

Employee Retention in the Pharmaceutical Companies: Case of Lebanon

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Abstract: *Pharmaceutical firms all over the globe have aggressively embarked on research and development of new medicines whose ultimate aim is to eradicate well known chronic diseases, and relieve humans' suffering. Parallel to the aforementioned process, firms are seeking to support their human capital who is the driver of innovation, taking into consideration factors like employees' satisfaction, working conditions, organizational support, respect, and continuous development, which, among other factors, are considered determinants of behavioral intention that propels employees working at the pharmaceutical companies to stay. However, although pharmaceutical companies have worked hard on the retention of their human capital, which is considered a core competency in their declared endeavors, turnover rates are rising. This paper aims at exploring and assessing the different factors which are considered influential in retaining of employees working at Lebanese pharmaceutical companies. This research is exploratory and explanatory in nature; it uses quantitative analysis based on data gathered by a survey questionnaire administered to 204 employees who have experienced success or failure of being retained at their organizations in Lebanon. Resultant empirically researched retention model empowers the Lebanese pharmaceutical firms' current business models, and provides them with a basis for best successful practice to be implemented.*

Keywords: *HR, employees, retention, pharmaceutical companies, Lebanon*

I. Introduction

The pharmaceutical industry is considered one of the most influential industries worldwide. The International Federation of Pharmaceutical Manufacturers and Associations, IFPMA [1], reports that the global pharmaceutical market will reach 1.3 trillion USD in 2018, while the spending on research and development is expected to amount to 141.6 billion USD per year. Also, the pharmaceutical industry employs 4.4 million people; it paid more than 93.1 Billion USD in salaries in 2013. The pharmaceutical industry [2] had in 2012 employed "650,000 people in the United States and 663,500 people in Europe" (p. 44). As for Lebanon, the Investment Development Authority of Lebanon (IDAL) [3] contends that Lebanon's pharmaceutical market was "estimated to be worth LBP 1,925 billion (USD 1.28bn) in 2012, a 6.5% growth from 2011 levels. The market posted a compounded annual growth rate (CAGR) of 7.71% up through to 2015, reaching a value of LBP 2,095 billion (USD 1.41bn). This growth has also been reflected in the sales of pharmaceutical products, and is expected to reach USD 426 per person in 2019, nearly double the 2009 figure of USD 206 per person" (p. 4). Furthermore, Abdul Razzaq Yousef, President of Arwan Pharmaceutical Industries Lebanon s.a.l. [4], confirms the aforementioned figures by stating that "the Lebanese market is worth about 1.25 billion US dollars, whereby 5% of this market is produced locally through five or six companies" (Para 4).

The extensive investment in research and development is coupled with heavy investment in human resources. Human resources, in the pharmaceutical industry, are fundamental to creating knowledge and consequently to leading the innovation process. Consequently, "on the knowledge creation front, the industry's presence leads to dissemination of knowledge in the workforce, whereby employees working for a pharmaceutical company are expertly trained and are continuously updated with the newest technologies and processes" ([2], p. 46). The aforementioned knowledge, in addition to being an asset for the firms is at the same time a personal asset for the entire workforce, even though employees may later change jobs or start their own companies, and will foster further economic development.

The pharmaceutical industry continuously seeks to retain its employees so as not to lose its best talents to others. Although its turnover rates compared to other industries are lower, the cost of turnover is much greater. Subsequently, the industry upgrades its employees and exerts real effort to retain them. "In the highly regulated pharmaceuticals industry, jobs have become more stressful and complicated. Fierce competition has driven salaries higher and higher whereby benefits must be constantly improved" ([5], Para 1; [6], p. 30). With strict regulations and rigid timelines, a research specialist's resignation leaves the company with a loss of talent. Additionally, when a pharmaceutical representatives leave, they take the client relationships with them.

Das and Baruah [7] define employee retention as the "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" (p. 8). Hassan,

Hassan, Khan, & Naseem [8] concluded in their research that “employee retention is a vital issue and challenge to all the organizations nowadays” (p.2). In addition, Shukla and Sinha [6] contend that “pharmaceutical companies seek to effectively employ systematic employee retention programs 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” (p. 30). They contend that although “hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. There is no dearth of opportunities for talented persons. There are many organizations which are looking for such employees. If a person is not satisfied by the job he/she is doing, he/she may switch over to some other more suitable job. In today’s environment it becomes very important for organizations to retain their employees” (p. 31).

Hence, in order to create a successful company, employers are to consider as many options as possible to retain their employees, while securing their trust and loyalty so as to have less desire to leave in the future. On the other side of the coin, Nazim and Shahid [9] assert that employees’ turnover is a threat to the smooth operation of an organization. Turnover is manifested in the form of direct and indirect cost, where, “expenditures incurred on the selection, recruitment, induction and training of new employees are direct cost. While, cost of learning, reduced morale, and pressure on the existing employees and the loss of social capital contribute to the indirect cost incurred by an organization due to high turnover. Cost of each employee’s turnover is 70 to 300 percent of the annual salary of an employee. Moreover, replacement costs usually are 2.5 times the salary of the individual” (p. 201).

Nowadays, although businesses have the intention to reduce turnover—businesses often find that they spend considerable time, effort and money to train their employees, among other activities—their employees leave the company for better opportunities.

There are numbers of factors which promote the employees to stay or leave the organization. It may be external factors, internal factors and/or the combined effect of both. Human resource practices counts a lot in this regard. It is very essential for HR managers to “identify the needs of the employee and then devise the retention strategies. One strategy does not fit to all as different individuals have different priorities” ([6],p. 2). Business managers have been facing, for years, the issue of how to motivate the person in a working environment. According to Hassan et al. [8], “the drug industry is facing different challenges to survive in the international market. On the whole, it is a job-oriented sector providing employment to a very large portion of the society and having problems with their retention and high turnover” (p. 2).

Industries are continuously facing the aforementioned challenge and much work has been done to curb the rate of turnover. As such, one objective of the current research paper is to show how to deal with the aforesaid situation. This project will explore, identify and assess some of the reasons for the turnover phenomenon that the pharmaceutical industry is facing. It aims at shedding light on practical issues such as the inequity in the compensation packages of organizations, employees’ dissatisfaction and autocratic managerial pattern. It proposes that organizations are to adopt critical sustainable retention trends such as establishing a strategic plan, involving employees in decision-making process, initiating personalized compensation plans, installing mechanisms for career planning, training, developing, and building flexible work programs. This data is apt to help organizations retain core employees; a fact that will drive the competitive advantage wheel in the organization in this era of globalization.

In addition to understanding the major issues associated with the retention of the pharmaceutical employees; this research aims to identify the major causes of the high level of attrition. The paper investigates and proposes a model that incorporates the influence of Human Resource (HR) policies, compensation and benefits, work pressure and the basis for a sound relationship between superiors and employee on retention.

