

## **Problems in Retention of Medical Representatives in selected Pharmaceutical Companies in Pune**

**Prof. Ashish Mohture**, Assistant Professor, Modern Institute of Business Management, Pune 05. E-mail id : ashishmohture@rediffmail.com

**Dr. Mrs. Vani Laturkar**, Dean (Management) SRTMU,  
Nanded. E-mail id : vanilaturkar@gmail.com

---

### **ABSTRACT**

Employee turnover is an important metric that is often central to organizations' workforce planning and strategy. The reasons why employees leave their current positions—not just the fact that they leave—have crucial implications for future retention rates among current staff, job satisfaction and employee engagement, and an organization's ability to attract talented people for job vacancies.

Employee turnover is defined as “the rate at which employees enter and leave a company in a given fiscal year.” Regardless of the health of the economy, turnover is an important metric for HR professionals because it allows them to focus not only on retaining their current workforce but also on planning for the future. Reasons organizations track turnover include the following: lost productivity during the time when positions are vacant; a loss of institutional knowledge; diminished productivity and efficiency from those who remain at the organization and must compensate for job losses by taking on additional work and subsequently training the new hire; hiring and on boarding costs for new employees; and, potentially, decreased customer satisfaction, which is a result of having fewer personnel around to handle requests. In other words, employee turnover can be very expensive and presents new management challenges, so it is “more efficient to retain a quality employee than to recruit, train and orient a replacement of the same quality.”

This research paper is based on primary database which was collected during February/ March 2014 from Medical representatives in Pharmaceutical companies in Pune city. In this research paper, we have tried to find out the reasons of switching the existing organization by employees, do employees want to switch their existing organization or not, etc.

**Key Words :-** Employees turnover, Satisfaction of employees, Pharmaceutical industry.

---

## INTRODUCTION :-

Indian industrial sector consists of various types of industries. Some of them are textile, chemical, software, banking, food processing, agricultural, steel, machinery, pharmaceutical, etc. Each industry has its own importance in it. But among all the industry, pharmaceutical industry of India has a great importance as this is the largest industry in the world. It ranks 4th in the world, pertaining to the volume of sales. The estimated worth of the Indian Pharmaceutical Industry is US\$ 6 billion. The growth rate of the industry is 13% per year. Almost most 70% of the domestic demand for bulk drugs is catered by the Indian Pharma Industry. The Pharma Industry in India produces around 20% to 24% of the global generic drugs. The Indian Pharmaceutical Industry is one of the biggest producers of the active pharmaceutical ingredients (API) in the international arena. The Indian Pharma sector leads the science-based industries in the country. Around 40% of the total pharmaceutical produce is exported. 55% of the total exports constitute of formulations and the other 45% comprises of bulk drugs. The Indian Pharma Industry includes small scaled, medium scaled, large scaled players, which totals nearly 300 different companies.

This industry is directly related to health of human beings, so it has a greater importance than any other industry. Sales, production, product management team (PMT), research & development (R & D), finance, quality assurance (QA), quality checks (QC), human resource, etc. are some important departments of any pharma companies. Among all the departments present in the pharma companies, employee turnover of sales department is very high when compared to other departments.

Moving towards employee retention, it is a business management term referring to retain current employees in the organization. Employee retention is a systematic effort by employers to make and maintain the company environment that encourages existing employees to remain in the current organization. It also affect on the costs of employee turnover (including hiring costs, training costs and productivity loss). Averagely replacement costs are 2.5 times the salary of the individual. The costs related with turnover are directly related to loss of customers and business. In addition to this, time spent in screening, verifying credentials, references, interviewing, hiring and training the new employee are the areas of cost (Workforce Planning for Wisconsin State Government, 2005).

Employee retention may include policies and practices companies use to prevent capable employees from leaving their jobs. To retain important employees is one of the biggest problem companies are facing in the competitive marketplace. In order to make a successful company, employers should implement as many options as possible when it comes to retaining employees, as well as secure their trust and loyalty so they have less of a desire to leave the organization.

