

**UNVEILING THE FACTORS THAT DRIVE LONG-TERM JOB  
RETENTION IN THE DYNAMIC OF THE MULTINATIONAL  
PHARMACEUTICAL COMPANY:A CASE STUDY  
OF THAILAND**



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Thematic paper  
entitled  
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**ABSTRACT**

The pharmaceutical industry faces the challenge of attracting and retaining top talent in a competitive job market. The demand for skilled professionals is high, requiring companies to focus on employee satisfaction to foster retention. However, failure to fulfill these needs leads to employees seeking better opportunities.

This study explores factors impacting retention and applies Maslow's hierarchy of needs and transactional leadership to enhance satisfaction, loyalty, and retention. Understanding and addressing these needs contribute to organizational success.

**KEY WORDS: EMPLOYEE RETENTION/ EMPLOYEE LOYALTY/ CUSTOMER  
SATISFACTION/ WORKPLACE DYNAMISM**

27 pages

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## **CHAPTER I**

### **INTRODUCTION**

In the current era of intense competition in the job market, the pharmaceutical industry confronts a significant challenge: the acquisition and retention of high-performing employees. With a growing demand for skilled and experienced staff, companies need to create innovative strategies to attract and keep these valuable employees. As employees play a pivotal role in a company's success, considerable investments are made in their specialized training, expertise, and personal career growth. Acknowledging the paramount importance of employee satisfaction, organizations are dedicated to establishing an environment that nurtures a sense of value and motivation, ultimately fostering create an environment where employee feel valued and motivated, fostering long-term commitment.

Companies are now placing a greater emphasis on addressing their employees' needs. However, if these needs and satisfactions remain unmet, employees may actively seek better opportunities that offer higher salaries and more promising career prospects to achieve greater fulfillment in their career path.

#### **Pharmaceutical Industry Situation**

The pharmaceutical industry is poised for remarkable growth, with a projected 7% increase in occupations across various scientific fields by 2028 (Fiorenza,2022). However, this upward trajectory also presents significant consequences and challenges. A notable consequence is the surging demand for professionals who possess professionals with expertise in both life sciences and technology, this need for tech-enabled solutions creates a unique staffing requirement that pharmaceutical companies must address.

The industry finds itself immersed in a captivating tale, the struggle to find the ideal professionals has become a recurring theme. The scarcity of talent, the unique blend of skills required, and the never-ending quest for that perfect candidate paint a

vivid picture of the challenges faced by pharmaceutical companies as they seek to build teams that can drive innovation, compassion, and success in the organization.

In North America, the pharmaceutical industry is experiencing a remarkable increase in the need for highly qualified employees. Amidst the surge in demand, the North American pharmaceutical industry is witnessing an impressive upswing in job opportunities. Over 800,000 people are employed in the US biopharmaceutical sector, and there are approximately 61,000 job vacancies listed on LinkedIn for pharmaceutical companies in the country (Fiorenza, 2022).

Meanwhile, in Thailand, as concerns surrounding COVID-19 subside and the Thai economy rebounds, the domestic pharmaceutical market is poised for significant growth. The return of patients to healthcare facilities, coupled with the increased need for medications and medical supplies, presents opportunities for pharmaceutical companies to expand their teams and attract fresh talent. Moreover, with the country reopening to foreign visitors, particularly in tourist destinations, there is potential for a further surge in the demand for pharmaceutical products, thereby offering additional growth prospects for Thai pharmaceutical companies. (Tunpaiboon, 2021). To meet these escalating requirements, organizations may need to augment their workforce and provide competitive compensation packages to both entice and retain skilled employees.

The objective of this study is to utilize in-depth interviews to examine the factors that impact employee retention and explore how companies can derive valuable insights from Maslow's hierarchy of needs. By understanding and addressing these needs, organizations can establish a solid foundation. Additionally, this research investigates how companies can effectively apply Maslow's hierarchy of needs and the transactional leadership theory to enhance employee satisfaction, cultivate loyalty, and ultimately improve employee retention, thereby contributing to the overall success of the organization.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Employee Retention**

Organizations recognize the significance of employee retention as a crucial objective in retaining skilled personnel and reducing turnover. They prioritize creating a positive work atmosphere, demonstrating appreciation, providing competitive compensation and benefits, and supporting a healthy work-life balance (Baker, 2022). In highly competitive job markets, organizations emphasize strategies that enhance employee satisfaction and engagement (SMHR, 2022). By investing in initiatives aimed at retaining employees, organizations can reap benefits such as improved performance, productivity, morale, work quality, and reduced turnover. Several factors, including compensation, rewards, recognition, career advancement, work environment, training, work-life balance, and effective leadership, contribute to employee retention (Armstrong, 2009). Employee engagement is vital for enhancing performance and creating a strong dedication to the organization's overall success.

