development opportunities	36	29%
Poor management/leadership practices	30	24.00%
Work-life balance issues	34	27.20%
Total	125	100%

SOURCE: PRIMARY DATA

What factors would cause you to consider leaving your current employer?
125 responses



CHART 4.7 what factors would cause you to consider leaving your current employer?

INFERENCE: The above chart shows that 24% of the respondents are poor management/leadership practices, 20% of the respondents are better compensation/benefits package offered by another employer, 27.2% of the respondents are work life balance, 28.8% of the respondents are lack of career development.

TABLE 4.8 How would you rate the compensation and benefits package offered by your employer?

particular	No.of Respondents	% of Respondents
Excellent	24	19.20%
Good	78	62%
Avenge	23	18.40%
Below avege	0	0.00%
Total	125	100%

SOURCE: PRIMARY DATA

How would you rate the compensation and benefits package offered by your employer?
125 responses

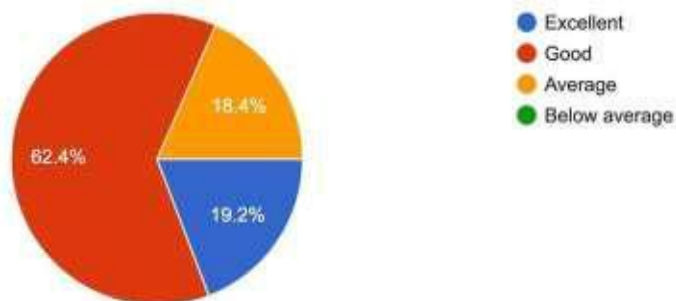


CHART 4.8 how would you rate the compensation and benefits package offered by your employer?

INFERENCE: The above chart shows that 18.4% of the respondents are average, 19.2% of the respondents are excellent, 62.4% of the respondents are good.

TABLE 4.9 How would you rate the opportunities for career development and advancement within your company?

particular	No.ofRespondents	%of Respondents
Excellent	24	19.2%
Good	65	52%
Average	35	28%
Below average	1	0.8%
Total	125	100%

SOURCE: PRIMARY DATA

How would you rate the opportunities for career development and advancement within your company?
125 responses

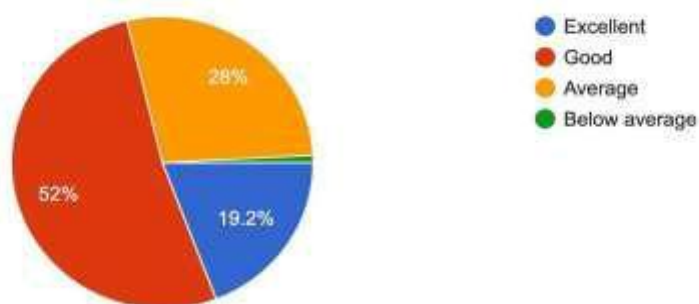


CHART 4.9 how would you rate the opportunities for career development and advancement within your company?

INFERENCE: The above chart shows that 28% of the respondents are average, 19.2% of the respondents are excellent, 0.8% if the respondents are below average, and 52% of the respondents are good.

TABLE 4.10 how would you rate the work-life balance provided by your employer?

particular	No. of Respondents	% of Respondents
Excellent	14	11.2%
Good	57	45.6%
Average	42	33.6%
Below average	12	9.6%
Total	125	100%

SOURCE: PRIMARY DATA

How would you rate the work-life balance provided by your employer?
125 responses

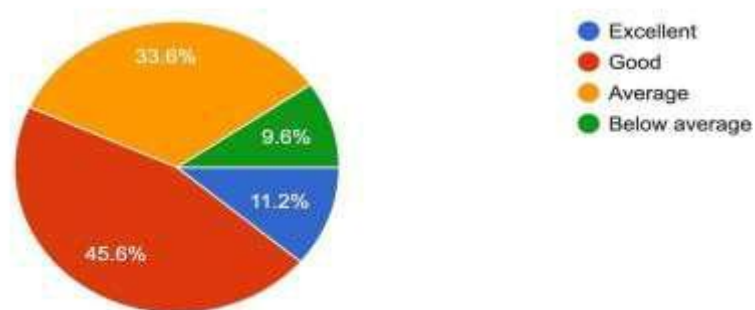


CHART 4.10 how would you rate the work-life balance provided by your employer?

