

**FACTORS INFLUENCING EMPLOYEE RETENTION AND
EMPLOYEE TURNOVER INTENTION IN MULTINATIONAL
PHARMACEUTICAL INDUSTRY IN THAILAND: EMPLOYEE
PERSPECTIVE**



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entitled
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PERSPECTIVE**

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Athika K.

Miss Athika Kamdee
Candidate

Randall Shannon

Assoc. Prof. Randall Shannon,
Ph.D.
Advisor

Sooksan Kantabutra

Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Chairperson

Vichita Ractham

Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

Juthamas Kaewpijit

Assoc. Prof. Juthamas Kaewpijit,
Ph.D.
Committee member

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Athika Karndee

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ATHIKA KARNDEE 6449028

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. RANDALL SHANNON, Ph.D., ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASSOC. PROF. JUTHAMAS KAEWPIJIT, Ph.D.

ABSTRACT

The pharmaceutical sector is considered as one of the most powerful industries globally. The employment in the multinational pharmaceutical business operating in Thailand has been unstable and highly competitive which led to higher turnover rate, and its costs are significantly higher. It is challenging for top management team to set employee retention strategy nowadays, causing this thematic paper to focus on studying factors influencing employee retention and employee turnover intention in multinational pharmaceutical industry in Thailand in employee perspective. It emphasizes the corporate perspective to know the key factors to improve retention goal and setting right strategies in their organizations.

This research used the qualitative method via in-depth interviews with 10 people from different organizations and various position from medical affair, clinical research, sale, marketing, and People & Organization department. In terms of the data analysis, the findings suggested that all employees fulfilled in physiological needs and other needs were not fulfilled some employees depends on the work conditions for safety needs and other needs including belongingness and love needs, self-esteem, and self-actualization. This study also found alignment between the fulfillment of Maslow's Hierarchy of Needs and the employee's extrinsic and intrinsic motivational factors which led to job satisfaction for each employee.

KEY WORDS: Multinational pharmaceutical industry in Thailand / Employee retention
Turnover intention / Maslow's Hierarchy of Needs / Herzberg's Two-Factor Theory / Job satisfaction

34 pages

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CHAPTER I

INTRODUCTION

1.1 Background

According to the Industry Outlook 2021-2023 in Pharmaceuticals, Krungsri bank estimates that domestic demand for pharmaceuticals should grow on average of 4.5 - 5.0% even during the COVID-19 period (Tunpaiboon, 2020). In 2021, the value of the domestic pharmaceuticals market is projected to increase by only 2.5%. This is largely due to the third wave of COVID-19 in Thailand, which has led to a decline in hospital visits for less serious and severity conditions of disease. However, over 2022 and 2023, annual growth in the market should accelerate to 3.5% due to: (i) a rising concern among Thais over personal health and wellness, which is partially a side-effect of the COVID-19 pandemic; (ii) the ageing of Thai society (iii) the broad coverage provided by the Universal Health Coverage scheme; and (iv) foreign patients returning to Thai hospitals (Tunpaiboon, 2021).

The pharmaceutical sector is considered as one of the most powerful industries globally. In the multinational pharmaceuticals business, which is heavily regulated, the positions have gotten increasingly stressful and complex. In the face of intensifying competition, pay and benefits must be continually enhanced. Although the pharmaceutical industry has lower turnover rates than other industries, its turnover costs are significantly higher.

Recently, employment in the global pharmaceutical business operating in Thailand has been unstable and challenging. The primary causes are the expense-cutting global downsizing and reorganization of large multinational pharmaceutical businesses. The massive downsizing and reorganization have an effect on staff turnover in Thailand's pharmaceutical industries, since laid-off employees must now seek employment with other pharmaceutical companies. For example, in Apr 2022, Novartis, a big global pharma company confirms 'thousands' of layoffs loom as its global

reorganization rolls ahead (Kansteiner, 2022). Consequently, the number of new employments in certain pharmaceutical companies has surged dramatically.

In the pharmaceutical industry, the proportion of new recruits to company expenses has become a significant concern. The several direct costs contribute to the cost of high employee turnover. Recruitment expenses, including fees to recruiters and advertising, can be expensive. The costs are inflated by interview expenses, including travel and the time spent interviewing candidates. Also included are post-interview expenses, such as checking references and administering pre-employment exams. Direct employment expenses, such as higher salaries, signing bonuses or relocation expenses, must be accounted for, not to mention onboarding and training fee (Hall, 2019). Therefore, it plays a crucial impact in a company's capacity to retain people in order to realize a return on their substantial investment in the organization.

It is challenging for management team in terms of employee retention strategy among very highly competitive environment in pharmaceutical industries nowadays in Thailand. As I am a Clinical Team Leader who is a people manager position working for one of a leading global pharmaceutical company in Thailand, I strongly believe that the employee is the most valuable asset that the organization need to priorities because they play the crucial role to drive the company performance. The low retention tends to affect low engagement in team, low customer relationships, take longer time to train new workers and lose efficiency and productivity and waste time and cost. Each employee has their own choices and values which might be different from company's values.

Once recruitment enters the organization's portals, organizations that are pursuing novel methods to attract personnel should focus on building loyalty. This entire portfolio of how to recruit and retain personnel is now referred to as "talent management" by a body of knowledge. Employee Retention is an expensive challenge for all businesses.

1.2 Research Question

What are factors influencing employee retention and employee turnover in multinational pharmaceutical industry in Thailand in term of employee perspective?

1.3 Research Objectives

There are two research objectives in this paper as follows as below.

1. To identify what are factors influencing employee retention and employee turnover in multinational pharmaceutical industry in Thailand from employee perspective.
2. To understand the various perspectives and key factors from different background of employees working for global pharmaceutical organizations that they consider to continuously stay working in and leave from the company.