#### **2.2 Employee loyalty**

Employee loyalty refers to the increased commitment and belief in contributing to the success of the organization. However, identify a form of loyalty called passive loyalty, where employees have low interest in staying with the organization but remain due to constraints like salary, benefits, or transportation. In contrast, (Lamalfa, 2007) emphasizes the significance of an emotional connection to the organization that goes beyond monetary factors. Emotionally connected employees exhibit higher engagement, exceptional performance, and a sense of purpose within the organization. Organizations should focus on appropriate task assignments, engaging work environments, and opportunities for personal growth.

### **2.3 Job satisfaction**

Job satisfaction refers to the sense of achievement and fulfillment that employees experience, which impacts their productivity, performance, and well-being (Aziri, 2011). Various factors such as job type, colleagues, superiors, subordinates, and salary influence job satisfaction (Masa'deh, 2016). Additionally, motivation and leadership styles play a role in shaping employee performance and satisfaction (Raziq & Maulabakhsh, 2015). Satisfied employees contribute positively to the organization, whereas dissatisfied employees often lack motivation and commitment. Recognizing employees as unique individuals with their own needs is crucial for organizational effectiveness (Aziri, 2011). Satisfied employees tend to be happier, more successful, and more likely to remain with the organization.

### **2.4 Maslow's Hierarchy of Needs**

Abraham H. Maslow proposed the Hierarchy of Needs Theory in 1954, which suggests that individuals have a sequence of needs that must be fulfilled. This theory comprises five levels of needs: physiological, safety, belongingness, esteem, and self-actualization. By integrating Maslow's theory with an organization's engagement model in a compassionate and objective manner, it becomes evident that meeting employees' lower-level needs first can motivate them to pursue higher-level needs within the organization. This approach emphasizes the significance of acknowledging and addressing employees' fundamental needs initially, fostering a supportive and nurturing environment that promotes their personal growth and self-actualization within the organizational context.



Maslow's hierarchy of needs

## Figure 2.1 Maslow's Hierarchy of Needs

### 2.4.1 Physiological Needs

Physiological needs are the basic biological requirements necessary for human survival (Sadri & Bowen, 2011). Our essential needs encompass air, food, water, shelter, clothing, warmth, sexual satisfaction, and sleep. Meeting these requirements is vital for sustaining our physical well-being and serves as a fundamental driving force behind our actions. In an organizational context, meeting employees' physiological needs entails providing a salary that adequately supports their essential biological requirements, creating a pleasant work environment, and enabling restful sleep.

### 2.4.2 Safety Needs

Safety needs refer to the fundamental human desire for stability, predictability, and control in various aspects of life, encompassing both physical and emotional well-being. In an organizational context, meeting safety needs involves ensuring a secure workplace by implementing protocols for physical safety, providing necessary safety equipment and training to prevent accidents. It also entails offering comprehensive health and life insurance coverage to ensure access to medical care and financial protection (McLeod, 2007). Additionally, fostering job security through fair practices, transparent communication of job expectations, providing career development opportunities, and minimizing the risk of sudden terminations or layoffs are essential components of fulfilling safety needs.

### **2.4.3 Love and Belonging**

This need pertains to meaningful relationships, social connections, and a sense of belonging in a community. In organizations, it involves promoting teamwork, fostering collaboration, and cultivating a positive work environment. It includes recognizing and appreciating employee contributions, as well as organizing social events that facilitate bonding, friendships, and stronger ties to the organization. By implementing support systems for employees, organizations demonstrate genuine care and appreciation for their staff.