Employee retention includes taking measures to encourage employees to remain in the organization for the maximum period of time. Corporate are facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. There is no dearth of opportunities for talented persons. There are many organizations which are looking for such employees. If a person is not satisfied by the job he is doing, he may switch over to some other more suitable job. In today's environment it becomes very important for organizations to retain their employees.

## **BENEFITS OF EMPLOYEE RETENTION**

Former chairman of Infosys says that, "The asset of their company becomes zero, when their employees go home at the end of the day". Without qualified people who are good at what they do, any company would be in serious trouble. The retention of existing employees in a long manner saves the company's money. There are advertising and recruiting expenses, orientation and training of the new employee, decreased productivity until the new employee is up to speed, and loss of customers who were loyal to the departing employee. It's an investment to find, recruit and train the best employees. Once a company has selected talented people, the ROI requires closing the back door to prevent them from walking out." When an employee leaves a company for a direct competitor, there is always a chance that they will take important business strategies and secrets with them to be explained by the competition. This may be the important reason why the retention of employees is so crucial to some businesses. Recruiting and hiring from your competitors is probably as old as business itself. But what is new – and important topic among employers – is how to attract and retain qualified candidates in a highly competitive labour market while also preventing their own intellectual capital from winding up in the hands of competitors. The process of employee retention will benefit an organization in the following ways:

- 1) **Cost:** The cost of employee turnover adds lots of many to a company's expenses. While it is difficult to fully calculate the cost of turnover (including hiring costs, training costs and productivity losses), industry experts often quote 25% of the average employee salary as a conservative estimate.
- 2) **Knowledge:** When an employee leaves, he takes with him valuable knowledge about the company, customers, current projects and past history (sometimes to competitors). Often much time and money has been spent on the employee in expectation of a future return.
- 3) **Customer Service:** Customers and clients do business with a company through the employees. Relationships are developed that encourage continued sponsorship of the business. When an employee leaves, the relationships that employee built for the company

are severed, which could lead to potential customer loss.

- 4) **Turnover leads to more turnovers:** Other employees may copy the activity of leaving the organization by seeing the employees those who left the organization. The unspoken negativity often intensifies for the remaining staff.
- 5) **Goodwill:** The goodwill of a company is maintained when the attrition rates are low. Higher retention rates motivate potential employees to join the organization.
- 6) **Efficiency:** When an employee gives his resignation, a good amount of time is lost in hiring a new employee and then training him/her and this in turn leads to company losses, which many a time go unnoticed.

## REVIEW OF LITERATURE

A large number of studies have already been undertaken in the field of employee retention as retaining employees in an organization plays a very crucial part as it involves regaining the confidence, trust and loyalty of an individual who now has an opportunity which is somehow better than the present one. Mere selection does not ensure the growth, prosperity and smooth functioning of an organization but it requires continuous monitoring and support of the management to take out the best from their employees. (TiwariPankaj, BatraShaizal, Naidu Gargi, 2008). B. Ramakrishnan, Managing Director, C & K Management Ltd., TMI Network opines that the most important HR challenge is finding good people and, secondly, retaining them. N. R. Narayana Murthy, one of the most successful industry leaders, holds a firm belief that people are the most important asset of an organization. He says, "When our key assets, i.e., employees walk out every evening, our net worth is reduced to zero. Our challenge is to ensure that they come back next day rejuvenated, refreshed and energized." (Chary, 2002: 77). Employee retention has become a major challenge for HR executives all over the pharmaceuticals industry. Organizations embarking on talent management need to review their current HR practices. The war for talent has focused on acquiring and retaining the best. Human resources play a significant role in reaching organizational effectiveness and performance. (Huselid, 1995). Competition and the lack of availability of highly talented skilled employees make finding and retaining talented employees a major priority for organizations. (Flegley, 2006). In cultivating a high-performance workforce, both assessment of employees to ensure the best match to the job and the company and assimilating them to ensure successful integration into the workplace, the culture of the organization and specific roles and responsibilities are equally important. (Morgan, 2004) Organizations are laying emphasis on initiatives that can be put in place to help it retain and nurture the talent. (Pandit, 2007).