INFERENCE: The above chart shows that 9.6% respondents are below average, 11.2% of the respondents are excellent 33.6% of the respondents are average, 45.6% of the respondents are good.

TABLE 4.11 how would you rate the overall organizational culture within your company?

particular	No. of Respondents	% of Respondents
Excellent	23	18.4%
Good	78	62.4%
Average	24	19.2%
Below average	0	0%
Total	125	100%

SOURCE: PRIMARY DATA

How would you rate the compensation and benefits package offered by your employer?

125 responses

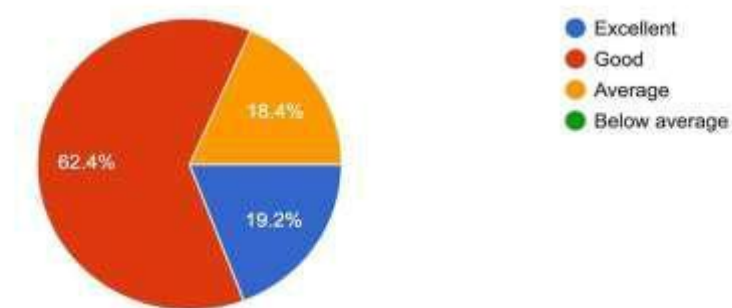


CHART 4.11 how would you rate the overall organizational culture within your company?

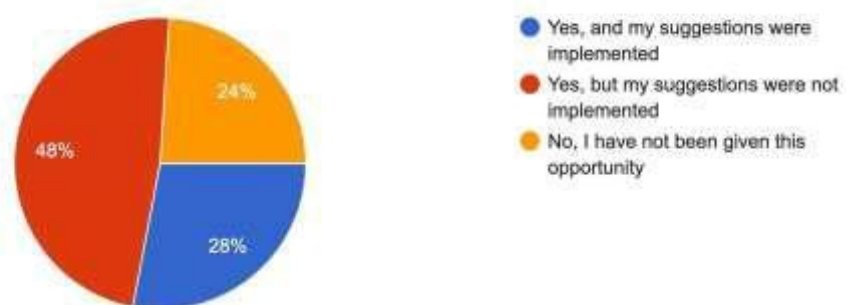
INFERENCE: The above chart shows that 19.2% of the respondents are average, 18.4% of the respondents are excellent 62.4% of the respondents are good.

TABLE: 4.12 Have you ever been given the opportunity to provide feedback or suggestions for improving employee retention within your company? If so, what was the outcome?

particular	No. of Respondents	% of Respondents
Yes and my suggestions were implemented	35	28%
Yes but my suggestions were not implemented	60	48%
No, I have not been given this opportunity	30	24%
Total	125	100%

SOURCE: PRIMARY DATA

Have you ever been given the opportunity to provide feedback or suggestions for improving employee retention within your company? If so, what was the outcome?
125 responses



INFERENCE: The above chart shows that 24% of the respondents are no I have not been given this opportunity, 28% of the respondents are Yes ,and my suggestions were implemented, 48% yes, but my suggestions were not implemented

TABLE 4.13 How effective do you feel these retention strategies or programs have been in reducing employee turnover?

particular	No. of Respondents	% of Respondents
Very effective	27	21.6%
effective	69	55.2%
very ineffective	17	13.6%
ineffective	12	9.6%
Total	125	100%

SOURCE: PRIMARY DATA

How effective do you feel these retention strategies or programs have been in reducing employee turnover?