### **2.4.4 Esteem**

In Maslow's hierarchy, esteem needs encompass self-worth, accomplishment, and respect (Maslow, 1943). These needs can be categorized into two types: self-esteem, involving dignity, achievement, mastery, and independence, and the desire for recognition and respect from others, like status and prestige. Esteem needs reflect the universal human desire to be accepted and valued by others. Employees seek recognition in their professions or hobbies, contributing to their sense of worth. When employees have confidence in their abilities and receive support and encouragement from the organization, it positively influences their performance and engagement (Griffin & Van Fleet, 2013).

### **2.4.5 Self-Actualization**

Self-actualization, as defined in Maslow's hierarchy of needs, represents the highest psychological development and fulfillment. In the context of organization, it signifies employees' aspiration to attain their utmost fulfillment and personal growth. This entails realizing one's full potential, expressing unique talents, and finding purpose and significance in life. Once basic needs and security are met, individuals prioritize personal growth, pursuing passions, honing skills, and making impactful contributions to their work and organization (Maslow, 1987).

Maslow's need theory holds great practical value for organizational management. (Greenberg & Baron, 2003). It provides insights on how managers can help employees reach the state of self-actualization, where they can work at their highest creative potential. To facilitate this stage, organizations can employ strategies such as providing opportunities for employee success and ensuring they are appropriately

challenged without feeling overwhelmed. Meeting employees' desires is crucial for employee satisfaction and retention by incorporating Maslow's hierarchy of needs in the workplace can effectively remain top performance in the company.

## 2.5 Transformational Leadership

Transformational Leadership Theory (TLT) motivates employees, particularly those in low-paying jobs, by addressing their basic needs and higher aspirations, fostering creativity, and providing positive guidance. It enhances employee retention, commitment, and performance by serving as a role model, inspiring, and empowering employees, acknowledging individual needs, and promoting innovative solutions. TLT is widely recognized and preferred for driving positive organizational change, emphasizing personal growth, goal alignment, trust, respect, collaboration, and a shared vision. It encompasses four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which define effective leaders in knowledge-based economies. Transformational leaders empower and mentor employees to maximize their potential, encourage collaboration, purpose, and vision, and utilize their influence to generate meaningful change and achieve positive outcomes.



**Figure 2.2 Transformational Leadership**

## **2.6 Inspirational motivation (IM)**

Inspirational motivation (IM) is a crucial element of transformational leadership that cultivates optimism and dedication among followers. It involves leaders motivating their team members to embrace the organization's shared vision and strive for high levels of achievement (Hoffmeister et al., 2014). This is accomplished by communicating a clear and desirable future, setting expectations straightforwardly, and encouraging commitment and sacrifices. Through effective communication, leaders inspire employees to devote themselves to the business vision, fostering a sense of belonging and boosting team morale. Leaders who exhibit IM highlight the significance of followers' roles in the organization's future growth, making their work more meaningful and reducing turnover. They employ symbols and emotional appeals to engage the group and enhance motivation. Additionally, leaders foster team spirit to drive organizational success and inspire employees to embrace the commitment of achieving future goals, providing them with a sense of purpose and promoting high performance.

## **2.7 Intellectual stimulation (IS)**

Intellectual stimulation (IS) in transformational leadership entails leaders encouraging knowledge sharing and pushing their followers to think beyond their comfort zones. This stimulates employees to employ innovative and potentially unconventional approaches, resulting in problem-solving that generates exceptional ideas. Transformational leaders inspire their subordinates to challenge assumptions and embrace fresh perspectives when addressing organizational issues (Bacha, 2014). Through knowledge-driven problem-solving, employees are empowered to be creative, make decisions, and experience growth, development, and learning within the business.

## **2.8 Idealized influence (II)**

Idealized influence (II) is a vital element of leadership, encompassing risk sharing and emotional charisma. It motivates followers, establishes trust, and fosters confidence between leaders and employees. When leaders value and respect their team members, communicate effectively, and serve as role models with strong moral



principles, it inspires employees to emulate their conduct. Idealized influence comprises two components: attributional (how subordinates perceive the leader) and behavioral (followers' observations of the leader's actions). Leaders strive to create positive perceptions and enhance team performance through their behavior.

## **2.9 Individualized consideration (IC)**

Individualized consideration (IC) in leadership refers to a leader's ability to listen, support, and cater to the distinct needs of each employee. This approach entails treating every employee as a unique individual, acknowledging their strengths and weaknesses, and providing personalized responses to their requirements. IC is demonstrated through active listening, assigning suitable projects, encouraging open communication, promoting self-development, and delegating tasks as growth opportunities. Transformational leaders who practice IC coach, mentor, and educate their employees, fostering self-actualization. They create a supportive environment and assist employees in overcoming weaknesses, resulting in improved morale and productivity.