From a managerial perspective, the attraction and retention of high-quality employees is more important today than ever before. A number of trends (e.g. globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. While there are important differences across countries, analysis of the costs of turnover (Hinkin & Tracey, 2000) as well as labor shortages in critical industries across the globe, have emphasized the importance of retaining key employees for organizational success. In response, managers have implemented human resources policies and practices to actively reduce avoidable and undesirable turnover (Fulmer, Gerhart, & Scott, 2003; Hom, Roberson, & Ellis, 2008; Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006; Michaels, Handfield-Jones, & Axelrod, 2001).

Given the development of new managerial approaches to retention, labor market dynamism, and evolution in research methodology and technology, it is not surprising that turnover continues to be a vibrant field of research despite more than 1500 academic studies addressing the topic. While strategic human resource researchers are still investigating the causal mechanisms between HR practices and firm performance (Collins & Clark, 2003; Hatch & Dyer, 2004), most include voluntary turnover as a critical component of the equation (Shaw, Gupta, & Delery, 2005; Ulrich & Smallwood, 2005). Put differently, the topic of voluntary turnover is a vital bridge between macro strategies and micro behavior in organizations. It is one variable that conceptually connects the experiences of individuals in organizations to critical measures of success for those organizations. Emerging evidence suggests that as much as 30–40% of market value is attributable to intangible factors (e.g., strategy execution, managerial credibility, management experience, attracting and retaining talent, and compensation strategy) (Beatty, Huselid & Schneider, 2003).

Moreover, employee turnover has important implications for the individual leaving the job. Significant energy is expended on finding new jobs, and adjusting to new situations. In addition, giving up known routines and interpersonal connections at one's previous place of employment can be very stressful (Boswell, Boudreau and Tichy, 2005). Thus, the topic of turnover is clearly relevant to managers, researchers and individuals (Zedeck and Mosier, 1990). The most recent thorough reviews of the turnover literature were Hom and Griffeth (1995) and Maertz and Campion (1998). In 2000, Griffeth, Hom and Gaertner published a valuable turnover meta-analysis. Importantly, since the last major review there have been many theoretical advances including relational perspectives (e.g., network centrality, perceived coworker support, interpersonal citizenship behavior [Mossholder, Settoon, & Henagan, 2005]), "overall job attitude" (e.g., combination of job satisfaction, organizational commitment) as a predictor of "integrative behavioral criteria" (focal performance, contextual performance, lateness, absence,

turnover; Harrison, Newman, & Roth, 2006), the unfolding model of turnover (Lee, Mitchell, Holtom, McDaniel, & Hill, 1999), and job embeddedness (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001 ). Given the importance of turnover for researchers and practitioners and a number of compelling new turnover theories, we believe that there is a need for an extensive summary of the field coupled with recommendations for future research.

To capture the evolution of the field researcher will organize this review chronologically. In the following pages, researcher will first briefly address the time period before 1985, then move on to the time period from 1985 to 1995, and finally focus on the advances of the past decade from 1996 until the present. For each time period, researcher will present a figure illustrating the focus of the period's research. These graphs will help in visualizing how turnover research has progressed from a fairly simple view to a more complex, dynamic, multivariate view. Because prior review articles have done an excellent job in reviewing the turnover research from the 1970s through 1995 (Cotton & Tuttle, 1986; Hom & Griffeth, 1995; Maertz & Campion, 1998), research will emphasize work from the past decade. Further, because space limitations do not permit researcher to mention every paper that has contributed to the turnover research domain, researcher will focus on articles that are representative of the trends. Researcher will also highlight a number of exemplary articles to clearly signal where the field needs to go and how it might get there. To identify research that is both representative and exemplary researcher carefully reviewed all articles on the topic of voluntary turnover or employee retention published in major journals over the past decade. As researcher reviews this evolving literature he will describe how the research has expanded both horizontally and vertically. More specifically, in looking at the earliest models of turnover, the basic tenet was that job dissatisfaction caused turnover. Over time, researchers looked at more predictors (e.g. organizational commitment, job alternatives). They investigated the causes of these predictors (moving horizontally to the left) and the consequences of turnover (moving horizontally to the right). They also added predictors and criteria (vertical expansion) and looked at different levels (horizontal expansion) such as group or organizational variables (e.g. HR practices, turnover climate). Thus, researcher's chronological review will show the expansion from immediate causes and consequences to more distal ones and from a focus on individual attitudes and individual turnover to other levels of interest such as group or organizational variables. In short, turnover has emerged as an interesting, complex process with multiple indicators and outcomes.