1.4 Expected Benefit

The results from this research study would benefit the top management in multinational pharmaceutical industries in Thailand to understand better and find ways to match the organizational values and benefit with the employee's need and their motivations to retain the best talent resources working for the company. Moreover, doing this research is very beneficial to the researcher because she is a Clinical Team Leader which is a people manager position and recently promoted in June 2022. She chooses this research topic to gain her better understanding of the need and motivation of employees and then she can think about the employee retention's strategy to apply in her real working life and provide the insightful findings to People and Organizations department in her company to meets the employee's expectations for increasing the job satisfaction and employee's retention rate.

CHAPTER II

LITERATURE REVIEW

To understand more about the intention to leave of pharmacist employees in pharmaceutical companies, I analyzed several research studies on the relationship between organizational factors and turnover intention, based on the following theories.

- 2.1 Background of the Pharmaceutical Company in Thailand
- 2.2 Employee retention
- 2.3 Employee's turnover intention
- 2.4 Organizational factors associated with employee retention and turnover
 - 2.4.1 The Maslow's Hierarchy of Needs
 - 2.4.2 Herzberg's Two-Factor Theory
- 2.5 The research conceptual framework

2.1 Background of the Pharmaceutical Company in Thailand

In 2021, the Thailand pharmaceutical market was valued at \$6,4 billion. After Indonesia, Thailand's pharmaceutical sector is Southeast Asia's second-largest pharmaceutical market. Thailand's pharmaceutical industry is Southeast Asia's second-largest pharmaceutical market, after Indonesia (GlobalData, 2022). The market value of pharmaceuticals in Thailand was approximately 200 billion Thai baht in 2021. This was also anticipated to expand in the next years, reaching about 280 billion Thai baht in 2027. It was also anticipated that the Thai pharmaceutical market would expand, in part as a result of the COVID-19 epidemic (Manakitsomboon, 2022).

Pharmaceuticals in Thailand are regulated by the Ministry of Public Health (MoPH). Despite low per capita spending on pharmaceuticals, the market was expected to expand, resulting in a predicted increase in the proportion of pharmaceutical sales to GDP. Since the coronavirus (COVID-19) pandemic began, the pharmaceutical market has exhibited significant growth. There is no doubt that this situation has increased the

need for new drugs and vaccines. Since pharmaceuticals in Thailand were facing strained budgets, it is possible that Thailand will face a shortage of raw materials resulting in an even greater increase in the overall cost of drugs (Manakitsomboon, 2022).

To attract foreign patients and medical tourists, the government has also developed a strategic strategy to transform Thailand into the medical hub of Asia. This is anticipated to benefit the healthcare industry, specifically the pharmaceutical market. (Manakitsomboon, 2022). Moreover, the Thailand government's supportive policies and BOI incentives will provide a suitable investment environment and opportunities for scientific studies and clinical Research and Development (R&D), which will result in sustainable growth in a wide range of pharmaceutical businesses (GlobalData, 2022).

2.2 Employee retention

Employee retention is the organizational goal of keeping talented employee working for company in long term and reducing turnover by fostering a positive work environment to encourage engagement, showing appreciation to employees, offering competitive pay and benefits, and promoting a healthy work-life balance to convince and attract the employee to stay in the company (Baker, 2022).

The organizations are particularly interested in retaining employees during periods of low unemployment and heightened competition for talent. Employee job satisfaction and engagement factors are key ingredients of employee retention strategies in organization. However, the benefits of focusing on staff retentions well worth the time and financial investment, with increased performance, productivity, employee morale, and work quality, as well as a reduction in turnover and employee-related problems. The bottom line is that by managing for employee retention, organizations will retain talented and motivated employees who genuinely want to be a part of the company and are committed to contributing to the overall success of the organization (SHRM, 2022).

2.3 Employee's turnover intention

Turnover intention is an employee's expressed willingness to leave her organization within a specified period of time and is typically used for evaluating real employee turnover. Since employee turnover can have a severe influence on business and the labor market at large, it is crucial to understand the factors of such a choice (Lazzari, 2022). The employee starts thinking of leaving the organization, followed by searching for another job from other company and then making the final decision to quit the job.

Several research studies have found the relationship between factors within Herzberg's two-factor theory and employees' turnover intentions. The hygiene factors are the main factors of the employees to reduce the intention and feelings of job dissatisfaction. The motivation factors in the theory can be described as the drivers to encourage the employees to be more productivity and maintaining their good behavior in the organization and further increasing the job satisfaction (Chiat, 2019). The thought of resignation would come from job satisfaction or dissatisfaction of employees with each factor within the theory first. Then, employees consider weighing cost-benefit and ultimate deciding to change their job.

2.4 Organizational factors associated with employee retention and turnover

2.4.1 The Maslow's Hierarchy of Needs

Motivation Theories are based on the concept that individuals of people have aspirations and needs that drive them to fulfill their goals and needs. One of the well-known motivation theories is the Maslow's hierarchy of needs which is a theory of human motivation developed by Abraham Maslow in 1943. The theory's goal is to figure out what people need and how they act to get what they need. People want their needs to be met on five different levels (Maslow, 1957). The hierarchy of needs is used to examine how humans are organically motivated to engage in activities. Maslow utilized the terms "physiological," "safety," "belonging and love," "self's esteem", and "self-

actualization" to express the typical progression of human needs and motivations. This implies that, according to the theory, in order for motivation to arise at the next step, each preceding stage must be met as show in the shape of a pyramid, with the largest, most fundamental needs at the bottom in figure 2.1.