II. Literature Review

2.1 The Pharmaceutical Industry

The pharmaceutical industry is considered a key asset to scientific and medical progress due to the continuous advances in science and technology. The research based pharmaceutical industry is entering a progressive new era in medicine development. Research methods are evolving and many promising prospects are on the horizon – from the possibilities offered by personalized medicines, to the potential offered by harnessing the power of big data. For example, DiFilippo [10] contends that PricewaterhouseCoopers’s Global Data and Analytics Survey 2014 shows that “62% of pharmaceuticals and life sciences executives have changed their organizations’ approach to big decision making as a result of data and analytics. They’re using new, richer sets of data and training executives on the benefits of analytical techniques. Another 24% haven’t made these types of changes yet, but they plan to do so” (Para 1).

The European Federation of Pharmaceutical Industries and Associations – EFPIA [11] affirms that “the innovative pharmaceutical industry is driven by, and drives, medical progress. It aims to turn fundamental research into innovative treatments that is widely available and accessible to patients. Already, the industry has

contributed to significant improvements in patient well-being. Today’s patients can expect to live up to 30 years longer than they did a century ago” (p. 2).

2.2 Employment

The pharmaceutical industry provides high-skilled jobs through direct employment, and induces the creation of many more indirect jobs in low- and middle-income countries as well. “For example, it employs 70,900 people in Russia, 37,500 in Egypt, 13,100 in Turkey, 88 and 16,350 in Colombia” ([2], p. 44). It is worth mentioning as well that “wages paid by the industry were worth over USD 123 million in Colombia, USD 186 million in Indonesia, and USD 1.4 billion in India” [2].

Table 1 lists selected countries, and shows the number of pharmaceutical industry’s employees and their wages, in years that range between 2005 and 2009.

Table 1: Employment in the pharmaceutical industry in selected countries

Country or Area	Year	Number of Employees	Wages and Salaries Paid to Employees, USD
Colombia	2005	16,344	123,609,820
Ecuador	2008	2,856	29,488,000
Egypt	2006	37,494	137,411,531
Ethiopia	2009	1,437	1,167,480
Georgia	2009	2,373	8,900,552
India	2008	378,413	1,407,793,200
Indonesia	2009	58,875	186,879,218
Iran	2008	20,207	150,959,215
Jordan	2009	5,215	68,553,433
Kyrgyzstan	2009	343	351,038
Lebanon	2007	699	7,299,000
Lesotho	2007	89	184,280
Macedonia	2009	1,511	25,228,546
Malaysia	2008	9,894	65,601,860
Oman	2007	481	5,798,610
Pakistan	2006	36,336	142,991,304
Panama	2005	450	3,654,833
Philippines	2006	15,436	135,973,500
Russia	2009	70,923	501,586,800
Sri Lanka	2006	11,654	15,027,048
Tanzania	2009	1,145	2,245,353
Thailand	2006	27,080	76,914,290
Ukraine	2009	19,295	78,169,316
Uruguay	2007	3,102	52,283,171

Source: United Nations Industrial Development Organization INDSTAT cited in [2], p. 45.

2.3 Employee Retention

Khoele and Daya [12] attest that the pharmaceutical sector is knowledge intensive, requiring senior employees to be technical experts as well as having the ability to manage complex situations. The aforementioned positions are critical in nature due to the fact that these execute strategy and ensure the smooth running of operations. However, “the skills required to fill these positions are scarce resulting in an intense war for talent and increased staff turnover” (Sanofi-Aventis, 2010; cited in [12], p. 2). Moreover, Khoele and Daya [12] believe that the “critical nature and the low availability of this talent often means that vacancies remain open for long periods of time with companies absorbing the costs and loss of revenue associated with the vacancies” (p. 2). Consequently, retaining employees who are considered talented has become an ever increasing interest which organizations are aware of and act upon. Based on the afore-stated facts, HR managers have to identify employees’ needs and then devise the adequate retention strategies. Hassan et al. [8] assert that “employee retention is all about ‘keeping good people’. It has much to do with our culture and how we treat people” (p. 3).

Many approaches to retain employees have been implemented. One approach sees success in rewards (Walker, 2001; cited in [13]); the second in making jobs more valuable (training and advancement) (Acton and Golden, 2003). Most observers suggest a merge of both approaches. Previous studies indicate that several factors are considered important in a well-functioning employee retention policy. For example, Cole (2000; cited in [8], p. 10) contends that the “determinants that are considered to have a direct effect are career opportunities, work environment and work-life balance”. While, Glen [14] states that “the cause of retention consists of nine different predictors; organizational processes, role challenge, values, work, life balance, information, stake/leverage/recognition, management, work environment and product or service” (p. 28). Also, Khan and Jabbar [15] assert that “the question of how to retain the existing employees is answered by attractive

compensation, friendly leadership, balance between work life conflicts and healthy work environment” (p. 25). Furthermore, and as Poskey [16] points out, there are a number of factors that influence company’s ability to attract and retain employees. A few examples include: leadership, policy, compensation and benefits, diversity, healthy workplaces, and succession management. On the other hand, Minnesota Hospital Association [17]affirms that “hiring a qualified and talented workforce and implementing a program to retain these employees is a key component to successful workforce planning. Retention efforts are most effective when they are tailored according to individual need. Much can be learned from surveys, exit interviews, and turnover data, but often that is not enough” (Para 1-2). Moreover, the Association asserts that effective retention involves many aspects of the work environment and the employee relationship: “A comprehensive retention program will identify areas to focus on and will include specific action items, timeframes and ways to measure results” (Para 2). Finally, the Association has created an employee retention tool kit whose aspects impact retention. Six aspects are considered critical: “Career growth and development,culture and values, cultural and generational diversity,human resources,new employee on-boarding, and workplace design” (Para 3).

Thus, competency, efficacy and survival of any organization anywhere, whether big or small, depend on human resources:The Human Resource Department plays an active role in retaining its employees [18].The relationship between the employees’ job performance and their retention also differ significantly with organizational culture values. Sheridan [19] believed that the cultural effects are stronger than the combined influences of the labor market and the new employees’ demographic characteristics (p. 1036). Hence, selecting and retaining great staff is a key for any business success: “Talented people who continue to develop skills and increase their value to an organization and to the customer are the most important resource” (Susan Heathfield, cited in [8], p. 10).

2.4Process

Workforce instability and high turnover result in compromised program effectiveness in many human service agencies. Consequently, gap analysis may have revealed both staffing gaps and competency gaps due to high turnover.According to CPSHR [20],building Competency Model into all of Human Resources Management (HRM) processes to prevent unwanted turnover, will have a positive impact on employees’ retention. To achieve the latter, the following steps are to be implemented:(1) “Recruiting and selecting employees with the competencies associated with successful performance will result in a better job fit; (2) Aligning performance management and professional development processes with the Competency Model should strengthen employees’ abilities to effectively meet the challenges of the job; (3) Employee loyalty and retention increase when employees clearly understand what is expected of them and receive constructive feedback on how they are doing; and (4) Providing competency-based development provides employees with the insights and tools necessary to become better workers and prepares them for future advancement” (p. 96).

CPSHR [20]asserts that the reasons for high employee turnover are many, and there is one single solution to deal with all the reasons at once. To CPSHR, an organization has to identify the possible reasons for employee turnover as a first step to designing strategies to combat it. Consequently, theHuman Resources Department has to involve other departments within the organization, and build for that purpose a “Retention Strategy Team”, which includes employees and frontline supervisors who can provide valuable insights. The teamis to work through three stepsthat are depicted in Exhibit 1.