**OBJECTIVES :-**

- **Primary Objective:**

- a. To study the problem of retaining medical representatives in pharmaceutical companies

- **Secondary Objectives:**

- a. To study problems faced by sales force in pharmaceutical industry.
- b. To identify the reasons for leaving the existing organization by employees.

**SCOPE:-**

This research has wide scope in retention of medical representative in pharmaceutical industry. As the attrition of employees is harmful for any organization it is very important to retain your capable existing employees. We have tried to find that, what are the reasons for leaving the existing company by its employees? This research paper may help pharma companies to retain their potential employees.

**METHODOLOGY :-**

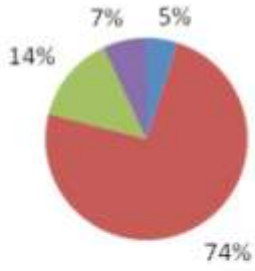
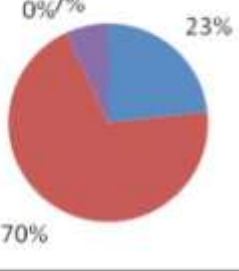
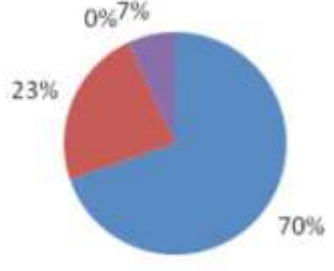
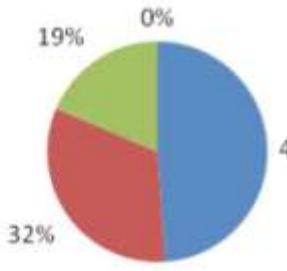
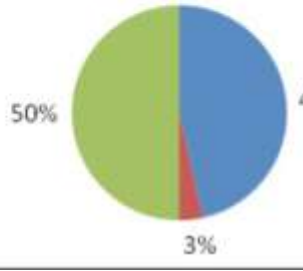
This research paper is based on primary data collected during February/March 2014 from Medical representatives of various Pharmaceutical companies in Pune city. It is largely based on Primary data, dealing with various aspects of employee retention, sales force problems, and pharmaceutical industry. Data collection used in this project is through questionnaire. Questionnaire has been prepared to get the relevant information from the respondent. Sample method used for survey is Convenience Sampling. Sample Size of 43 respondents has been taken for study. Secondary Data used are research papers, online journals, reference books, online reference books, etc.

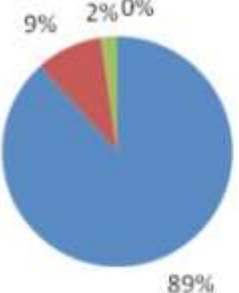
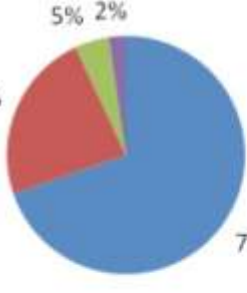
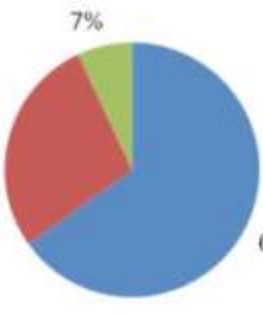
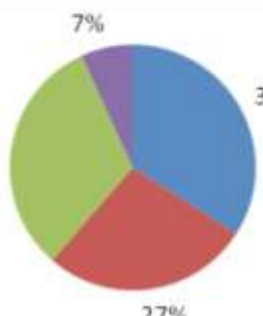
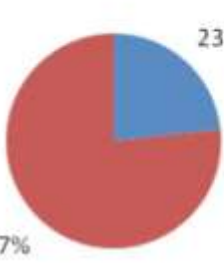
**Respondent's profile, sample size:-****Respondents Profile: -**