Transformational leadership is a widely recognized and effective approach that positively impacts followers' behavior, resulting in enhanced job satisfaction and performance (Jyoti & Dev, 2015). It entails inspiring employees, cultivating a positive culture, and encouraging them to exceed expectations, thereby fostering their potential to become transformational leaders themselves. This leadership style emphasizes active listening, offering constructive feedback, and prioritizing organizational goals over personal interests.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

The study utilized a primary research approach, employing qualitative methods to achieve a thorough understanding of the subject matter. Face-to-face interviews were conducted, utilizing open-ended questions to genuinely explore the thoughts and experiences of the respondents.

The semi-structured nature of the interviews allowed for an in-depth comprehension of employee retention within the pharmaceutical company. Furthermore, leveraging personal experience within the pharmaceutical industry spanning over seven years, relevant observations and insights were incorporated into the analysis. By thoroughly examining the collected interview data, meaningful recommendations were derived to enhance employee retention strategies within the pharmaceutical company.

The primary objective of the interviews was to delve deeply into four key factors that influenced employees' long-term commitment to the company, despite the prevalent trend of job hopping for better pay and diminished loyalty. By focusing on these specific factors, the study aimed to facilitate a detailed exploration and analysis. Due to limitations in terms of time and scope, the research specifically focused on these four critical factors that drive to employee long term retention.

The writer's extensive experience of working closely with the interviewees for over 5 years has provided a deep understanding of the company's background and its evolving narrative. This familiarity and knowledge have fostered a comfortable environment during the interviews. The writer has ensured the interviewees that their shared information will be treated confidentially, creating a sense of ease that encourages authentic and honest insights.

The research seeks to serve both an educational and motivational purpose by sharing success stories and highlighting the factors that have contributed to long-term employee retention. It also aims to provide guidance and inspiration for the younger generation in planning their future careers. The focus is not solely on presenting positive

information about the company and management, but rather on capturing the genuine experiences and perspectives of the interviewees.

The writer conducted face-to-face interviews with three accomplished individuals in a multinational pharmaceutical company who hold significant positions. The interviewees included a national sales manager, a digital solution lead, and a senior sales representative, all of whom have demonstrated a longstanding commitment to the organization.

To ensure diverse perspectives on the factors influencing long-term employee retention, the selected interviewees were chosen from various positions and departments. Each interview lasted approximately 60 minutes, allowing for a comprehensive exploration of the interviewees' experiences. The minimum requirement of 5 years of experience in the company, which corresponds to eligibility for the long service award, was met by all the interviewees. By selecting individuals from different roles and departments, the writer aimed to gather a range of insights and perspectives that shed light on the factors contributing to long-term employee retention within the organization.

### **3.1 Research Questions**

The research question for this paper is "Unveiling the factors that Drive Long-Term Job Retention in the Dynamic of the Multinational Pharmaceutical Company: A Case Study of Thailand." The writer has deliberately formulated an open-ended question to explore comprehensively the reasons and past experiences that contribute to long-term job retention in the company. By adopting an open approach, the writer aims to gain a deeper understanding of the various factors that influence employees' decision to stay with the company for an extended period. Through the interviews, the writer seeks to uncover valuable insights, shedding light on the dynamics of job retention within the context of the multinational pharmaceutical industry in Thailand.

### 3.2 Background questions

- Can you tell me about your personal background?
- Can you tell me about your family background?
- How long have you been working at the company, and in which department are you currently employed?
- Could you provide some details about your role at the company?
- Can you share the career growth or advancement opportunities you have in your career while working here?
- Did the company offer any programs or initiatives to help you develop professionally and grow in your career?

**Table 3.1 Maslow hierarchy questions**

Hierarchy Level	Questions
Physiological Needs	Do you feel that the company meets your basic employee needs, such as salary and working conditions?
Safety Needs	Does the company create a safety work environment and well-being of employees, in both physical and emotional aspects?
Belongingness and Love Needs	What is the company's culture and working style like?
	Could you provide insight into the teamwork and relationships among colleagues within your organization?
Esteem Needs	How does the organization recognize and appreciate the contributions and achievements of its employees?
	Does your company offer training programs or workshops to enhance employee skills and development?
Self-Actualization Needs	Does your company support the personal and professional growth of employees and encourage them to maximize their potential?
	What would you consider to be your most significant achievement?