125 responses

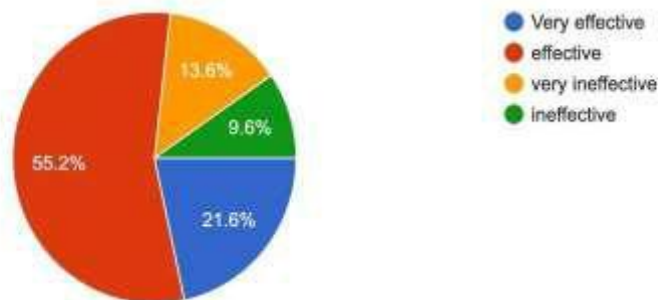


CHART 4.13 how effective do you feel these retention strategies or programs have been in reducing employee turnover?

INFERENCE: The above chart shows that 9.6% of the respondents are ineffective, 13.6% of the respondents are very ineffective, 21.6% of the respondents are very effective, 55.2% of the respondents are effective.

TABLE 4.14 Do you feel that your employer values your contributions and supports your professional growth and development?

particular	No. of Respondents	% of Respondents
strongly agree	34	27.2%
agree	69	55.2%
disagree	20	16%
strongly disagree	2	1.6%
Total	125	100%

SOURCE: PRIMARY DATA

Do you feel that your employer values your contributions and supports your professional growth and development?
125 responses

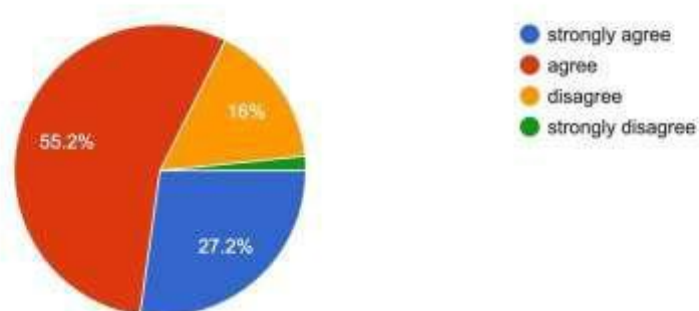


CHART 4.14 Do you feel that your employer values your contributions and supports your professional growth and development?

INFERENCE: The above chart shows that 16% of the respondents are disagree, 27.2% of the respondents are strongly disagree, 1.2% of the respondents are strongly disagree, 55.2% of the respondents are agree.

ANALYSIS USING KARL PEARSON'S

Null hypothesis (Ho):

There is a negative relationship between employee's level of satisfaction with the current organization and effective retention strategies.

Alternate hypothesis (H1):

There is a positive relationship between employee's level of satisfaction with the current organization and effective retention strategies

Correlations

		Satisfaction level of employees with the current organization	effective means of retention strategies
Satisfaction level of employees with the current organization	Pearson Correlation	1	.680**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	229.260	101.800
	Covariance	1.539	.683
	N	125	125
effective means of retention strategies	Pearson Correlation	.680**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-	101.800	64.000

	products		
	Covariance	.683	.430
	N	125	125
**. Correlation is significant at the 0.01 level (2-tailed).			

INFERENCE: Since r is positive, there is positive relationship between employee's level of satisfaction with the current organization and effective retention strategies.

ONE-WAY ANOVA

Null hypothesis (Ho):

There is no significance difference between age of the employees and the factors influenced the decision to stay with the current employer.

Alternate hypothesis (H1):

There is a significance difference between age of the employees and the factors influenced the decision to stay with the current employer.

ANOVA					
Factors influenced to retain					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	198.083	3	66.028	574.020	.000
Within Groups	17.917	122	.123		
Total	216.000	125			

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is a significance difference between age of the employees and the factors influenced the decision to stay with the current employer.