Exhibit 1: Gap closing process

- (1) **Identification of reasons for high turnover** (for example, low salaries, heavy workloads, office-work burdens, poor supervision and/or lack of supervisory support, unavailability of training and/or insufficient time to participate in training, low morale, and risk of violence).
- (2) **Gathering information** (using SWOT analysis, gathering the data to help identify the cause of turnover;exit interviews and surveys (EIS); staff focus groups and surveys; and, detailed employee turnover reports).
- (3) **Implementation of retention strategies**
Each employee makes the decision to stay or go based on a complex mix of tangible and intangible factors that are unique to what that person values.

Source: [20], pp. 97-98.

2.5Benefits

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. Money saved is according to Irshad [21] money that may be lost due to different aspects. “Research finds that the cost of replacing of old employees with new is estimated up to twice the employee annual salary. When an employee leaves the job, the organization will not lose the employee, but

it also loses the customers and clients who were loyal to the employee him/herself, knowledge of production, current projects, competitors and past history of the organization” (p. 85).

So, why is retention so important? Is it just to reduce the turnover costs? It’s not only the cost incurred by a company that emphasizes the need of retaining employees but also the need to safeguard talented employees from getting poached. Singh and Dixit [22] assert that “retention of key employees is critical to the long-term health and success of any organization. It is a known fact that retaining the best employees ensures customer satisfaction, increased sales, satisfied colleagues and reporting staff, effective succession planning, and deeply embedded organizational knowledge and learning” (p. 441). This statement is further emphasized by Shukla and Sinha [6] who state that “the process of employee retention will benefit an organization in several ways including: saving costs of turnover, preventing loss of company knowledge, avoiding interruption of customer service, decreasing rate of turnover, maintaining goodwill of the company, and regaining efficiency” (pp. 31-32).

2.6 Constraints

Constraints which act as barriers for employee retention are the negative image of the factors which when managed right turn into drivers for retention. The Economist-Intelligence Unit [23] reported that “HR will have to adapt their incentives, benefits policies, and retention strategies for workers that are not just driven by financial compensation. It is not enough simply to recruit able staff. Companies have to make sure that their people are committed, productive, and do not leave after a short period, incurring substantial turnover costs and wasting all previous training invested in them” (Para 25).

Ron Elsdon [24] in his article titled “Dispelling the Myths about Employee Retention” states that despite the existence of different solutions, many companies use the wrong tactics when trying to improve employee’s morale, satisfaction and retention. Moreover, these myths prevail, in part, because businesses have used these methods, however wrong, for a very long time and have become used to trying the same ideas. Examples of such myths are (1) “Compensation is the solution: In a survey of HR professionals conducted by Drake Beam Morin, a leader in human resource services, on employee retention, remuneration was ranked a low fourth; (2) Recruitment is a separate issue: Not so. An effective retention strategy begins at the earliest stages of the selection and recruitment process; (3) Investing in training and development will only make employees more marketable: ensuring that the right people are provided with comprehensive orientation programs can have a significant impact on retention; (4) Retention during mergers: Effective retention is achieved by helping all employees understand the change; (5) Not being able to hold onto good people: Today’s reality is that companies need to adopt a more flexible and understanding approach to meeting individuals’ needs, by creating an environment in which employees want to stay and grow. Employees need to be viewed as free agents, not fixed assets; (6) Once employees leave, who cares?: valuable lessons may be learned from those who leave, in particular, during exit interviews” (Para 3-8).

Singh and Dixit [22] add one more myth: Employers believe that employees have no loyalty to the organization. However, the aforementioned myth doesn’t hold true—“Though it is ailing in many organizations, people are seeking greater work-life balance than in the past, and employers have made great strides in providing more flexible hours and dress codes. Still, people seek to make a contribution, and organizations that provide healthy doses of the main satisfiers enjoy significantly lower turnover and higher morale. Profits are higher, too, according to recent research studies” (p. 445).

Furthermore, Singh and Dixit [22] conclude that the following barriers hinder employee retention:

- “Lack of support from management.
- Company culture does not support change.
- Back lash only from workers.
- Managers do not view work/life initiatives as business tools that impact employee retention” (p. 445).

Hence, according to Singh and Dixit, if the practice of employee retention is to be successful, these barriers have to be overcome.

2.7 Case Study: Pharmaceuticals Firms of Peshawar Pakistan

Khan [25] states in his research on why medical representatives of Peshawar, Pakistan, leave their organizations, that “it is clear that factors like Sale Pressure, Career Advancement, Employee Management Relation, Employee- Employee Relations, Compensation, Technology, Religious Factor, and Organizational Brand Image have a significant positive influence on medical representatives of Pharmaceuticals firms of Peshawar Pakistan” (p. 43). Moreover, Khan’s study found that “compensation is the most important factor for medical representatives to quit their jobs as compared to all other variables, while, organizational brand image, career advancement and employee-employee relation are second, third and fourth key players” [25]. Other factors like technology and religious factors have less impact on turnover.

2.8 Conclusion

Singh and Dixit (2011; cited in [26]) contend that employees are considered the most vital assets of the company. Therefore, if employees feel that they are not able to use their full potential and are not heard and valued, they are likely to leave because of their belief that the organization is a source of stress and frustration: "Employees need a transparent work environment to work in to get a sense of achievement and belongingness, where they can best utilize their potential and realize their skills. They love to be the essential part of such organization and the company is benefited with a stronger, reliable work-force harboring bright new ideas for its growth"(p. 28).

III. Research Methodology

The purpose of the current paper is to assess the opinions and attitudes of a sample of Lebanese employees who work in the pharmaceutical industry. The aim is to shed light on retention strategies followed by their companies as well as to assess the management's efforts to retain their employees. Findings will contribute to the Lebanese pharmaceutical professionals' knowledge of the importance and significance of retention strategies in today's corporate world. The objective is to encourage the Lebanese pharmaceutical professionals to adapt and take advantage of the dynamic forces exerted on the profession, and to understand the challenges that accompany human resource management applications, hence leading to better satisfaction and performance. This research is exploratory and explanatory using descriptive statistics to treat the primary data necessary to understand some of the underlying factors that keep employees in their work place happy, satisfied and performing well in a dynamic, challenging and competitive market.

3.1 Research Objectives

The objective of the current research is to

- A. Assess the importance attached to employee retention in today's corporate world
- B. Explore employees' attitudes towards work
- C. Assess employees' stance on leadership and management practices
- D. Explore employees' relationship with peers and how does this relationship affect their attitude to work, with respect to devotion and happiness
- E. Assess what are the considerations that should be taken when implementing a retention strategy in an organization
- F. Assess how does internal company communication affect employees' stance on their work

3.2 Research Instrument

This paper uses a survey questionnaire as surveys are most commonly used in descriptive and exploratory research. They allow the collection of a large amount of data from a sizeable population in a highly economical way. The data collected through surveys can be used to suggest possible reasons for particular relationships between variables and to produce models of these relationships ([27], p. 25).

3.2.1 Survey Design

The current survey is designed for the purpose of collecting opinions about managers-employees work relationship, employees' satisfaction, and measures taken by pharmaceutical companies to retain employees in their work place.