**Table 3.2 Transformational leadership questions**

<b>Hierarchy Level</b>	<b>Questions</b>
Idealized Influence	Can you describe a situation in which you were inspired by your colleague?
	Is there a role model within the company who has had a significant impact on your personal and professional growth?
Inspirational Motivation	How does your company show appreciation and recognize employees?
	How does the leader utilize strategies to motivate and strengthen employees in alignment with the company's vision and mission?
Intellectual Stimulation	How does your leader develop a culture that promotes innovation, creativity, new ideas among employees?
	How do your company promote your learning and skills?
Individualized Consideration	How frequently do you engage in one-on-one discussions with your boss regarding your work and well-being?
	How does your manager utilize to offer individualized guidance, feedback prospects to employees?

The writer conducted the interview at the office of the interviewees, located in the Sukhumvit area, on the 8<sup>th</sup> for Mister X and Mister Z interview approximately 60 minute per person and 9<sup>th</sup> of June 2023 for Miss Y on Microsoft team online interview for approximately 80 minutes. To ensure confidentiality, the real names of the interviewees will not be disclosed. Instead, they will be referred to as Mr. X, who holds the position of National Sales Manager, Miss Y, who is the Digital Lead Solution, and Mister Z, a Senior Sales Representative.

## **CHAPTER IV**

### **FINDING ANALYSIS**

#### **4.1 The Story**

In a grand auditorium of Top Multinational Pharmaceutical company, Mr. A, a recognized British CEO, "Welcome to the dawning of a new year, a year of Innovating for Life, Inspiring Change". Following his welcome speech and the comprehensive overview of the company's successful performance in 2022. Mr. A shifted the focus to a particularly special segment of the evening "the recognition of long-service award".

Starting with the five-year milestone, my name was called, I couldn't help but feel of pride and curiosity. Mr. A presented me with a gold, and a trophy symbolizing my commitment and the potential for continued growth within the company. As the ceremony progressed, Mr. A continued to recognize the employee who had reached significant milestones in their careers. Following with Ten, Fifteen, twenty, and twenty-five-year employees were applauded for their enduring loyalty and immense contributions. Later, Mr. A announced the prestigious thirty-year long service award, Mister X, who delivered a grateful speech. "Tonight, I am humbled and grateful to accept this 30-year long service award. It has been an incredible journey filled with growth, challenges, and cherished moments. I want to express my deepest appreciation to my colleagues, mentors, and leaders who have supported and inspired me throughout the years."

As I listened to his speech, a question echoed in my mind. In an era where people often seek new opportunities in another company to get higher salaries, what could have motivated someone to remain loyal to a single company for 30 years? I decided to conduct interviews with three remarkable employees: Mr. X, with 30 years of service as the National Sales Manager, Miss Y, with 15 years as a digital lead, and Mr. Z, a senior sales representative with 10 years of experience. I wanted to understand their reasons for dedicating so much of their lives to the company.

- Mister X

Mr. X, a 59-year-old national sales manager, has remained with his current company for thirty years. His journey began as a sales representative. Through hard work, he was promoted to the role of sales manager, finding joy in working for a company focused on mature medicines. The opportunity to manage a breakthrough heart failure product became a significant milestone in his career, as Mister X achieved outstanding success with the team, driving a three-digit growth in performance. His exceptional performance garnered attention, resulting in numerous companies offering him higher salaries and even offer business head position. He declined higher-paying offers from other companies, witnessing his boss's long hours and recognizing the importance of work-life balance in his twilight years. Throughout his tenure, Mr. X found happiness in empowering and mentoring his team. Seeing the growth of the young salespeople he had mentored brought him great satisfaction. Last year, he was diagnosed with lymphoma cancer. He underwent chemotherapy, targeted therapy, and stem cell treatments, ultimately emerging victorious and cancer-free. This experience underscored the importance of work-life balance, reinforcing his belief that spending time with his loved ones was truly invaluable.