CHAPTER V

FINDINGS & SUGGESTIONS

Findings & Suggestions

- 64% of the respondent are male, 36% of the respondent are female.
Therefore most of the respondents are male.
- 39.2% of the respondent are 30-40, 56% of the response are 20-30 age, 3.2% of the response are 40 and above, 1.2% of the
- 36.6% of the respondents are sales and marketing, 23.2% of the respondents are manufacturing, 13.6% of the respondents are administration, 12% of the respondents are regulatory affairs, and 14.4% of the respondent is research and development.
- 11.2% of the respondents are 5-10 years, 24.8% of the respondent's are 1-3 years, 5.6% of the respondents are less than 1 year, 6.4% of the respondents are more than 10 years.
- 8% of the respondents are very satisfied, 41.6% of the respondents are neutral, 44.8% of the respondents are satisfied, 5.6% of the respondents are dissatisfied.
- 19.2% of the respondents are competitive compensation and benefits, 22.4% of the respondents are positive company culture and work environment 52% of the respondents are opportunities for career development and advancement.
- 24% of the respondents are poor management/leadership practices, 20% of the respondents are better compensation/benefits package offered by another employer, 27.2% of the respondents are work life balance, 28.8% of the respondents are lack of career development.

- 18.4% of the respondents are average, 19.2% of the respondents are excellent, and 62.4% of the respondents are good.
- 28% of the respondents are average, 19.2% of the respondents are excellent, 0.8% if the respondents are below average , 52% of the respondents are good.
- 9.6% respondents are below average, 11.2% of the respondents are excellent 33.6% of the respondents are average, 45.6% of the respondents are good.
- 19.2% of the respondents are average, 18.4% of the respondents are excellent 62.4% of the respondents are good.
- 24% of the respondents are no I have not been given this opportunity, 28% of the respondents are Yes, and my suggestions were implemented, 48% yes, but my suggestions were not implemented.
- 9.6% of the respondents are ineffective, 13.6% of the respondents are very ineffective, 21.6% of the respondents are very effective, 55.2% of the respondents are effective.
- 16% of the respondents are disagree, 27.2% of the respondents are strongly disagree
- 1.2% of the respondents are strongly disagree, 55.2% of the respondents are agree.

Suggestions

- The demands of work can sometimes encroach on employees' personal lives, which can lead to dissatisfaction and burnout. Companies that offer flexible work schedules and remote work options can help employees better balance their professional and personal lives.
- Compensation is a critical factor in employee retention, and companies should be willing to invest in their employees. Offering competitive compensation packages can help to attract and retain the best talent.
- Regular feedback from employees is important to identify areas of dissatisfaction so that the company can take appropriate action to address concerns. Conducting surveys annually or bi-annually can be an effective way of gathering feedback.
- recommendations for the company on how to improve employee retention, such as implementing new retention strategies, improving compensation and benefits, enhancing career development opportunities.
- Employer should appreciate and acknowledge employees in order to retain and build loyalty among the employees.
- More than a fixed salary, the incentives and bonuses provided are the more likely motivating factor that satisfies an employee to stay in an organization.
- Continuous feedback should be taken to know the effectiveness of the policies.
- Various employee engagement activities should be undertaken.
- For increase in efficiency of employees, job rotation should be provided

CONCLUSION

Pharmaceutical sales representatives are the most valuable asset for the pharmaceutical industry. They are the ones who make a continuous effort for the sales achievement of their products. Pharmaceutical industries invest a high amount of money in their recruitment and training. Thus it is required that the pharmaceutical industry should retain its valuable assets. Thus attrition is a serious issue and puts pharmaceutical industries in a huge pressure to retain the employees. The human resource management team plays a pivotal role in retaining employees in the pharmaceutical industry. Their role starts right from the selection of right candidates through stringent recruitment procedures, proper training to the employees, and taking some retention policies.

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Questionnaire

1) NAME :

2) GENDER :

3) AGE :

4) What is your current job role within the pharmaceutical industry?

- a) Research and development
- b) Manufacturing
- c) Sales and marketing
- d) Regulatory affairs

5) How long have you been working in the pharmaceutical industry?

- a) Less than 1 year
- b) 1-3 years
- c) 3-5 years
- d) 5-10 years

6) On a scale of 1 to 10, how satisfied are you with your current job?

- a) 1-3 (very dissatisfied)
- b) 4-6 (somewhat dissatisfied)
- c) 7-8 (neutral)
- d) 9-10 (very satisfied)

7) What factors influenced your decision to stay with your current employer?