One should keep in mind that the nature of the responses is based on personal point of views, related to the respondents' 'main expertise, analysis, and expectations in the pharmaceutical field'.

The questionnaire is divided into seven sections; the 64 questions are divided as follows:

1. Section one is designed to assess the salary and financial impact on employee's retention survey and satisfaction. In this research, question one to five cover the financial aspect
2. Section two, questions six to sixteen, cover job/working conditions
3. Section three, questions seventeen to thirty four, is designed to assess work relationships
4. Section four, questions thirty five to forty two, tackle the culture within organizations
5. Section five, questions forty three to fifty, cover motivation strategy in the organization
6. Section six, questions fifty to fifty seven, is designed to evaluate leadership style within the organization.
7. Section seven is designed to assess the respondent' demographics. The last seven questions pertain to respondents' age, gender, marital status, firm type, educational level, job level and experience in current organization.

Questions are designed using a variety of styles, including dyadic, multiple choice and 5-level Likert scale questions.

3.3 Sample Selection

Non-probability sampling was used. Respondents were selected conveniently for the current research based on their willingness and interest to participate. The sample of the participants is 204 persons. 250 questionnaires were distributed; however, 46 questionnaires were deemed useless because these were left half empty, or filled recklessly. Therefore, response rate is 81.60%. Questionnaires were sent by email to employees in the researchers' contact list, posted on Facebook, and hard copies were distributed and collected in pharmaceutical exhibition booths in local congresses and on the National Pharmacist Day.

3.4 Data Analysis

All responses were entered to the SPSS program "Statistical Product and Service Solutions, an IBM product acquired by IBM in 2009 ([28], p. 58). The study was performed using descriptive statistics; data tables including frequency and percentage distributions were used. Moreover, cross tabs and regression analysis were performed to study relationships between variables that may add value to the findings of the research.

IV. Results And Findings

Data representation follows the different sections of the survey questionnaire for clarity and simplicity in exposing results and findings.

4.1 Demographics

Results show that 62% of the respondents are females while 38% are males. Also, 53% of the respondents are single, 45% are married, and 2% are divorced. Moreover, respondents who are between 20 and 24 years old represent 9 % of the sample; those who are between 25-29 form 37% of the respondents; those who are between 30-34 years old form 20% of the respondents; those who are between 35-39 form 13% of the sample; those who are between 40-44 form 12% of the respondents; those who are 45-49 years old form 5% of sample; those who are between 50-54 years old form 3% of the sample; while those above 55 years, form 1% of the sample.

Results also show that 54.4% of the respondents are holders of B.S degree in Pharmacy, 9.8% hold PhD in Pharmacy, 32.4% are MBA holders, and 3.4% are high school holders. Furthermore, 51% of the respondents are working in multinational companies, while 49% are in generic firms. As for their current jobs, 61% of the respondents have non managerial position, 16% first line management, 18% middle management and 5% are from top management. In addition, 56% of the respondents have 1-5 year(s) of experience in the current organization, 20% has 6-10 years, 11% has 11-15 years of experience in the current firm, 8% has 16-20 years, and 5% has more than 20 years.

4.2 Salary/Employee Benefits

Results show that respondents agree that their salaries are fair in comparison to peers (55.4%) as well as counterparts in other companies (55.8%), similarly they are, on the average, satisfied with their benefits (58.9%); also 48.6% of the respondents agree that their companies provide them with promotional prospects. The aforementioned results do not really reflect that the pharmaceutical companies are putting too much effort to create the right environment for their employees.

4.3 Job Security/Attitude toward Work

Results show that the grand majority (90.2%) of the respondents like the nature of their work; the majority (79.4%) are satisfied with their duties and responsibilities assigned to them; 74% feel they have job security; 75% have a positive stance to work with devotion and happiness. Moreover, 91.7% of the respondents stressed the fact that job security plays a very important role in promoting them to give more effort at work.

4.4 Basis for Employees' Dedication

Results provide a clear assessment of factors that influence the respondents to be more dedicated to their work. These factors are stated in order of importance, as suggested by the respondents: balance between authority and responsibility (57.8%), management efforts to improve morale (50.5%), existence of proper encouragement (44.1%), and existence of a proper delegation system (27%). As one may observe, management attitudes which reflect organizational work environment toward employees are salient. Moreover, the most striking outcome is that 73% of the respondents do not classify the organizational delegation system as a source that strengthens their dedication. This result is contrary to what is usually advised to empower employees so as to enrich their engagement in the organization. According to TCii Strategic and Management Consultants [29], "many people don't feel personally valued. When people don't feel engaged or appreciated, all the money in the world can't hold them" (Para 4).

Table 2: Involvement in decision making

Statement	Yes	No
Involvement in decision making	68.1	31.9
Involvement in decision making necessitates interest and willingness of management	54.4	45.6
Involvement in decision making necessitates trust	73.5	26.5
Involvement in decision making necessitates capabilities, expertise, competencies, and management style	45.0	55.0

Table 2 shows that 68% of the respondents are involved in the decision making process. Moreover, results show that the majority of the respondents ask for the incorporation of trust in the decision making process; on the average, respondents think that involvement in decision making necessitates interest and willingness on the part of the management as well as capabilities, expertise, competencies, and management style on the part of the employees.

4.4.1 Work Pressure, Working Hours and Training Opportunities

Results show that 89.2 % of the respondents are able to handle work pressure; 67% are satisfied with their working hours, and, 63.2% have sufficient training opportunities.

4.4.2 Work Relationships

Table 3: Work relationships

Statement	A	U	D
Know what is expected at work	91.6	5.9	2.5
Satisfaction with supervisor in terms of his/her supervisory / leadership skills	77.0	13.7	9.3
Fairness of immediate supervisor with subordinates	74.5	18.1	7.4
Supervisor shows interest in employee’s welfare and progress	76.5	17.2	6.3
Working relationship with peers is generally amicable	83.8	12.3	3.9
Receive support from peers in the department	73.0	20.0	7.0

Table 3 shows that the respondents know what is expected from them at work; their work relationships are positive, amicable, and supportive. Moreover, and more specifically, respondents view their supervisors’ role as fair, caring and satisfactory.

4.4.3 Work Recognition

Results show that respondents agree that recognition of their sincere efforts(92.1%) and good work (94.1%) motivate them to work better. However, respondents agree to a lesser extent (66.7%) that recognition of their good work is linked to their promotion within the organization.

4.4.4 Satisfaction and Work Conditions

Results show that respondents are marginally satisfied with their organizations’ balance between authority and responsibility (58.9%); 57.4% are happy with the position and status of their jobs; 64.2% consider their working conditions as being pleasant and interesting; and, 52.5% have sufficient job advancement opportunities in the company.

4.4.5 Working with Others and Teamwork

Results show that 92.2% of the respondents are happy working with their peers of the same group, while 7.8% of them are not. And when they were asked about the success factors for teamwork, the following is manifested:58% of the respondents believe that unsuccessful team work is the result of lack of cohesion among team members; 69.6% agree that unsuccessful team work is due to the lack of cooperation between team members; and, 78% of the respondents agree that unsuccessful team work is because of lack of coordination between team members. Moreover, 48 % of respondents believe that unsuccessful team work is due to many other factors, including: unsuccessful team leader, lack of common goals,cultural conflict, lack of communication, competition among team members, lack of clear job description, lack of team spirit, selfishness, no alignment of common goals and objectives with peers, and the overall culture within the company.