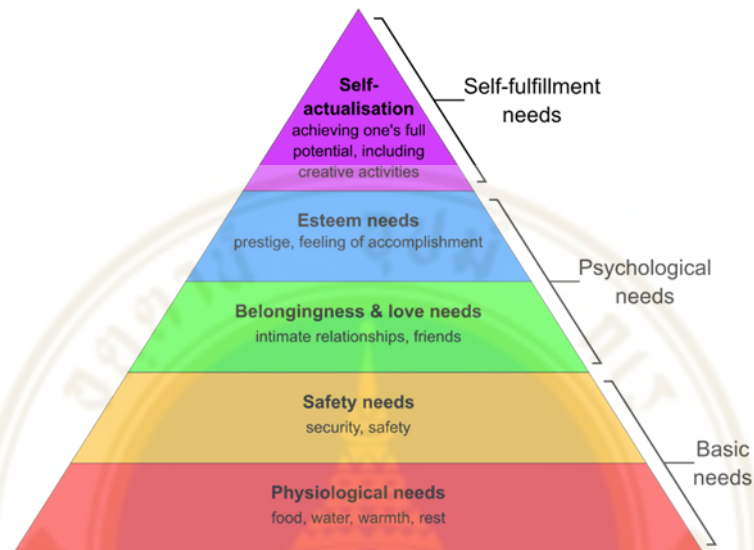


Figure 2.1 Maslow's Hierarchy of needs

Source: Adapted from Maslow, A. H. (1954). *Motivation and personality*. New York: Harper.

Level 1 Physiological needs are the basic needs of a human being, for example food, water, medicine, and sleep, etc. that humans need to survive. In terms of the organizations, it would be the basic compensation and salary at least that enough for employees to live their life.

Level 2 Safety needs are the next step of human needs. The human could be harmed both physically and emotionally. In terms of the organizations, it would be safe at the workplace, health/ life insurance, secure position in company, and the acceptable compensation for surviving in daily life.

Level 3 Social needs are love and belonging needs. They are related to human interactions such as family bonds, friendships, and colleagues, etc. In terms of the organizations, it would be an acceptance from co-workers, recognition programs, different work structures, peer interactions, and being part of a team enhance employee performance and retention.

Level 4 Esteem needs are self-respect or self-esteem needs. People would like to be accepted as valuable people or important people in their groups. Moreover, they would like others to be confident and believe in their capabilities and accomplishments.

Level 5 Self-Actualization needs are the highest needs that fulfill the full potential of one human could do. To clarify, it could be the top person in each field or company. People already do as much as they can to fulfill their self-actualization needs (Spillane, 2022).

To make employees satisfied with their jobs, the employee's desires must be met. Maslow grouped the demands of employees in the ascending sequence of physiological, safety, love and belonging, self-esteem, and self-actualization. In the workplace, Maslow's hierarchy of needs should be incorporated (Lahida, 2017).

2.4.2 Herzberg's Two-Factor Theory

Herzberg's Two-factor theory is the one of the most famous theories regarding job satisfaction developed by Frederick Herzberg from 1950 to 1959. There are two dimensions in the theory which are motivation factors and hygiene factors (Herzberg, 1974).

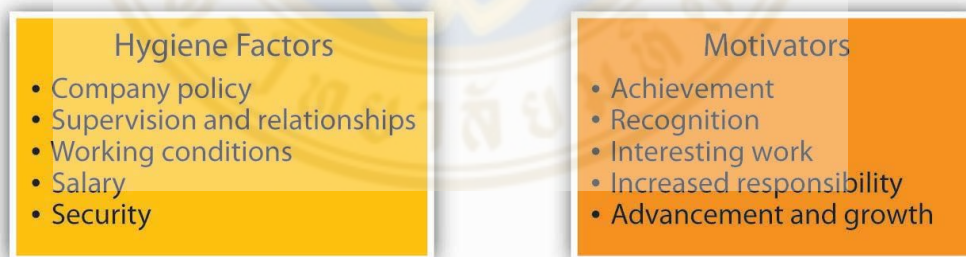


Figure 2.2 Herzberg's Two-Factor Theory of Motivation

Source: Based on Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. New York: Wiley; Herzberg, F. (1965). The motivation to work among Finnish supervisors. *Personnel Psychology*, 18, 393–402.

2.4.2.1 Hygiene factors or extrinsic motivation such as salary and supervision, decrease employees' dissatisfaction with the work environment. According to Herzberg, it cannot exactly encourage employees but, if handled appropriately, can reduce unhappiness and job dissatisfaction. The employee can only

be dissatisfied if they are missing or mistreated. They are issues related to the employee's environment.

2.4.2.2 Motivation factors or intrinsic motivation such as recognition and achievement, make workers more productive, creative, achievement and committed. These create satisfaction by fulfilling individuals' needs for meaning and personal growth. Once hygiene issues are resolved, the motivators will increase job satisfaction, happiness, and production, according to Herzberg (Regrut, 1999).