- a) Competitive compensation and benefits
- b) Opportunities for career development and advancement
- c) Positive company culture and work environment
- d) Supportive management/leadership practices

8) What factors would cause you to consider leaving your current employer?

- a) Better compensation/benefits package offered by another employer
- b) Lack of career development opportunities
- c) Poor management/leadership practices
- d) Work-life balance issues

9) How would you rate the compensation and benefits package offered by your employer?

- a) Excellent
- b) Good
- c) Average
- d) Below average

10) How would you rate the opportunities for career development and advancement within your company?

- a) Excellent
- b) Good
- c) Average
- d) Below average

11) How would you rate the work-life balance provided by your employer?

- a) Excellent
- b) Good
- c) Average
- d) Below average

12) How would you rate the overall organizational culture within your company?

- a) Excellent
- b) Good
- c) Average
- d) Below average

13) Have you ever been given the opportunity to provide feedback or suggestions for improving employee retention within your company? If so, what was the outcome?

- a) Yes, and my suggestions were implemented
- b) Yes, but my suggestions were not implemented
- c) No, I have not been given this opportunity

14) How effective do you feel these retention strategies or programs have been in reducing employee turnover?

- a) Very effective
- b) Effective
- c) Very ineffective
- d) ineffective

15) Do you feel that your employer values your contributions and supports your professional growth and development?

- a) strongly agree
- b) agree
- c) disagree
- d) strongly disagree

A STUDY ON RETENTION OF EMPLOYEES AT MALLADI DRUGS PHARMACEUTICAL LIMITED

RAAGUL S, P.G scholar, MBA department, Sathyabama University

Abstract: - In the highly regulated pharmaceuticals industry, Jobs in the heavily regulated pharmaceuticals sector have grown more demanding and challenging. Salary increases have been fueled by intense competition, and benefits must continually be enhanced. The cost of turnover is substantially higher in the pharmaceutical sector even though it has lower turnover rates than other industries. A research specialist's resignation causes your business to lose talent and postpone product development due to rigorous rules and deadlines. Additionally, the client relationships are taken with the pharmaceutical representative when they depart. Due to these strict laws, employee behaviour is subject to penalties from both their employer and the government. This study has been done to better understand the main problems with keeping pharmaceutical employees at Malladi Drugs in the present circumstance. As another goal.

INTRODUCTION

A Pharmaceutical Industry has a global presence and the employees have high exposure to it in terms of sales of undifferentiated products of healthcare. The employees in this industry will have lots of temptations to move from one company to another for the betterment of their lifestyle. This growth cannot be false field as it is their will. But, on a broader perspective, the loss of every employee has a greater impact in the organization as a whole. This ripple effect starts from not retaining the employees within the organizations. Retention put in simple terms is the ability of the organization to retain or bring back their employees to work, rather than making them leave to another organization or worse, unemployment. The different retention strategies that are and can be implemented to help retain employees in the pharmaceutical industries can be structured based on the highest influence of a variables taken into consideration. The variables taken are considered based on literature review, expert opinion and the priority of the direct.

II. OBJECTIVES OF STUDY

To study the Employee retention used in Malladi Drugs & Pharmaceutical Limited.

SUMMARY OF THE LITERATURE

- Employee retention is crucial or vital for the organisation as lack of retention costs what in terms of money as well as knowledge and it is also founded there is no relation between payment and performance.
- It is evident that malladi drugs employees are leaving their jobs there for these paper intensive study employee retention policies used by mallai.

III. REVIEW OF LITERATURE

- amlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business, Cambridge*, 5(1/2), 52-63.
- G. Umar. (2010). Employee Retention: A Review of Literature. *Journal of Business and Management*, 5(2), 89-99.
- Hossian, M. S., Begum, F. A., & Rahman, M. M. (2017). Examining the relationship between exit interviews and employee retention: An empirical study in the Bangladeshi context. *Journal of Human Resource Management*, 5(1).