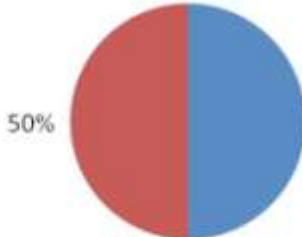
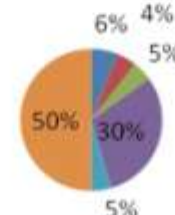
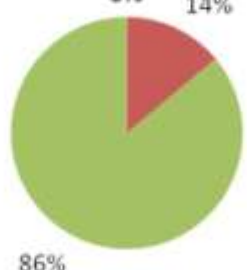
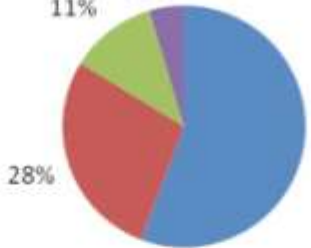
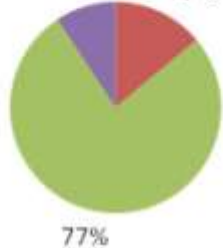
Profile of respondent's profile are as follows, Sales officer, Medical representative, Marketing executive, Professional Service Executive, Business Development Officer, Territory officer, Service Officer.

**Sample Size: - 43.**

**DATA ANALYSIS AND INTERPRETATION :-**

|                                                         |                                                                                                                                                                                                                        |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Association with current organization.               |  <p> <span>■</span> Less than 1 year<br/> <span>■</span> 1 to 3<br/> <span>■</span> 4 to 5<br/> <span>■</span> Above 5 years </p>    |
| 2. Satisfaction level with the organization's policies. |  <p> <span>■</span> Highly satisfied<br/> <span>■</span> Satisfied<br/> <span>■</span> Not satisfied<br/> <span>■</span> Neutral </p> |
| 3. Reporting to manager.                                |  <p> <span>■</span> Daily<br/> <span>■</span> Weekly<br/> <span>■</span> Monthly<br/> <span>■</span> Other </p>                     |
| 4. Relation with manager.                               |  <p> <span>■</span> Excellent<br/> <span>■</span> Very good<br/> <span>■</span> Good<br/> <span>■</span> Poor </p>                 |
| 5. Appreciation of work by manager.                     |  <p> <span>■</span> YES<br/> <span>■</span> NO<br/> <span>■</span> Total </p>                                                      |

|                                                |                                                                                                                                                                                                                                                         |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Setting of targets.                         |  <p>89% 9% 2% 0%</p> <ul style="list-style-type: none"> <li>Set by management</li> <li>Set by manager</li> <li>Set in consultation with you</li> <li>others</li> </ul> |
| 7. Frequency of sharing of ideas with manager. |  <p>70% 23% 5% 2%</p> <ul style="list-style-type: none"> <li>Weekly</li> <li>Monthly</li> <li>Quarterly</li> <li>Yearly</li> </ul>                                    |
| 8. Frequency of T & D activities/programs.     |  <p>65% 28% 7%</p> <ul style="list-style-type: none"> <li>At the time of joining</li> <li>Introduction of new drug</li> <li>As per the need</li> </ul>               |
| 9. Effectiveness of T&D activities/programs.   |  <p>34% 27% 32% 7%</p> <ul style="list-style-type: none"> <li>Excellent</li> <li>Very good</li> <li>Good</li> <li>Poor</li> </ul>                                   |
| 10. Plan to switch current organization.       |  <p>23% 77%</p> <ul style="list-style-type: none"> <li>YES</li> <li>NO</li> </ul>                                                                                   |