2.5 The research conceptual framework

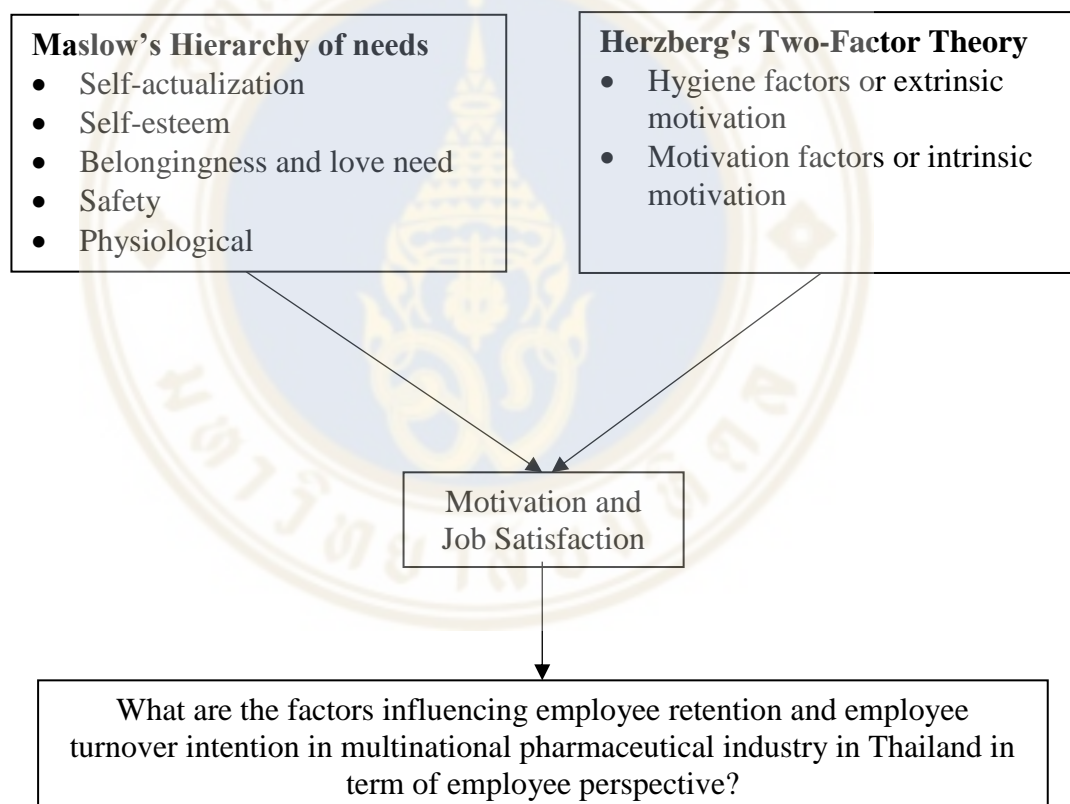


Figure 2.3 The research conceptual framework

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

In this study, the researcher uses a qualitative research methodology, which incorporates in-depth interactions with human subjects during the interviews. This approach has helped the researcher to deep dive into an individual opinion of each interviewee. An in-depth interview is able to obtain more detailed information than a survey because the interviewee is more comfortable answering open-ended questions and interacting with researcher.

3.2 Sampling Method

The data for this study was collected via interviews, from which 10 interviewees were selected. These respondents were professional employees from various international pharmaceutical companies located in Thailand. Looking into detail, the researcher focused mainly on the employee perspective and will conduct all information by interviewing internal people with multiple perspectives in the employees such as professional staff, HR personnel and middle management. All these respondents would provide a robust study of the key factors influencing employee viewpoints whether they stay or leave the company in detail. Lastly, it would provide insight into what the organizations should focus on employee retention in their organization to be the sustainable employers in top management level.

3.3 Data Collection

This research is divided into primary and secondary methods of data collection. The primary data was undertaken in the form of interviews that took place on both online channels (e.g., Zoom and Microsoft Team Meeting), along with face-to-

face conversation. The choice of platform was dependent on the interviewees and their convenience. The researcher has conducted an interview from various background and position in various multinational pharmaceutical companies in Thailand. This interview will take around 25-30 minutes, where questions were asked, and answers were noted. Along with this primary method, the author has explored various academic articles and journals to describe the predictors of the turnover intentions and perspective of employee's retention from employee, via the use of secondary data.

3.4 Interview Question

The writer has split the **interview questions parts** to two main parts: general questions and specific questions. These are explored in detail next.

The **general questions' section** is the first part which identifies the interviewees' background and reflection in their company. This section took around 5 minutes to complete.

The second part is the **specific questions section**, which are the questions related to the research topic to understand the perspective of motivation and job satisfaction related to employee retention and turnover intention. Some questions were formulated based on Maslow's Hierarchy of needs and Herzberg's Two-Factor Theory. It takes around 25 minutes to interview.

3.5 Question List for Interview

Table 3.1 Qualitative Interview Questions

Topics	Questions
General Questions	1. Could you tell me what your current position is, your main responsibility, and working experiences? 2. How long have you been working in this company?

Table 3.1 Qualitative Interview Questions (cont.)

Topics	Questions
Specific Questions	
Employee Retention and Turnover intention; Employee perspective (Maslow's Hierarchy of needs)	<ol style="list-style-type: none"> 1. Physiological Need: Do you think the company provide enough basic needs of your daily life? 2. Safety Need: Do you think your life is secure and have safety while working for this company? 3. Belongingness and love Need: How would you describe your relationship with your manager and colleague in team? How does the context of your work influence the relationship? 4. Self-esteem Need: Do you feel free to speak your mind and other listen to your voice and opinion? 5. Self-actualization Need: Do you think this job inspire or motivate you in anyway?
Employee Retention and Turnover intention; Employee perspective (Herzberg's Two-Factor Theory)	<ol style="list-style-type: none"> 1. What are the factors to motivate you work for this company? 2. What are the main reasons that you may consider leaving the company?

3.6 Data Analysis Method

After completing the interview process, the researcher analyzes the results obtained from 10 interviewees based on each individual question that was shown in table 3.1. Moreover, the data given by the participants are analyzed via coding methods (e.g. participant A1, B2, C3, etc.) to understand the changing situation, different employee perspectives in employee retention and turnover in their mind. This would be clarified in detail in the following chapter.

CHAPTER IV

RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Interview respondents' profile

In total there were 10 interviewees that participated from online platform through Zoom meeting. All 10 people are Thai nationality and came from various position in different 10 multinational pharmaceutical industries. The employees came from various departments including Human Resource department, Marketing department, Sale department, Clinical Research department, Quality department and Medical Affair department. They are either professionals or management level, so there are different perspectives from middle management and operations to illustrate their opinions properly. It took the researcher about 30 minutes to complete each interview, and the interviews took place during the period starting from Oct 17th to Nov 02nd, 2022.

In summary, there are 7 females and 3 males. From these 10, all respondents were Thais. Most of them have a lot of work experience in their positions and the company is mainly located in Bangkok, Thailand (refer to Table 4.1).

Table 4.1 Demographic of the interviewees

Participant Code & NO.	Gender	Position	Total Work Experience	Duration in current company	Number of previous companies
A1	Male	Market Access Manager	6.5 years	6.5 years	0
B2	Female	Product Manager	14 years	6 years	2
C3	Female	Medical Manager	8 years	0.5 years	3
D4	Male	Quality Assurance Manager	6.5 years	1 year	1
E5	Female	Communication Manager	7 years	2 years	2

Table 4.1 Demographic of the interviewees (cont.)