4.5 Motivational Factors at Work

Table 4: Motivational Factors at Work

Statement	Yes	No
Having adequate rest area	57.0	43.0
Having medical facility	58.8	41.2
Having sports facility	65.2	34.8
Having sanitary services	62.3	47.7
Having housing facilities	60.8	39.2

Table 4 shows that respondents scored the fact of having support facilities to be above marginal in importance, although they mentioned other factors, not shown in the table, such as schooling, training program, courses, certificates, respect, support, recognition incentives, flexibility of working hours and place of work, management leadership style, and healthy relationships. The aforementioned results are possibly due to the fact that the medical representatives are on the move most of the time and therefore use less the support facilities at work which are considered as motivational incentives for the workforce. As for their extra-curricular activities, they prefer to practice them away from the workplace.

4.6 Factors Affecting Agreeableness of Place of Work

When respondents are asked about which factors may affect their feelings toward their place of work, 52.5% consider work place as unpleasant if not agreeable; 76% of the respondents consider work place as unpleasant if the relationship between the superior and subordinate is tense; 49.51% of the respondents consider work place unpleasant if they have defective compensation system; and, 42% consider other factors such as lack of agreement on policies and procedure, lack of clear job description, relationship and daily work task, and lack of fairness in treating employees; all of which lead to unpleasant work environment.

4.7 Organizational Culture

Table 5: Organizational Culture

Statement	A	U	D
The organization celebrates its successes with employees	77.0	10.3	12.7
The organization gives incentives to superior performance	63.2	18.6	18.2
The organization deals effectively with poor performance	47.6	35.3	17.1
The mission of their companies makes them feel important	67.0	18.0	15.0
The organization encourages the sharing of information, knowledge, and resources	74.0	16.7	9.3
There is continuous communication in the organization about the goals and progress achieved	73.5	15.7	10.8
There is continuous communication in the organization about new developments that are affecting employees	65.0	18.0	17.0
The organization supports honest two-way communication to regularly share and exchange ideas between managers and employees.	68.6	14.7	16.7

Table 5 shows that respondents appreciate the fact that their organizations celebrate success with their employees and encourage the sharing of information, knowledge and resources. However, they marginally agree that their organizations provide incentives, share new developments, and support mutual interchange of ideas between them and the managers. Moreover, surprising results are attained as to the respondents not agreeing much (47.6% agree and 35.3% uncertain) with the statement that their organizations deal effectively with poor performance.

4.8 Motivation in the Organization

Table 6: Motivation in the Organization

Statement	A	U	D
Payment matches job performance	48.6	21.1	30.4
Organization provides the materials and equipment needed to perform the work	68.0	18.0	14.0
Job promotions are awarded based on merit	36.6	29.4	34.0
Given more responsibilities since the start	78.0	15.0	8.0
There is equal opportunity for advancement at the organization	44.0	29.0	27.0
Job is rewarding, satisfying, and it is enjoyable to come to work every day	60.8	22.5	16.7
Teamwork is encouraged in the department	65.0	18.0	17.0
Colleagues are committed to perform high quality work	75.5	11.8	12.7

Table 6 shows that respondents have described their organizations as very demanding and one that provide the necessary resources needed for work; moreover, respondents marginally appreciate the extent to which their jobs are rewarding as well as the internal teamwork environment. But respondents, although committed to high performance, reflected low agreement when asked about their pay, promotions, and the opportunity for advancement. Results for this dimension are not encouraging since the outcomes do not support aforementioned retention strategies.

4.9 Leadership within the Organization

Table 7: Leadership in the Organization

Statement	A	U	D
Leaders and managers enjoy a high level of trust from employees	76.0	11.0	13.0
Recognition and praise from seniors for a job well done	67.2	17.1	15.7
Managers communicate frequently and honestly about issues affecting employees	62.8	21.0	16.2
Managers keep employees informed and up-to-date	67.7	15.6	16.7

Managers empower employees to make effective decisions	62.2	22.1	15.7
Managers show fairness and respect in their interactions with employees	72.1	17.6	10.3
Supervisor gives freedom to do job as one sees best	76.5	15.7	7.8

Table 7 shows that respondents are positive about their leaders as described in their responses, giving leaders and managers high level of trust, admitting that their managers show fairness and respect, hailing the fact that they are given freedom to do their jobs as they see fit, and that their managers communicate frequently with them praise the good performance, and empower their subordinates.

4.10 Results from Cross-tabulations

Cross tabs were performed to assess internal organizational motivation factors: that is, cross tabulating leadership and communication versus employees' attitude and intention to stay at work. Statistically significant ($P. Sig. < \alpha = 5\%$) crosstabs but with very weak Pearson R values ($0 \leq |R| \leq .300$) are only qualitatively meaningful. For example, respondents' salary as compared to that of peers within the organization and to counter peers working in similar organizations show statistical significance, but with Pearson values of $-.187$ and $-.149$, which reflect that respondents do not feel either happy or devoted to their jobs and may therefore look for better jobs elsewhere. Similar results are obtained for respondents' feeling about the organizational attemptsto recognize their effort and the organizations' provision of necessary work requirements so as to perform better; where, $R = -.152$ and $-.252$. The negative signs reflect inversion of coding of original data, that is, the relationship is positive considering the negative response of the respondents. Results are shown in Figure 1. Moreover, there are no observed relationships between demographic data of firm type ($P = .053$), gender ($P = .136$), and educational level ($P = .538$) with respondents' devotion and happiness at work.

4.10.1 Organizational Motivators

Fig. 1 shows the outcome of all tested cross-tabulated statements; these results will contribute to the assessment of the extent to which respondents will feel happy and devoted versus organizational motivators (benefits, salary adjustments, work environment, training opportunities, recognition, and promotions).

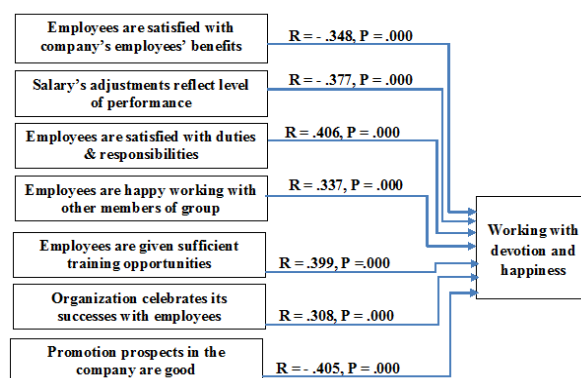


Figure 1: Crosstab of happiness and devotion against organizational motivators

4.10.2 Leadership

Fig. 2 shows the outcome of all tested crosstabs; the data will contribute to the assessment of the extent to which respondents will feel happy and devoted versus leadership traits observed.