|                                                               |                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. A) Reasons behind switching current organization.         |  <p>50% 50%</p> <ul style="list-style-type: none"> <li>Salary</li> <li>Better Opportunities</li> </ul>                                                              |
| 10. B) Reasons behind not switching the current organization. |  <p>6% 4% 5% 50% 30% 5%</p> <ul style="list-style-type: none"> <li>Healthy relation with manager</li> <li>Fare salary</li> <li>Proper incentive structure</li> </ul> |
| 11. Call Average per day.                                     |  <p>0% 14% 86% 0%</p> <ul style="list-style-type: none"> <li>Less than 5</li> <li>5 to 8</li> <li>9 to 12</li> <li>more than 12</li> </ul>                         |
| 12. Feeling of security about job.                            |  <p>5% 11% 56% 28%</p> <ul style="list-style-type: none"> <li>YES</li> <li>NO</li> <li>NEUTRAL</li> <li>CAN'T SAY</li> </ul>                                      |
| 13. Level of stress during the job.                           |  <p>9% 0% 14% 77%</p> <ul style="list-style-type: none"> <li>Always</li> <li>Frequently</li> <li>Sometimes</li> <li>Never</li> </ul>                              |

## **FINDINGS**

- Maximum employees are associated with the organization from 1 to 3 years.
- Most of the employees are satisfied with the current organizations.
- Daily reporting is the scenario in pharmaceutical industry.
- Relation of medical representative with their managers found to be very good.
- Maximum managers appreciate the work of medical representatives.
- Most of the time, targets are set by management and sometimes by managers.
- Sharing of ideas is carried out weekly basis.
- At the time of joining most of the training & development activities are carried out.
- T & D activities found effective in nature.
- Maximum employees want to stick with their current organization.
- Salary & better opportunities are the reason for switch over the current organization.
- Better opportunity & growth is the main reason for sticking with the current organization.
- 9 to 12 is the call average in pharmaceutical industry.
- Maximum employees feel their job is secured.
- Stress level is low in pharmaceutical industry.

## **SCOPE FOR FURTHER RESEARCH**

- Profit & loss with respect to retention of employees to the organization.

## **CONCLUSION**

Waiting time at hospitals, target set by managements, treatment given by chemist, these are some problems faced by medical representatives. Salary & better opportunities are the reason for employees to switch the current organization. Better opportunity & growth is the main reason for sticking with the current organization. Most of the time, targets are set by management and sometimes by managers.

**REFERENCES:-**

- 1) Chary, S.N. (2002), "Business Gurus Speak", New Delhi: McMillan India Ltd.
- 2) Transformation in the Pharmaceutical Industry – Developing Customer Orientation at Pharma Corp by Rainer Alt, Institute of Information Management, University of St. Gallen, Switzerland, 16th Bled eCommerce Conference eTransformation, Bled, Slovenia, June 9 - 11, 2003.
- 3) Flegley, S. (2006), "Talent Management Survey Report", SHRM Research, Alexandria, VA.
- 4) Huselid, M.A. (1995), "The Impact of Human Resource Practices on Turnover, Productivity and Corporate Financial Performance", Academy of Management Journal, Vol. 38, pp 635-72.
- 5) ATTRITION ISSUES AND RETENTION CHALLENGES OF EMPLOYEES SARITA M SAMSON, ATSS College of business studies and computer application, C/2, MIDC area, Opp Chichwad east post office, Chinchwad, Pune-19, ASIA PACIFIC JOURNAL OF RESEARCH IN BUSINESS MANAGEMENT, Volume 4, Issue 7 (JULY, 2013) ISSN 2229-4104.
- 6) Morgan, R. (2004), "Positioning Success from the Start: Strategic Employee Assessment and Assimilation Practices", Burkholder, N.C., Edwards, P.J. Sr. and Sartain, L (Eds.), on Staffing: Advice and Perspectives from Human Resource Leaders, John Wiley & Sons, Hoboken, N.J., pp 19-29.
- 7) Pandit, YVL. (2007), "Talent Retention Strategies in a Competitive Environment", NHRD Journal, Hyderabad, pp 27-29.
- 8) HR Practices as Determinants of Organizational Commitment and Employee Retention \* Lecturer, Rayat & Bahra Institute of Engineering & Bio-Technology (RBIEBT), Sahauran, Near Kharar, Mohali, Punjab, India *Prabhjot Kaur Mahal*\*
- 9) Ramakrishnan B. (2006), Managing Director, "Finding Good People is the Challenge," The Human Factor, May-June, 2010, Vol. 2, Issue 6, New Delhi.
- 10) Rana Geeta, Goel Alok, Gargo Pooja. (2010), "Upcoming Trends in Talent Management in Indian Organizations: Empirical Study", HR Journal of Management, Vol. 3, No. 1, Apr – Sept, 2010, pp 16-24.
- 11) THE CONCEPTUAL STRATEGIES OF EMPLOYEE RETENTION, ZENITH International Journal of Business Economics & Management Research, ISSN 2249-8826 ZIJBEMR, Vol.3 (3), March (2013).