Participant Code & NO.	Gender	Position	Total Work Experience	Duration in current company	Number of previous companies
F6	Female	Medical Scientific Liaison	12 years	3 years	3
G7	Male	Medical Scientific Liaison	6.5 years	3.5 years	1
H8	Female	Medical Representative	6.5 years	4 years	1
I9	Female	Senior Clinical Research Associate	10 years	2.5 years	6
J10	Female	Medical Representative	10 years	3 years	2

4.2 Research findings (Interview Results)

From 4.2.1 shows the research findings from Element of Maslow's Hierarchy of needs which the psychological needs are being fulfilled among all employees because of adequate salary that enable employees to support their living and cover their expenses. In term of safety, it was found that this need is fulfilled by the most employees due to the good package of group insurance provided by their companies and safe workplace environment. However, sales, and medical affairs department also perceived that the need is unfulfilled because their job requires a lot travelling as they are field-based employees. They felt that they have more risks in term of safety more than office-based position. Regarding belongingness and love needs, the findings show that this level of need is majorly fulfilled by the interviewees except some people in term of difficulty of dealing with new manager who has different working style. Lastly, the finding shown in evidence the unfulfilled self-actualization needs among Medical Representative demonstrated by the lack of inspiration from work and lack of clear career path perceived by employees.

4.2.1 Research findings from Element of Maslow's Hierarchy of needs

Table 4.2 Question 1. Physiological Need: Do you think the company provide enough basic needs of your daily life?

Supporting data from interviewees (Question 1. Physiological Need)	Need Fulfilled	Key factors
<i>"This job provides me high income to support my daily life and cover all expenses"</i> – Market Access Manager (A1)	Fulfilled	Adequate Salary
<i>"This job provides me higher salary than my previous job for 5 times."</i> – Product Manager (B2)		
<i>"This job allows me to have good quality of life with very high salary"</i> – Medical Manager (C3)		
<i>"Salary given by this company is enough to support my daily life"</i> - Quality Assurance Manager (D4)		
<i>"I have good quality of life as I can buy what I want using salary"</i> – Communication Manager (E5)		
<i>"I earn enough to pay my accommodation, bills, and save the money for future"</i> - Medical Scientific Liaison (F6)		
<i>"...The company paid very well to fulfil my basic need and other extra need"</i> - Medical Scientific Liaison (G7)		
<i>"My company provided higher base salary compared to other company. Only based salary also enough for basic life's need. In addition, the sale commission allows me to earn more money and buy the luxurious stuff for better lifestyle"</i> - Medical Representative (H8)		
<i>"Yes, I have not had any problems about money even during COVID-19 pandemic. Company always paid and increased the salary as usual and add more extra benefit to support employees e.g., home internet cost due to working from home"</i> – Senior Clinical Research Associate (I9)		
<i>"Company provided the great salary and allow me to have luxurious lifestyle."</i> - Medical Representative (J10)		

Table 4.3 Question 2. Safety Need: Do you think your life is secure and have safety while working for this company?

Supporting data from interviewees (Question 2. Safety Need)	Need Fulfilled	Key factors
<p><i>“I feel safe because the company provided the premium health insurance that I think it can cover the health-related cost.” – Market Access Manager (A1)</i></p> <p><i>“I feel safe because my company provided the premium health insurance package, and it also covers for acupuncture and rehabilitation for office syndrome treatment. In addition, employee can use the service of private psychologist to consult about stress and depression.” – Senior Clinical Research Associate (I9)</i></p> <p><i>“I feel safe and do not much worried because the insurance provided by company can cover my illness in private hospital” - Medical Representative (J10)</i></p>	Fulfilled	Group Health Insurance
<p><i>“My company has safety policy for employees and have the health improvement monthly meeting/ program, for example, organized preventing office syndrome training by external speaker” – Product Manager (B2)</i></p> <p><i>“The working environment at this company is relative safe.” - Quality Assurance Manager (D4)</i></p> <p><i>“Working environment is good because we have 24/7 security guard on the building and employees needs to have authorization card to enter into the office and company has spraying COVID-19 disinfectant weekly services at office.” – Communication Manager (E5)</i></p>	Fulfilled	Safe Working Environment

Table 4.3 Question 2. Safety Need: Do you think your life is secure and have safety while working for this company? (cont.)

Supporting data from interviewees (Question 2. Safety Need)	Need Fulfilled	Key factors
<p><i>“... In part of job security, I have not heard about lay-off in my organization.” – Product Manager (B2)</i></p> <p><i>“I just joined this company only 6 months, other colleges said this company have not laid off employee before despite the sale revenue had decreased during COVID-19 pandemic, company still pay as the same without salary reduction or lay-off.” – Medical Manager (C3)</i></p> <p><i>“For job security, the company significant growth even during COVID-19, I believe in the sustainability of business.” – Senior Clinical Research Associate (I9)</i></p>	Fulfilled	Job Security (no lay-off policy)
<p><i>“This is very high workload. I have office syndrome and severe dry eye because I am an office-based person and need to attend the online-meeting with various regional team. I cannot do my working lifestyle modification due to work role itself.” – Medical Manager (C3)</i></p> <p><i>“I am field-based position and require travelling to meet customers. It takes more risks, but the company provided the good health/ accidental insurance for employees” - Medical Scientific Liaison (F6)</i></p> <p><i>“I am travelling a lot as I spent the most time on the road because I am sale person. It’s quite risk ...” - Medical Representative (H8)</i></p>	Not Fulfilled	Work-related health/ risk condition
<p><i>“As sale person, the job security depends on product life cycle. It may have possibility to be laid off compared to another team” - Medical Representative (H8)</i></p>	Not Fulfilled	Unsecure job

Table 4.4 Question 3. Belongingness and love Need: How would you describe your relationship with your manager and colleague in team? How does the context of your work influence the relationship?