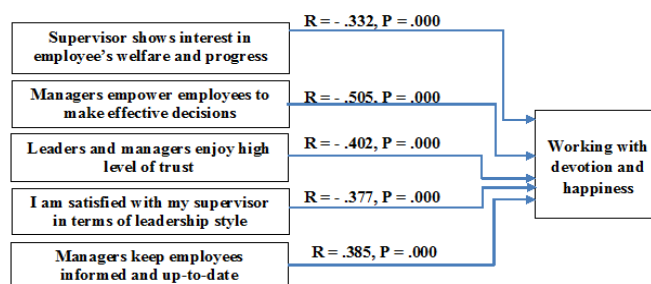


Figure 2: Crosstabs of happiness and devotion against leadership traits observed

4.10.3 Relation with Peers and Communication

Figs. 3 and 4 show the outcome of all tested crosstabs; the resultant data will contribute to the assessment of the extent to which respondents will either feel happy with the position and status or happy to work with others against communication and relations with peers.

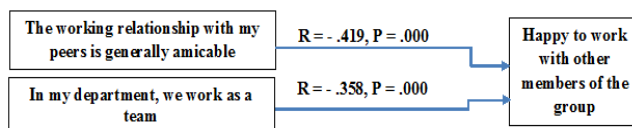


Figure 3: Crosstabs of happiness to work with other members of the group against relations with peers

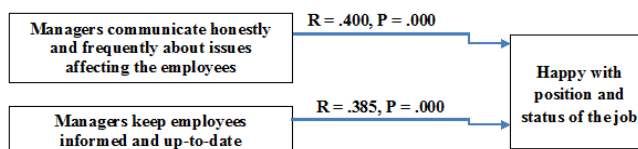


Figure 4: Crosstabs of happiness with position & status of the job against communication

4.11 Survey Regression Analysis

According to Hejase & Hejase [28], a multiple regression model is needed when the researcher faces the scenario where more than one independent variable is causing variations in the dependent variable under study (p. 478). Therefore, the next step is to construct possible relationships which may help analyze the impact of internal work environment factors on employees' satisfaction at work.

Two regression models resulted based on the different crosstabs tested. Results are as follows:

4.11.1 Regression Model One

The dependent variable, "Position to work with devotion and happiness" in model one, and after six iterations using stepwise regression, resulted in having six statistically significant independent variables:

1. My job is rewarding, satisfying and I enjoy coming to work every day
2. I am satisfied with duties and responsibilities assigned to me
3. The organization encourages the sharing of information, knowledge, and resources
4. Do you feel you are involved in decision making process?
5. My immediate supervisor is fair with subordinates
6. In my department, we work as a team

Regression summary results show that the model is quantitatively adequate due to the marginal values of the coefficient of correlation ($R = 0.641$) and the coefficient of determination ($R^2 = 0.411$); however, the model is qualitatively acceptable and statistically significant with $F\text{-value} = 4.809$ with an associated probability of 0.029 , which is less than $\alpha = 0.05$. Furthermore, results of ANOVA testing indicate that the regression equation predicts better than would be expected by chance. The $F\text{-value} = 22.904$ with an associated probability of 0.000 which is less than $\alpha = 0.01$. Fig. 5 shows the standardized coefficients with their corresponding P. Sig. characterizing the independent variables.

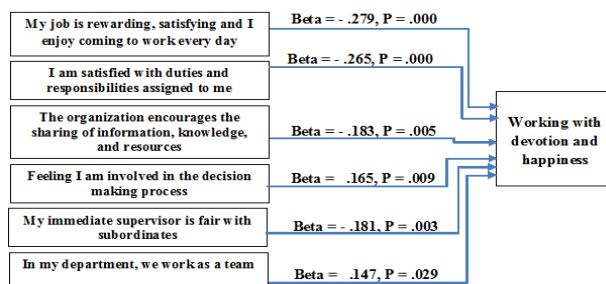


Figure 5: Model One: Happiness and devotion versus organizational motivators

Interpretation of the regression model shows that respondents' organizations whose workforce feel happy at work and devoted to their jobs shall enjoy the benefits of retention, which are fueled by organizational motivators manifested by the independent variables expressing positive attitudes as evidenced by the following statements: "My job is rewarding, satisfying, and I enjoy coming to work every day"; "I am satisfied with duties

and responsibilities assigned to me”, “The organization encourages the sharing of information, knowledge, and resources”, “Do you feel you are involved in decision making process?”, “My immediate supervisor is fair with subordinates”, and “In my department, we work as a team.”

Therefore, the relation implies that respondents who feel that their jobs are rewarding, satisfying, and who enjoy coming to work every day, show high degree of devotion to and happiness at work. The relation also implies that the more respondents are satisfied with their duties and responsibilities that are well assigned to them, the more they feel devoted to work and happy to be at work. Furthermore, the relation implies that the more respondents feel that their organizations encourage the sharing of information, knowledge, and resources; the more they are allowed to be involved in the decision making process; the more respondents feel that their immediate supervisor is fair with subordinates, and the more respondents continue to work as a team, the more they show high degree of devotion to and happiness at work.

Model one’s results emphasize the fact that retention factors like job working conditions and leadership style are essential factors to support employees’ commitment and loyalty to the organization.

4.11.2 Regression Model Two

The dependent variable of this model is: “I am happy with the position and the status of my job”; after five calculation iterations using stepwise regression, five statistically significant independent variables resulted:

1. Managers empower employees to make effective decisions
2. I am satisfied with duties and responsibilities assigned to me
3. There is equal opportunity for advancement at my work
4. I have the materials and equipment needed to perform my work well
5. The salary is fair compared to my counterparts in similar job in other organizations

Results show that the model is quantitatively suitable due to the marginal values of the coefficient of correlation ($R = 0.662$) and the coefficient of determination ($R^2 = 0.438$); however, the model is qualitatively acceptable and statistically significant with F -value = 4.286 with an associated probability of 0.040 which is less than $\alpha = 0.05$. Moreover, results of ANOVA testing indicate that the regression equation predicts better than would be expected by chance. The F -value = 30.908 with an associated probability of 0.000 which is less than $\alpha = 0.01$. In addition, Fig. 6 shows the standardized coefficients with their corresponding P. Sig. characterizing the independent variables.

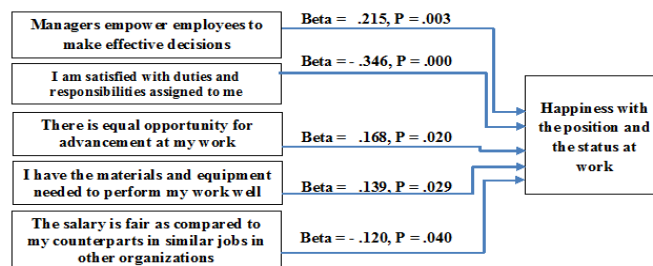


Figure 6: Model Two: Happiness with the position and the status at work versus organizational motivators

Fig. 6 shows the following comparison of explanatory variables:

Interpretation of the regression model, depicted in Fig. 6, shows that respondents’ organizations whose workforce feel happy with the position and the status at work shall enjoy the benefits of retention which are fueled by organizational motivators manifested by the independent variables— expressing positive attitudes as evidenced by the following statements:

“managers empower employees to make effective decisions”, “I am satisfied with duties and responsibilities assigned to me”, “there is equal opportunity for advancement at my work”, “I have the materials and equipment needed to perform my work well”, and “the salary is fair to as compared to my counterparts in similar jobs in other organizations”: thus, the more the employees feel happy with the position and the status of their jobs.