- 12) TiwariPankaj, BatraSahizal, Naidu Gargi. (2008), "Attracting, Identifying and Retaining BestHuman Resources for an Organization", IMI Disha, Vol. I, No.2, Nov. 2008, Indore.
- 13) Verma K. Shekhar, (2009), "Reward System a Better Performance Management in the Organization", HR Journal of Management, Vol. 3, No. 1, Apr – Sept, 2010.
- 14) Iverson, R.D.,& Pullman, J.A. (2000). Determinants of voluntary turnover and layoffs in an environment of repeated downsizing following a merger: an event history analysis. Journal of Management, 26, 997–1003.
- 15) Lawler, E.E. (2007). Why HR practices are not evidence based. Academy of Management Journal, 50, 1033–1036.

### **Websites : -**

- 1) <http://www.articlesbase.com/human-resources-articles/turn-over-of-sales-force-and-their-specific-ways-of-retention-strategies-in-the-indian-pharma-industry-6497645.html> (23-03-2014)
- 2) <http://www.keepem.com/AZtips.asp> (2-14-2014)
- 3) <http://retention.naukrihub.com/attrition-rates-in-different-sectors.html> (12-05-2014)
- 4) <http://pharma.about.com/b/2012/02/22/pharma-employment-still-taking-hits.htm> (13-06-2014)
- 5) [http://en.wikipedia.org/wiki/Employee\\_retention](http://en.wikipedia.org/wiki/Employee_retention) (20-05-2014)
- 6) [http://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=r-ja&ved=0CCgQFjAA&url=http%3A%2F%2Fwww.ijep.org%2Fdoc%2FV2-IS1-Jan13%2Fij4.pdf&ei=gN2UUqn3NsaMrQeNh4DwAw&usg=AFQjCNFWsnIV-jLIZ5fzhNMpmRe\\_p-m9kAA&bvm=bv.57155469,d.bmk](http://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=r-ja&ved=0CCgQFjAA&url=http%3A%2F%2Fwww.ijep.org%2Fdoc%2FV2-IS1-Jan13%2Fij4.pdf&ei=gN2UUqn3NsaMrQeNh4DwAw&usg=AFQjCNFWsnIV-jLIZ5fzhNMpmRe_p-m9kAA&bvm=bv.57155469,d.bmk)(23-02-2014)
- 7) <http://connection.ebscohost.com/c/articles/84440896/exploring-problems-medical-representatives> (08-04-2014)
- 8) [http://articles.economictimes.indiatimes.com/2007-08-21/news/27688025\\_1\\_pharma-industry-talent-crunch-pharma-companies](http://articles.economictimes.indiatimes.com/2007-08-21/news/27688025_1_pharma-industry-talent-crunch-pharma-companies) (23-01-2014)
- 9) [http://www.academia.edu/248621/Retention\\_of\\_employees\\_at\\_pharmaceutical\\_industry\\_PROJECT\\_REPORT\\_MBA\\_MARKETING](http://www.academia.edu/248621/Retention_of_employees_at_pharmaceutical_industry_PROJECT_REPORT_MBA_MARKETING) (03-04-2014)