Supporting data from interviewees (Question 3. Belongingness and love Need)	Need Fulfilled	Key factors
<p>“My team is very supportive, and I am happy being a part this team” – Product Manager (B2)</p> <p><i>“My team works well together”</i>- Quality Assurance Manager (D4)</p> <p><i>“When I come to work at office, I feel like this place is my second home and I am happy to see my peers to work together”</i> – Communication Manager (E5)</p> <p><i>“My team is very nice and happy to work with this team”</i> – Senior Clinical Research Associate (I9)</p> <p><i>“This job allows me to have enough free time with my family and my team is supportive team”</i>- Medical Representative (J10)</p>	Fulfilled	Good relationship with team
<p><i>“I choose working with this company because of manager. I and my manager work well together”</i>– Medical Manager (C3)</p> <p><i>“I think my team and my manager support me and each other very well”</i> - Medical Scientific Liaison (G7)</p> <p><i>“My manager supports me everything’s. They always understand the situation when I learnt master’s degree and have not much time and not convenient to do some works”</i> - Medical Representative (H8)</p>	Fulfilled	Good relationship with Manager

Table 4.4 Question 3. Belongingness and love Need: How would you describe your relationship with your manager and colleague in team? How does the context of your work influence the relationship? (cont.)

Supporting data from interviewees (Question 3. Belongingness and love Need)	Need Fulfilled	Key factors
<p><i>“I have not strong relationship with my new manager because we have the totally different ideas. It affects the working environment”</i> – Market Access Manager (A1)</p> <p><i>“After changing my manager, I personally think that the relationship and working culture has been changed and I feel less happy, and it also affect my working style”</i> - Medical Scientific Liaison (F6)</p>	Not Fulfilled	Bad relationship with manager

Table 4.5 Question 4. Self-esteem Need: Do you feel free to speak your mind and other listen to your voice and opinion?

Supporting data from interviewees (Question 4. Self-esteem Need)	Need Fulfilled	Key factors
<p><i>“I feel free to speak my mind and express my opinion with my team and manager and also management team ...”</i> – Product Manager (B2)</p> <p><i>“I feel my manager and my team trust in me, and I think we respect each other even we have different opinion in sometimes.”</i> – Medical Manager (C3)</p> <p><i>“My company promoted the feedback culture in organization, and I think I am confident to talk anything with my manager”</i> – Communication Manager (E5)</p>	Fulfilled	Respect from team and/ or manager

Table 4.5 Question 4. Self-esteem Need: Do you feel free to speak your mind and other listen to your voice and opinion? (cont.)

Supporting data from interviewees (Question 4. Self-esteem Need)	Need Fulfilled	Key factors
<p><i>“My team respect each other, but it was because of myself that I do not feel free to share everything’s to team because of Thai Culture and I think it’s not a big deal”</i>- Medical Scientific Liaison (G7)</p> <p><i>“My manager and team listen to me and support me for any problems. I feel free to talk with them”</i> - Medical Representative (H8)</p> <p><i>“My team is very diverse team, and everyone has their own opinion, we still work well together”</i> – Senior Clinical Research Associate (I9)</p>	Fulfilled	Respect from team and/ or manager
<p><i>“I have a new manager and we think quite differently and sometimes, I feel my manager did not listen my opinions”</i> – Market Access Manager (A1)</p> <p><i>“I have freedom to express my opinion, but I don’t think I can freely talk to everyone in some topic. It is not 100% freedom in reality because of Thai culture that need to listen the manager and follow”</i> - Quality Assurance Manager (D4)</p> <p><i>“I somewhat feel respected, but only by my colleagues not my superior in some situations”</i> - Medical Scientific Liaison (F6)</p> <p><i>“I think I still feel free to talk or feedback to person only I am trust and do not feel free to feedback the team because I think it’s risky for myself.”</i> - Medical Representative (J10)</p>	Not Fulfilled	Lack of respect from team and/ or manager

Table 4.6 Question 5. Self-actualization Need: Do you think this job inspire or motivate you in anyway?

Supporting data from interviewees (Question 5. Self-actualization Need)	Need Fulfilled	Key factors
<p><i>“I think my job can contribute the value for business and for patients. This job really inspires.” – Market Access Manager (A1)</i></p> <p><i>“This job inspires me in anyway because I had a chance to work with many people and culture in regional level. My role can contribute the value to company and patients around the world” – Medical Manager (C3)</i></p> <p><i>“This job allows me to help patients around the world” – Senior Clinical Research Associate (I9)</i></p> <p><i>“I just recently promoted and moved department from Quality Manager to Communication Manager as it’s my dream job.” – Communication Manager (E5)</i></p> <p><i>“I feel valuable for company from feedback of customers talk to my manager. I feel proud of my job.” - Medical Scientific Liaison (F6)</i></p>	Fulfilled	Inspiring job
<p><i>“I can grow and learn from it because this job allows me to think new things” – Market Access Manager (A1)</i></p> <p><i>“The company gave me an opportunity to try new things” – Communication Manager (E5)</i></p> <p><i>“This job is very challenging after I got promotion from Medical Representative. Everything is new for me, and I improved a lot from this job” - Medical Scientific Liaison (G7)</i></p>	Fulfilled	Learning new things

Table 4.6 Question 5. Self-actualization Need: Do you think this job inspire or motivate you in anyway? (cont.)

Supporting data from interviewees (Question 5. Self-actualization Need)	Need Fulfilled	Key factors
<p><i>“I am passionate about it because I love to initiate the new event/ new project and communicate the key message to others ...”</i> – Communication Manager (E5)</p> <p><i>“I love to initiate the new projects”</i> – Market Access Manager (A1)</p>	Fulfilled	Initiative activity
<p><i>“No clear career path from where I stand”</i> - Quality Assurance Manager (D4)</p> <p><i>“This is big pharma company; I think we don’t have clear career path for each employee just KPIs that we have to achieve”</i> - Medical Representative (H8)</p>	Not fulfilled	Lack of career growth
<p><i>“It’s not much inspiring me in any way because It’s routine”</i> - Quality Assurance Manager (D4)</p> <p><i>“I still do not have a change to do the other role that I am interested more”</i> - Medical Representative (H8)</p> <p><i>“I do the jobs because the company pay high salary and commission. Actually, I don’t like this job much.”</i> - Medical Representative (J10)</p>	Not fulfilled	Lack of inspiration from the job

From 4.2.1, the key factors to motivate employee to work for the company are from extrinsic factors as the most employees was motivated by the adequate income and benefit and working culture and/or intrinsic factors as career growth and increased responsibility in the company. The key factors of turnover intention are about not good leader and colleagues, the toxic people and workplace culture and environment and lack of opportunity to grow and non-competitive salary.