Model two’s results emphasize the fact that retention factors such as job description elements as well as job enrichment opportunities and effective career plans are essential factors to support employees’ commitment and loyalty to the organization.

4.12 Summary

Understanding the independent variables of model one has strong influence on the internalization of the concept of retention within the respondents’ organizations. Such a positive environment will solidify the

employees' chances for retention within their organizations. Similarly, understanding the independent variables of model two has strong influence in the adoption of retention practices within the respondents' organizations. Consequently, it is the view of this paper that sustained efforts to keep active positive work environment and positive leadership will promote organizational readiness to implement retention planning framework. The aforementioned outcomes, from model one and two, conform with TCii Strategic and Management Consultants' [29] work which identified five employee retention strategies that include "providing a positive and encouraging work environment, adequate employee relations strategies, employee support strategies, employee growth strategies, and employee compensation strategies" (Para 10-39). Furthermore, this paper also suggests that sustained efforts to maintain effective job description, job enrichment and career planning under an active positive work environment and positive leadership will promote organizational readiness to implement retention planning frameworks. Again, TCii Strategic and Management Consultants' [29] results support the findings of model two.

V. Conclusion

This paper assesses respondents' attitude toward retention factors such as employees' satisfaction, working conditions, organizational support, respect, continuous development which among other factors are also considered determinants of behavioral intention to stay in current job position, or the current pharmaceutical company.

In Lebanon, the local pharmaceuticals market is still highly import-dependent from an economics perspective; thus, the market remains far from achieving a mature status that is, having a balance between import-export activities. Consequently, the market presents opportunities for growth for both the pharmaceutical companies and their employees. However, the turnover rate is high, and companies tend to head hunt from competitors.

Currently in Lebanon, not many companies adopt employee retention strategies; most of the organizations fall short in their efforts to offer the necessary tools to improve, develop, and retain talented employees. Hejase, Eid, Hamdar and Haddad [30] contend that "many Lebanese companies failed to identify their employees' talents; they should start considering anyone working for their company as a talent and should invest in it" (p. 31). They also assert that "the gap in 'Employee Development', and, as indicated in the survey, employees aren't satisfied with their training. Thus, companies should invest more time in what employees are interested in learning, and in what is essential for their skills, job and for the betterment of the company" (p. 31). Moreover, organizations including health entities are not providing employees with the needed support and incentives to reach success. For example, Alameddine, Saleh, El-Jardali, Dimassi and Mourad [31] found in their research on Health Human Resource critical shortages associated with high turnover rate. "The top three reasons behind likelihood to quit were poor salary (54.4%), better job opportunities outside the country (35.1%) and lack of professional development (33.7%)" (p. 419).

Many important findings of the current research deserve to be reviewed. On the average (58%), taking the average of all the percentages characterizing the statements mentioned next, results show that the respondents are happy with the position and status of their jobs, consider their job rewarding, enjoy coming to work every day, agree that their working conditions are pleasant and interesting, agree that the salary offered is fair as compared to their counterparts in similar jobs in other organizations, agree that they are satisfied with the company's benefits, agree that their salary is fair to their peers in the organization, and agree that their pay match job performance. Since the agreement is average, Lebanese pharmaceutical firms still have a long way to strategize the intention to retain their talents and to create enough motivation to avoid slipping into high turnover rates. However, the aforementioned outcome does not insinuate pessimism since quantitative analysis show a positive linear correlation between the variable "company salary adjustment reflects level of performance (fairness)" and the variable "employee satisfaction". This result is confirmed by reported organizational strategies developed and implemented nowadays to keep employees motivated; since researchers agreed on fairness, work recognition, development of personalized compensation system and recognition of good work (financially and morally) as being effective motivational factors. Wellins, Smith and Erker [32] contend that "careful planning, culminating in a sound talent strategy that is tightly connected to the organization's overall business strategies and business needs, is required for talent management to become ingrained in an organization's culture and practices" (p. 12).

Sections two to five in the questionnaire covered job working condition, working relationship, organization culture, and motivation in the firm. Results are as follows:

Employee satisfaction: 58% of the respondents are happy with position and status of their jobs; 61% consider their job rewarding and enjoy coming to work every day; and, 64% of the respondents agree that their working conditions are pleasant and interesting.

Motivational factors: An average of 60% of the respondents consider that having sport, sanitary, medical facilities, housing, and having an adequate rest area are important motivational factors. Other

motivational factors include: schooling, training program, courses, certificates, respect, support, recognition incentives, working-hours flexibility, place of work, management leadership style, and healthy relationships.

Dedication to work: 58% of the respondents believe that their dedication to work is influenced by the balance between authority and responsibility, 27% by proper delegation system, 44.1% by proper encouragement, and 50.5% by management effort to improve morale. Other factors include personal ethics and commitments, internal motivation, sense of responsibility recognition, respect, and fairness.

Involvement in decision making: 69% of the respondents are involved in decision making process, 54% of the respondents think involvement in decision making necessitates interest in and willingness of management, 74% think it necessitates trust, and 45% of respondents think that involvement in decision making necessitates other factors such as capabilities, expertise, competencies, and management style.

Team work: 58% of the respondents believe unsuccessful team work is due to lack of cohesion among members, 69.6% due to lack of cooperation, 78% due to lack of coordination, and 48 % of the respondents believe that unsuccessful team work is due to many other factors, such as unsuccessful team leader, lack of common goals,cultural conflict, lack of communication, competition among team members, lack of clear job description, lack of team spirit, selfishness, no alignment of common goals and objectives, and the culture background of company. Furthermore, 83% of the respondents agree that working relationship with peers is amicable.

Organizational culture: An overall average of 68% of the respondents agree that their supervisors show interest in their welfare and progress, that managers communicate frequently and honestly about issues affecting employees, that managers keep them informed and updated, and that there is a continuous communication about employees' development.

Motivation strategy in the organization: An overall average of 58% of the respondents agree that job promotions are awarded based on merit, there are sufficient job advancements, there are equal opportunities for advancement at work, the promotion prospects in the company are good, recognition of good work is linked to their promotion, their organization deals effectively with poor performance, the organization celebrates success with their employees, their companies give incentives to superior performance, and that their organization encourages sharing of information, knowledge and resources.

Based on the aforementioned outcomes of the research, supported by descriptive statistics,crosstabs, and regression analysis, a model is constructed and is depicted in Fig. 7.