- Miss Y

Miss Y, a 42-year-old Digital Solution Lead, has been with the company for 15 years. She started as a sales representative, quickly progressing through various roles, including Product Executive and Product Manager. During her tenure as a Senior Product Manager, despite feeling weary and bored, Miss Y explored other opportunities but found that the new company couldn't offer the extended maternity leave she needed. Choosing loyalty, she decided to stay with her current company and expressed her desire for a different role. After two years of waiting, she was promoted to Digital Solution Lead. Unfortunately, she was then diagnosed with breast cancer, enduring treatments, and surgeries over a year. The company supported her by allowing work from home and providing comprehensive insurance. The experience changed Miss Y's perspective, and she no longer aspired for higher positions with increased stress. She found joy in spending time with her family and focused on making an impact in omni-channel engagement as her new role, revolutionizing the company's digital landscape.

- **Mister Z**

Mr. Z, a 52-year-old senior sales representative, had an interesting journey with the company. He initially worked for 6 years, earning a promotion to product executive. However, due to a personal conflict with his manager, he found it difficult to adapt and communicate, leading to his departure from the company. After gaining experience elsewhere, he returned as an executive sales representative and was later promoted to senior representative.

In his role, Mr. Z was responsible for selling mature diabetes products. Although his sales volume consistently ranked within the top five in the company, he hadn't been able to secure any victory awards due to a lack of substantial growth. A year ago, he was reassigned to a new heart failure medicine team during a company reorganization. He worked tirelessly, gaining insights from doctors, and achieving significant sales growth. His exceptional performance earned him the 2 victory awards and eventually the prestigious CEO award, this prestigious recognition earned him a visit to the company's headquarters in Switzerland. Motivated by this accomplishment, he has a change in his mindset towards pursuing higher positions. Instead, he directed his focus towards establishing his own small business, driven by the desire to attain a harmonious work-life balance. Mr. Z embraced the principles of continuous learning and self-improvement, cherishing the small victories that each day brought him.

## **4.2 Analysis**

The writer has examined and structured the subject matter into key points for discussing the factors that influence employee retention.

### **4.2.1 Competitive salary**

During interviews, it was found that all three candidates agreed on the significance of a competitive salary in retaining employees. According to Maslow's hierarchy of needs, when employees have their basic physiological needs met through a competitive salary, they feel more secure and capable of taking care of themselves and their families. When an employee feels that they are being fairly compensated for their



skills, experience, and contributions, it can create a sense of value and job satisfaction which leading to commitment to the organization's success.

Mister X's exceptional performance as a national sales manager has led to promotions, incentives, and a competitive salary, providing him with financial stability and the ability to support his family.

Miss Y's journey from a sales representative to a digital solution lead has involved significant promotions and corresponding salary increases. The company has recognized her growth and contributions by providing her with a salary that satisfies her and keeps her motivated to work.

Mister Z, excels at generating growth and achieving exceptional results, earning prestigious CEO awards and a competitive salary that meets his financial needs. His success in sales has been instrumental in enjoying a rewarding incentives and well-compensated salary.

#### **4.2.2 Work-life balance**

Throughout the interviews, everyone expressed their contentment in working for the company due to the exceptional quality of life it offers, enabling them to effectively manage their time and spend moments with their families. In terms of work-life balance, Maslow's hierarchy of needs emphasizes the significance of fulfilling employees' basic physiological and safety needs. This includes fair compensation, a safe working environment, and job stability are all factors that contribute to a great work-life balance. Furthermore, transformational leadership fosters a supportive work environment that meets higher-level needs like as belonging, self-actualization, and esteem, so improving employees' overall quality of life and fostering a pleasant work environment, which leads to increased employee retention rates.

Mr. X expressed his enjoyment of working in his current position, primarily due to his passion for sales and his proficiency in it. However, the higher position of being a head of business, responsible for overseeing sales and marketing, has become a significant source of stress for him. This position requires frequent late-hour meetings with regional teams, which has been challenging for him. Furthermore, his lack of marketing skills indicates that this role is not a good fit for him. It's worth noting that Mister X has recently recovered from cancer, which has caused him to prioritize spending time with

his family. This shows that he is attaining a better work-life balance, allowing him to spend more time to his family. This suggests that achieving a better work-life balance, which allows him to allocate more time to his family.