4.2.2 Research findings from Element of Herzberg's Two-Factor Theory

Table 4.7 Question 1. What are the factors to motivate you work for this company?

Supporting data from interviewees (The factors to motivate you work for this company)	Key factors
<p><i>"I am satisfied with overall benefits especially cash benefit"</i> – Market Access Manager (A1)</p> <p><i>"I do the jobs because the company pay high salary and commission"</i> - Medical Representative (J10)</p>	<p>Adequate total income (salary plus other benefits)</p>
<p><i>"It is because of family working culture that I feel this company is my second home"</i> – Communication Manager (E5)</p> <p><i>"This job is flexible."</i> - Medical Representative (H8)</p> <p><i>"I also like working culture that we work as a team."</i> - Medical Scientific Liaison (G7)</p>	<p>Working culture and team relationship</p>
<p><i>"I like the company strategy in the future that motivate me to stay at this company."</i> - Medical Scientific Liaison (F6)</p> <p><i>"I also considered for the long-term growth of business or security by looking at pipeline and strategy plan of the company"</i> – Market Access Manager (A1)</p> <p><i>"I like the company culture that match with my passion. The company future is brightened, and I would like to grow with this company."</i> – Senior Clinical Research Associate (I9)</p>	<p>Company strategy/ policy</p>

Table 4.7 Question 1. What are the factors to motivate you work for this company?
(cont.)

Supporting data from interviewees (The factors to motivate you work for this company)	Key factors
<i>"I have a great leader who coach me at the beginning. He is my role model"</i> - Medical Scientific Liaison (G7)	Good Leader
<p><i>"This company highly focus on internal job promotion and job rotation"</i> – Product Manager (B2)</p> <p><i>"Company highly prioritize the internal employees that I got promoted to be a communication manager despite I have not experienced in working this field before"</i> – Communication Manager (E5)</p> <p><i>"I have an opportunity for internal promotion and do new things in this company"</i> - Medical Scientific Liaison (G7)</p>	Career Growth
<p><i>"This job is very challenging and new for me, and it motivate me to grow in every single day"</i> – Medical Manager (C3)</p> <p><i>"This company provided me many opportunities to do various jobs"</i> - Product Manager (B2)</p> <p><i>"For my position, when compared to other company, I had a chance to do various tasks and more responsibilities which increase my experiences"</i> - Medical Scientific Liaison (F6)</p>	Increase job responsibility

Table 4.8 Question 2. What are the main reasons that you may consider leaving the company?

Supporting data from interviewees (The main reasons for leaving the company)	Key factors
<p><i>“It is mainly about people. If leader or team are not OK, not qualified as I cannot learn from leader, I will consider leaving ...” – Market Access Manager (A1)</i></p> <p><i>“When team changed led to culture change that I think it is not match to me” – Product Manager (B2)</i></p> <p><i>“I think if the team and leader are not good and not supportive, I will leave for sure.” - Medical Scientific Liaison (G7)</i></p>	<p>Not good leader and colleagues</p>
<p><i>“I will move when I feel I am ready to another step but there is no opportunity for me. I will seek opportunity from outside” - Medical Scientific Liaison (F6)</i></p> <p><i>“If there is no new opportunity to learn new things more, I will seek challenging from outside” – Senior Clinical Research Associate (I9)</i></p>	<p>Lack of opportunity to learn new things/ Lack of career growth</p>
<p><i>“It’s all about people and workplace culture. If they are not toxic, I will leave” – Communication Manager (E5)</i></p> <p><i>“I will resign when I feel this company is not my place in term of culture, team and leader” - Quality Assurance Manager (D4)</i></p>	<p>Toxic workplace and culture</p>
<p><i>“When there is the new interesting job with higher based salary, I will move” - Medical Representative (J10)</i></p> <p><i>“If I get the new opportunity from other company with higher salary, I want to move” - Medical Representative (H8)</i></p>	<p>Non-competitive salary</p>

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

This research paper aims to understand the factors influencing employee retention and employee turnover in multinational pharmaceutical industry in Thailand in term of employee perspective. The methodology is using face-to-face interview in order to the various perspectives and key factors from different background of employees that they consider to continuously stay working in and leave from the company and get in-depth information.

According to the interview results from ten interviewees, the author has analyzed the key factors influencing employee retention and employee turnover in multinational pharmaceutical industry in Thailand which can be summarized as follows in table 5.1 below. The findings of this study evidenced aligned in perceived fulfillment of each of the Maslow's hierarchy of needs. It shows that physiological need which is the fundamental needs of every individual, according to Maslow's Hierarchy of need have been fulfilled by Adequate Salary for all employees. For safety need, the most employees feel that their needs have been fulfilled by the good package of group health insurance provided by company, safe working environment and job security. However, there are three interviewees feel they have more risks from works because job requires driving and travelling for front-line employees such as Medical Representative (MR) and Medical Scientific Liaison (MSL). One of MR also concerns about unsecure job because of uncertain product life cycle. The good relationship with team and manager could be fulfilled their needs. Some employees have not been fulfilled because of bad relationship with manager because of different ideas and working style with new managers which lead to not fulfilled in Self-Esteem need because Lack of respect from team and/ or manager as they do not feel free to speak their mind. It was also found that employees perceived that self-actualization need is valuable to them. However, the company does not have any policy or practice in place that will be able to fulfill this

hierarchy of needs for Quality manager and Medical Representative because of lack of career growth and lack of inspiration from the job compared to other roles. The most of employees have been fulfilled this need by Inspiring job, Learning new things, and Initiative activity.