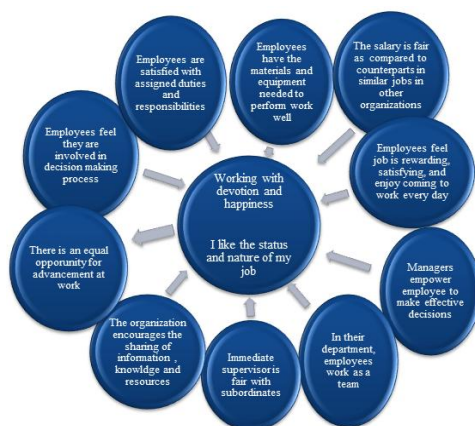


Figure 7: Retention Model

VI. Implications

In the highly regulated pharmaceuticals industry, jobs have become more stressful and complicated. Although the pharmaceutical industry has lower turnover rates compared to other industries, the cost of turnover is much greater. Pmlive [33] contends that the “Clinical Research Organizations – CRO- Industry Global Compensation and Turnover Survey by research firm HR+Survey, found that employees at CROs are leaving for new jobs at significantly higher rates than their counterparts in other industries. The survey results showed that in 2012 the CRO industry experienced 12.5 per cent 'voluntary separation' (moving to find positions with higher compensation and/or greater opportunities), compared with a national voluntary turnover rate average of 1.5 per cent” (Para 1-2). Consequently, with strict regulations and rigid timelines, a specialist's resignation leaves the company with a loss of talent. Kagwiria Lyria [34] states that “talent turnover is harmful to a company's productivity because costs of attraction of new hires are high” (p. 286). Accordingly, this research has been undertaken to assess the major issues associated with the retention of the pharmaceutical employees. It investigated the influence of HR policies, compensation and benefits, work pressure and relationship with the

superiors on employees' retention, and provided industry leaders the necessary recommendations to get employees to stay in their organizations.

Overcoming the employee turnover and implementing a retention strategy in the Pharmaceutical Industry is achievable. However, industry leaders need to incentivize employees if they want to succeed. Although there is quite high rate of employee turnover, employees tend to remain for a number of reasons. The primary reasons for remaining in the industry include the ability to make money regularly, the ease of getting employment, and interaction with people. Money motivates employees to stay, to be more productive, and be happier at work. Don Grimme [35], one of America's leading training experts and authorities on reducing turnover and attracting excellent job candidates, recommends that a company should "pay employees fairly and well, then get them to forget about money" (Para 1). Other reasons include meeting people from different cultures, making health care providers happy by providing them and their patient with medication, and the overall society. Alex Gorsky, Chairman of the Board of Directors, and Chief Executive Officer of Johnson & Johnson, stresses that "investing in the health, safety and well-being of our employees is a priority for us, and we believe that by investing in them, we invest in the future of Johnson & Johnson ([36], p. 4). Another important reason for staying with an organization is the working environment as well as the good relationships between management and employees, whereby management create new training programs and career opportunities. Amabile and Kramer [37] assert that "people perform better when they're happier" (Para 1). Moreover, they contend that "people are more productive and creative when they have more positive emotions. In fact, we found that, if happier on a given day, people were not only more likely to come up with a new idea or solve a complex problem that same day but also to do so the next day" (Para 2). The resultant model in this paper confirms strongly Amabile and Kramer's statements on happiness.

However, to accomplish what Amabile and Kramer [37] have asserted, business organizations would need to invest heavily in personnel development. The current research reveal how building a solid business relationship between managers and employees contributes to greater performance, more enthusiasm to perform tasks, and greater employee satisfaction. Pharmaceutical companies would greatly benefit from the findings, especially those related to training, working environment, policies implemented by management. For example, at Pfizer, the world's largest pharmaceutical company, "the total in employee training and development is \$0.14 out of every payroll dollar ([38], Para 12). Pfizer, whose motto is "Succeed through People," regards employee growth and development as its top priority. Mick Mosebrook, executive vice president of Pfizer's 12,000-person sales organization contends that "the real story about Pfizer this year (2004) is not just about a great training organization; it's about how this company has successfully navigated two of the largest mergers in history and the critical role that training played in successfully creating value" (Para 14). Consequently, the framework to be followed by pharmaceutical companies is the humanistic and motivational management approach to achieve employee retention.

In short, the key to employee retention is developing a pleasant working atmosphere and caring for employees. Employee retention entails management dedication not only to the organization but also to stakeholders, including employees. This is where the HR department's role is more challenging. Consequently, the human resources managers should be careful and closely track the reasons pharmaceutical employees, medical sales reps, give for leaving during their exit interview or some similar process. "Detected reasons should be plotted against the performance of the individual sales rep to see if patterns emerge. If there are differences between high and low performers' stated reasons for leaving, these facts will help HR and compensation managers make the necessary changes to potential issues like sales compensation plan design that will help them motivate and retain their very best sales professionals" ([39], Para 14).

In conclusion, the data from the current research specify that in order to obtain long-term retention of talented workers in pharmaceutical companies, industry leaders ought to create specific retention strategies, a fact that has been investigated thoroughly ([8],[40], [41], [42], [43]). A decrease in employee turnover rate and an increase in employee retention can lead to better organizational performance [44]. The longer employees stay in their organizations the more loyal they can become, which may help these organizations to thrive. Furthermore, according to McKinsey & Company [45], quality employees have direct impact on organizational overall performance, "high performers in operations roles are able to increase productivity by 40 percent; high performers in management roles increase profits by 49 percent; and, in sales positions, high performers are responsible for 67 percent greater revenue ([42], p. 1).

Diminishing employee turnover should be an objective of every organization in the industry. Retaining talented employees in the pharmaceutical industry is a challenging task, but achievable if management embraces good employment practices as well as cooperation throughout the organization [46]. Finally, employee empowerment, motivation, effective leadership, and organizational culture are some needed strategies to encourage employees to stay.

VII. Recommendations

Based on the findings, and according to Vasquez [43], and based on his advice to the hospitality industry, the following recommendations may be applied to the pharmaceutical organizations, which serve the communities at large. Organizations have to adopt sound practices including: (1) “selecting talented employees with outgoing personalities and teamwork oriented, (2) formation as well as continuation of internal rapport between management and employees, (3) expansion of training, (4) continuous implementation of management policies and procedures, (5) more employee involvement and empowerment, participative leadership, management style, (6) good alignment among workers, and creation of long lasting rapport with employees” (pp. 12-13).

Adapting the proposed recommendations would lead to permanent retention. However, retaining talented workers requires commitment to development from top management and leadership.

Solnet, Kralj and Kandampully [47] pointed out that employee retention in the 21st century requires management adaptation as new workers demand more accommodations than ever before. Managers can perform better and obtain satisfactory results when they get everybody involved. Furthermore, organizations are advised to include and implement incentive programs such as cash bonuses, schooling, holidays, etc... for extraordinary performance. The study revealed employee contentment as a result of cash incentives from up selling or upgrading.

VIII. Limitations

Since the study is limited to pharmaceutical companies in Lebanon, the limitation is the inability to gather data from the region, given the fact that pharmaceutical industry is a global industry. Therefore, results may not be generalized to include practices in other sectors or in sectors from different geographical locations.

IX. Future Research

The authors have concluded from their literature search that career development and job promotion opportunities are vital concern for the employees' job satisfaction and retention and, thus, work performance of the employee within an organization. Therefore, how employees' career development and promotion opportunities affect the job satisfaction and work performance of the employees within an organization can be regarded as a future research topic. Another research topic is in the area of training and development programs necessary for employee retention. The researchers may assess whether Key Performance Indicators (KPI) of applied training programs are developed and implemented, and what are the impacts on job behavior and what tangible benefits are achieved.

Acknowledgements

The authors would like to acknowledge the constructive criticism and editing performed by Mrs. Henriette Skaff, senior editor at the American University of Science and Technology's Publications Department.

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