I. METHODOLOGY

Research philosophy is the particular systems or methods used to distinguish, select, process, and dissect data about a subject. The methodology section of a research paper gives the reader the opportunity to critically evaluate a study's overall validity and reliability. the procedure for gathering data and information for use in business decision-making. The research methods could include current and historical data, as well as methods like interviews, surveys, and publication research

II. RESEARCH DESIGN

Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain groups such as age, sex, educational level, occupation or income, a descriptive study is necessary. Descriptive studies are well- structured. It tends to be signed & its approach cannot be changed every now and then. It is, therefore necessary that the research give sufficient thought to framing research questions and deciding the types of data to be collected of the producers to be used for their purpose.

For this study com employees are consider , there is total 140 employee, researcher considered 125 sample
Random sampling method is used for this study.

For analysis of data used for the study

- Percentage analysis
- ONE-WAY ANOVA
- Karl Pearson's Correlation

After identifying and defining the research problem and determining specific information required to solve the problem, the researcher's task is to take look the type of source of data which may yield the Desired results. Data source are of two types through which data is collected.

VI. MULTIPLE CHOICE QUESTIONS

A multiple-choice question refers to one which provides several set alternatives for its answers. Thus, it is a middle ground between free answers and dichotomous question.

DATA ANALYSIS AND INTERPRETATION:

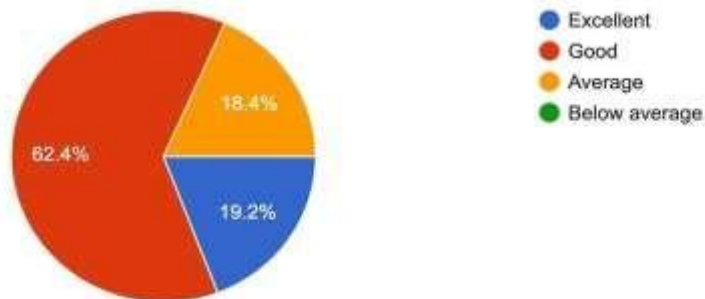
PERCENTAGE ANALYSIS:

how would you rate the overall organizational culture within your company?

particular	No. of Respondents	% of Respondents
Excellent	23	18.4%
Good	78	62.4%
Average	24	19.2%
Below average	0	0%
Total	125	100%

SOURCE: PRIMARY DATA

How would you rate the compensation and benefits package offered by your employer?
125 responses



INFERENCE: The above chart shows that 19.2% of the respondents are average, 18.4% of the respondents are excellent, 62.4% of the respondents are good.

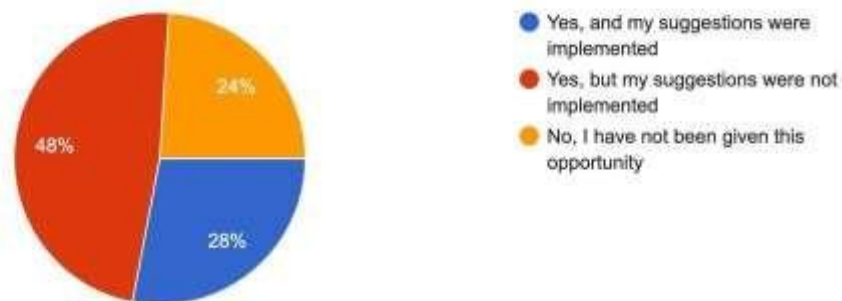
Have you ever been given the opportunity to provide feedback or suggestions for improving employee retention within your company? If so, what was the outcome?

particular	No. of Respondents	% of Respondents
Yes and my suggestions were implemented	35	28%
Yes, but my suggestions were not implemented	60	48%
No, I have not been given this opportunity	30	24%
Total	125	100%

SOURCE: PRIMARY DATA

Have you ever been given the opportunity to provide feedback or suggestions for improving employee retention within your company? If so, what was the outcome?

125 responses



INFERENCE: The above chart shows that 24% of the respondents are no I have not been given this opportunity, 28% of the respondents are Yes, and my suggestions were implemented, 48% yes, but my suggestions were not implemented.