Table 5.1 Summary of findings from Element of Maslow's Hierarchy of needs

Element of Maslow's Hierarchy of needs	Key factors (Fulfilled Need)	Key factors (Non-fulfilled need)
Physiological Need	Adequate Salary	-
Safety Need	Group Health Insurance, Safety Working Environment, and Job Security (no lay-off policy)	Work-related health/ risk condition, Unsecure job
Belongingness and Love Need	Good relationship with team, and good relationship with manager	Bad relationship with manager
Self-Esteem Need	Respect from team and/ or manager	Lack of respect from team and/ or manager
Self-Actualization Need	Inspiring job, Learning new things, and Initiative activity	Lack of career growth, and Lack of inspiration from the job

According to findings from Element of Herzberg's Two-Factor Theory shows in Table 5.2, it could be concluded that the extrinsic factors are also the major factors motivated the employees. From this finding, the employees who are in manager or senior role are mainly motivated by intrinsic factors such as career growth and increase of responsibility. Once extrinsic factors are met for employee's expectation, the motivators as intrinsic factors will increase job satisfaction and increase the employee's retention. In addition, the most employees are concerned about working culture and environment and leader and also career growth. Two medical representatives are also concerned about the salary as if there is another opportunity outside company with higher salary, they will be considered to leave job.

Table 5.2 Summary of findings from Element of Herzberg's Two-Factor Theory

The factors to motivate you work for this company	The main reasons for leaving this company
Extrinsic Factor: Adequate total income (salary plus other benefits)	Non-competitive salary
Extrinsic Factor: Working culture and team relationship	Toxic workplace and culture
Extrinsic Factor: Company strategy/ policy	
Extrinsic Factor: Good Leader	Not good leader and colleagues
Intrinsic Factor: Career Growth	Lack of opportunity to learn new things/
Intrinsic Factor: Increase job responsibility	Lack of career growth

5.2 Recommendations

All the practical recommendations mentioned below are interpreted from the perspectives of the 10 interviewees in the research because this will be very beneficial to the hiring manager and management team in multinational pharmaceutical industries, as they will have current information on how companies increase the employee retention and reduce the turnover rate in the companies.

5.2.1 Develop the career competency guide and Individual Development Plan (IDP) in organization

This career guide provides an overview on the competency required to perform our job role at various positions, and how one can grow within and across the functional areas. Using this Career Guide, the employee will be working in partnership with their manager, that will help the employees to develop their career so that they together can achieve their goals no matter what level they are at. This Career Guide will be use together with IDP which is a program that allows employees to plan about their growth of their career path which can be conducted by keep talking with the manager individually once a month or anytime to keep in touch and stimulate employee's

passion. Therefore, the IDP program will create the intrinsic motivation for the employees and increase the self-esteem and self-actualization of the employees. As a result, it leads to a decrease in job dissatisfaction of the employees and turnover rate of the company.

5.2.2 Develop skills for leader/ manager in organization

LEAD - A Program for Leaders development in organization would suggest to implement in organization. This program includes a step-by-step plan that leads into a diverse pool of learning opportunities. Topics are integrated with company's frameworks and include developing a leader's mindset and trust, setting expectations & handling performance in the team, fostering a feedback culture, leveraging engagement to equip first-time leaders with the right mindset and skillset to succeed in the leadership role, with a tight focus on juggling work while creating a trusting environment. This program would help to strengthen the leadership skills for manager level and encourage the engagement and good and proper approach between manager and employee.

5.2.3 Strengthen the healthy organizational culture in workplace

From the findings, it was found that some employees will consider leaving the company where unhealthy culture and environment has in workplace. If, it is what taking place in the company doesn't matches company's vision, beliefs, and values. The company requires taking effort to set up a plan for creating positive change for workplace's culture. The company can start from the hiring practices that should also reflect the company values by actively recruiting people who fit with the company. As hire new team members, I would recommend creating an onboarding program as a good opportunity for company to share the vision, values and beliefs and expectations with newcomers. It can also help them become integrated into their new environment and community to start a fruitful collaboration. In addition, for current employee, the company should focus on designing and communicating about the corporate culture in order for employees to participate by corporate leaders and managers who are the role model to represent the corporate culture. A healthy work environment would increase workforce employee's retention to stay within the company since it help to improve job satisfaction and fulfil social need of employees.

5.2.4 Organize regular team building activities

Team building activities can make difference of employee comes to job satisfaction improvement and good relationship among the team. Team building activities e.g., creative games, and exercises that cover everything from communication and collaboration to alignment and company vision and desired goals. This could improve the employee feel more connected and able to collaborate more effectively with manager and peers as it could be more fulfilled in their social needs in workplace.

5.2.5 Provide sustainable payment and rewards for employees

Although, all employees satisfy their current salary as it is fulfilled their basic need. To further strengthen the employee's retention in company and increase employee's motivation, management to ensure pay equity and be regularly proactive on competitive pay, sustainability, and transparency to keep employees engaged and motivated. This would be help in term of employee retention and keep their satisfaction on extrinsic motivation because the finding shows Non-competitive salary is the one factor for employee to leave the company.

5.3 Limitation

1) There is a main limitation regarding this study on factors influencing employee retention and employee turnover intention in multinational pharmaceutical industry in Thailand, employee perspective. Since all interviewees of Thai nationality in this study, causing the author takes all the outcomes obtained to understand and analyze them by transforming them into the English version while doing this research. Hence, this could be considered limitation of languages.

2) The findings are only from the employee perspective. Hence, it is not included the information from management perspective in those company if they have implemented any rewards program or initiative training or activities to improve reduce employee turnover intention and increase employee retention in organization. However, this research outcome from this study could emphasize that employees still have the concerns and problems in workplace that organization need to address those identified problems.

5.4 Directions for future research

I would suggest increasing the samples of interviewee by seeking for the in-depth information from management or Human Resource in Multinational Pharmaceutical Industries to understand what they have done so far and how it works or fails to understand that what factors should organizations improve for increasing the employee retention and reducing the turnover intention in company.



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