Miss Y has expressed that achieving work-life balance is her top priority. In her current company, she has developed strong relationships with her team members over the years, allowing for a seamless work dynamic. Additionally, Miss Y has a daughter and recently battled cancer, making it even more crucial for her to have a position that enables her to work smoothly while also having time for her family. Miss Y believes that in a larger position, it would be challenging to maintain the same level of familiarity and flexibility that she currently enjoys.

Mister Z has emphasized the importance of quality of life in his current position. He appreciates that this role enables him to pursue his hobbies and enjoy activities he is passionate about, all while taking care of his mother. Moreover, Mister Z has started planning his own small business while balancing his work responsibilities. He expresses great satisfaction in being able to effectively manage his work-life balance.

#### **4.2.3 Workplace dynamism**

During interviews, the emphasis is on workplace dynamism, which pertains to how well an organization can promptly and efficiently adapt to changes, cope with new situations, and foster an engaging and dynamic work environment for its staff. Such an environment encourages employees to remain enthusiastic, motivated, and inspired as they embrace fresh challenges and actively contribute to the company's success. Emphasizing the Maslow hierarchy of needs, such a dynamic workplace enables individuals to explore their passions, talents, and skills fully, providing opportunities for growth and making meaningful contributions, thus leading to a sense of purpose and fulfillment as they strive for self-actualization.

Crucial to fostering workplace dynamism is transformational leadership, characterized by inspiring leaders who establish a clear vision, promote teamwork, and empower employees to excel and adapt to change. These leaders also encourage intellectual stimulation, fostering critical thinking, creativity, and innovation, which in turn leads to continuous improvement that relate to Individualized consideration

promoting self-development, and delegating tasks as growth opportunities to reach overall success for the organization.

Mister X shared that he was promoted to the position of sales manager, overseeing four different medicine ports. His experience and expertise in the field have equipped him to excel in this role. Additionally, he has had the opportunity to rotate to another role focused on customer engagement, which has allowed him to continuously learn and stay active, despite being older. By offering such opportunities for career advancement and continuous learning, embrace new challenges, and remain enthusiastic.

Miss Y expressed that the company promoted her from a sales role to a product manager supervision two different ports. However, when she started feeling bored with her work, she had open conversations with her manager. As a result, she was transferred to a new role in the digital department, which reignited her passion and kept her actively engaged within the same company. This opportunity for a fresh start within the organization allowed Miss Y to continue growing and thriving professionally. By offering flexibility and responsiveness to her needs, the company fostered increased motivation and job satisfaction, ultimately influencing her decision to remain with the company.

Mister Z shared that his work as a sales representative in the company is constantly engaging due to the regular introduction of new medicines in the pipeline. This requires him to continuously study and familiarize himself with these new products, engage with new doctors and hospitals, and adapt to the evolving landscape of digital engagement. He needs to stay active and continuously improve himself to effectively promote the new medicines and engage with stakeholders keeps him motivated and fulfilled within the same company. This dynamic environment and ongoing learning opportunities contribute to his sense of engagement and professional growth, positively impacting his retention within the organization.

#### **4.2.4 Company Loyalty**

During the interviews, two-thirds of the employees emphasized the significance of company loyalty, which refers to the dedication and engagement employees show towards their organization. This loyalty can be related to the love and belongingness

needs in Maslow's hierarchy. Emphasizing meaningful relationships and fostering a sense of belonging within the organization can nurture company loyalty by promoting teamwork, collaboration, and a positive work environment. Recognizing and valuing employee contributions, as well as organizing social events, play a crucial role in strengthening the bond between employees and the organization.

In the context of transformational leadership, inspirational motivation (IM) encourages employees to embrace the company's shared vision and strive for excellence. Loyal employees are deeply committed to their roles, finding purpose in their work and fully embracing the company's mission and vision. They demonstrate a strong work ethic and enthusiasm, feeling a genuine sense of love and support for the company that goes beyond merely considering it as a workplace. Prioritizing employee well-being, growth, and development leads to reduced turnover and contributes to the overall success of the company.

- Mister X

Mr. X expressed his loyalty to the company, stating that despite not having a pharmacy degree, he feels grateful for the numerous opportunities the company has provided him. He mentioned that his current position within the company is highly esteemed and offers sufficient compensation. Furthermore, he shared a personal experience of battling cancer and praised the company for its understanding and support during his treatment. The company accommodated his needs by transferring him to a less stressful department focused on customer engagement. They also allowed him to work from home and provided sick leave. These gestures made him feel like a valued member of a family. Additionally, Mr. X mentioned his passion for teaching and mentoring younger employees. He found his happiness in sharing his experiences and witnessing their success in their careers.