ANALYSIS USING KARL PEARSON'S

Null hypothesis (H₀):

There is a negative relationship between employee's level of satisfaction with the current organization and effective retention strategies.

Alternate hypothesis (H₁):

There is a positive relationship between employee's level of satisfaction with the current organization and effective retention strategies

Correlations		
	Satisfaction level of employees with the current organization	effective means of retention strategies

Satisfaction level of employees with the current organization	Pearson Correlation	1	.680**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross products	229.260	101.800
	Covariance	1.539	.683
	N	125	125
effective means of retention strategies	Pearson Correlation	.680**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-	101.800	64.000
	products		
	Covariance	.683	.430
	N	125	125
**. Correlation is significant at the 0.01 level (2-tailed).			

INFERENCE: Since r is positive, there is positive relationship between employee's level of satisfaction with the current organization and effective retention strategies.

ONE-WAY ANOVA

Null hypothesis (H₀):

There is no significance difference between age of the employees and the factors influenced the decision to stay with the current employer.

Alternate hypothesis (H₁):

There is a significance difference between age of the employees and the factors influenced the decision to stay with the current employer.

ANOVA

Factors influenced to retain

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	198.083	3	66.028	574.020	.000
Within Groups	17.917	122	.123		
Total	216.000	125			

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is a significance difference between age of the employees and the factors influenced the decision to stay with the current employer.

Findings

- 64% of the respondent are male, 36% of the respondent are female.
- Therefore most of the respondents are male.
- 39.2% of the respondent are 30-40, 56% of the respondents are 20-30 age, 3.2% of the respondents are 40 and above, 1.2% of the
- 36.6% of the respondents are sales and marketing, 23.2% of the respondents are manufacturing, 13.6% of the respondents are administration, 12% of the respondents are regulatory affairs, and 14.4% of the respondents are research and development.
- 11.2% of the respondents are 5-10 years, 24.8% of the respondents are 1-3 years, 5.6% of the respondents are less than 1 year, 6.4% of the respondents are more than 10 years.
- 8% of the respondents are very satisfied, 41.6% of the respondents are neutral, 44.8% of the respondents are satisfied, 5.6% of the respondents are dissatisfied.
- 19.2% of the respondents are competitive compensation and benefits, 22.4% of the respondents are positive company culture and work environment 52% of the respondents are opportunities for career development and advancement.
- 24% of the respondents are poor management/leadership practices, 20% of the respondents are better compensation/benefits package offered by another employer, 27.2% of the respondents are work life balance, 28.8% of the respondents are lack of career development.

- 18.4% of the respondents are average, 19.2% of the respondents are excellent, and 62.4% of the respondents are good.
- 28% of the respondents are average, 19.2% of the respondents are excellent, 0.8% if the respondents are below average , 52% of the respondents are good.
- 9.6% respondents are below average, 11.2% of the respondents are excellent 33.6% of the respondents are average, 45.6% of the respondents are good.
- 19.2% of the respondents are average, 18.4% of the respondents are excellent 62.4% of the respondents are good.
- 24% of the respondents are no I have not been given this opportunity, 28% of the respondents are Yes, and my suggestions were implemented, 48% yes, but my suggestions were not implemented.
- 9.6% of the respondents are ineffective, 13.6% of the respondents are very ineffective, 21.6% of the respondents are very effective, 55.2% of the respondents are effective.
- 16% of the respondents are disagree, 27.2% of the respondents are strongly disagree
- 1.2% of the respondents are strongly disagree, 55.2% of the respondents are agree.

CONCLUSION

Pharmaceutical sales representatives are the most valuable asset for the pharmaceutical industry. They are the ones who make a continuous effort for the sales achievement of their products. Pharmaceutical industries invest a high amount of money in their recruitment and training. Thus it is required that the pharmaceutical industry should retain its valuable assets. Thus attrition is a serious issue and puts pharmaceutical industries in a huge pressure to retain the employees. The human resource management team plays a pivotal role in retaining employees in the pharmaceutical industry. Their role starts right from the selection of right candidates through stringent recruitment procedures, proper training to the employees, and taking some retention policies.

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