- Miss Y

Miss Y expressed her loyalty to the company, attributing it to the company's decision to offer her a new role as a digital solution lead after she expressed her dissatisfaction with her current position and desire for a change. She emphasized that the company listened to her and cared about her feeling and career growth, providing her with high-level opportunities and responsibilities despite her lack of a pharmacy degree. Furthermore, when Miss Y discovered that she had cancer and required

chemotherapy and surgery, the company supported her by assisting with hospital fees and expenses. They also allowed her to work from home for nearly a year. These actions made her feel extremely loyal to the company, and she expressed her desire to remain with the organization. Miss Y appreciated the love and support she received from the company, as well as the safe and nurturing environment that enabled her to have a meaningful job and overall well-being.



## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Conclusion**

This research paper focuses on understanding the reasons why some employees choose to stay with a multinational pharmaceutical company for over 5 years. The aim is to uncover the factors that contribute to long-term job retention. The study utilized face-to-face in-depth interviews with three high-performing employees from different positions and departments within the company. This qualitative approach allowed for a comprehensive exploration of their experiences and perspectives. The selected participants had a minimum of five years of experience with the company, ensuring insights based on their long-term commitment. The research aims to provide valuable insights for improving employee retention and overall organizational success in the pharmaceutical industry.

Based on the analysis of the interview data, the writer has identified three key factors that contributed to the interviewee's long-term tenure in the same company. These factors include: 1) a competitive salary, 2) Work-life balance, and 3) Workplace Dynamism. 4) Company loyalty

The first factor is a competitive salary, a vital factor that significantly impacts long-term employee retention within a company. When exceptional performers are acknowledged through higher salary increments, bonuses, and rewards, they tend to remain committed and motivated in their roles within the organization. The financial benefits and recognition act as strong motivators, reducing their inclination to explore other job prospects. By providing a competitive salary, companies can attract skilled individuals and also foster a sense of loyalty and dedication, fostering long-term retention leading to success of an organizational.

The second factor, work-life balance within the company, plays a significant role in the interviewee's satisfaction and contentment. Although a competitive salary is valued, their top priority is having quality time with their family. They prioritize a

healthy work-life balance over pursuing higher positions that may bring more money but also increased pressure and demands. The interviewee believes their current role offers a safe and supportive environment, allowing them to maintain a good work-life balance, which ultimately contributes to their overall happiness and job satisfaction. This emphasis on work-life balance strengthens their commitment to the company and their desire to remain in a positive and fulfilling work environment.

The third factor is the Workplace dynamism. The company's ability to adapt and embrace new policies and practices significantly impacts the interviewee's long-term retention. Through effectively adjusting to new rules, strategies, and changes, the company cultivates an environment that fosters continuous learning and growth contributes to the interviewee's professional development. This dynamic atmosphere keeps employees actively engaged and refreshed, even after an extended period of working within the same company. That serves as a strong motivation for them to remain committed to the organization.

The last factor is company loyalty, Company loyalty represents a deep sense of dedication and engagement among employees towards their organization. These individuals are genuinely committed to their roles, derive meaning from their work, they exhibit a strong dedication to their tasks, enthusiasm, and an emotional connection that goes beyond considering the company as a mere workplace. Prioritizing employee well-being, growth, and advancement plays a crucial role in reducing employee turnover and fostering employee loyalty within the organization. By emphasizing these factors, companies can retain talented employees and drive overall success.

## **5.2 Recommendations**

To retain high-performing employees effectively, HR department in organization should implement strategies that consider Maslow's Hierarchy of Needs and Transformational Leadership theory. These strategies include addressing diverse employee needs such as competitive compensation, a safe work environment, and growth opportunities. Creating a supportive work culture involves inspiring employees with a clear vision, effective communication, and personal development opportunities, while ensuring managers embody transformational leadership principles. Enabling

growth and development can be achieved through training programs and challenging projects, empowering employees to enhance their skills, take ownership of their work, and progress in their careers. Promoting work-life balance, acknowledging high performance through feedback, rewards that organization value their contribution by reinforcing these strategies that lead to successful employee retention.





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