# Employee Retention in Pharmaceutical Companies in Malaysia

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**Abstract:** In pharmaceutical companies in Malaysia, employee retention is a huge responsibility for Human Resources Management. In today’s global economic landscape, many companies are moving towards globalization and employees are more inclined to change organizations in search of better opportunities and growth. This has become a major concern, and retaining employees has been one of the competitive strategies because employees leaving the organization carry with them their skills and knowledge. The main focus of this study is to understand the factors that influence employee retention at pharmaceutical companies in Malaysia. The research objectives were to examine whether reward, career advancement, and manager engagement have a significant influence on employee retention in pharmaceutical companies in Malaysia. This is a correlation study focusing on the relationship between rewards, career advancement, manager engagement, and employee retention in pharmaceutical companies. This research was conducted in a natural setting in a non-contrived manner using non-probability convenience sampling. A questionnaire was distributed to 400 employees working for pharmaceutical companies in Malaysia, regardless of position. The validity and reliability of the questionnaire were checked, and responses were collected and analyzed via SPSS software. The analysis and research findings showed that rewards, career advancement, and manager engagement positively influenced the retention of employees in pharmaceutical companies in Malaysia. All independent variables show a significant beta coefficient, with a p value of 0.00 for rewards and career advancement and a p value of 0.001 for the manager’s engagement. The result supported the hypotheses and was accepted.

**Keywords**: *Segmentation, Targeting and Positioning, Mobile Customers’ Experience, Experiential Mix, Customer Experience, MNO’s, Ghana.*



# Introduction and Background

Employee retention is becoming an important parameter in assessing the success of an organisation (Aguenza & Som, 2018). One of the most valuable dimensions in an organization is employee retention (Ivana & Chiripuci, 2020). For an organization to be competitive, it has to maintain an experienced and efficient workforce, and employee retention is affected by multiple factors (Kalyanatamitra et al., 2020).

Due to its growing population and longer life expectancy, Malaysia expects to increase healthcare expenditures to improve facilities and services (Mida, 2020). Figure 1.0 shows that the number of companies and employees in the pharmaceutical industry continues to grow year by year.

# Literature Review

**XX:** Mobile network operator (MNO) is also known as a cellular organisation (business), wireless service provider, mobile network carrier, or a wireless carrier (Chepkemoi, 2017). Mobile network operators involve those bigger cellular phone carriers that mostly own equipment and offer mobile phone services to the public or customers (Fendelman, 2017).

**H1:** Different customer age groups experience mobile network operators differently.

# Research Methodology

This article forms part of a major study regarding value creation through experiential marketing. Ten regions in Ghana namely Ashanti, Brong Ahafo, Greater Accra, Eastern, Central, Northern, Western, Upper West, Volta, and Upper East constituted the study. The target population included the customers or subscribers of the mobile network operators who are in the ten regions of Ghana.

# Results

This section presents sets of results relating to the profile of respondents’ experiences towards network operators, the characteristics of the total sample, and the comparison of participants regarding their experience based on the demographic and geographic characteristics (gender, age, level of education, and region).

**Profile of Respondents:** Table 1 displays a summary of the characteristics of the total sample of customers or subscribers who participated in the study.

# Table 1: Demographic and Geographic Information Pertaining to XXX

| **VARIABLE** | **FREQUENCY** | **PERCENTAGE** |
| --- | --- | --- |
| **GENDER** |  |  |
| Males | 218 | 52.5% |
| Females | 197 | 47.2% |
| **Total** | **415** | **100%** |
| **AGE** |  |  |
| 19-30 | 215 | 51.8% |
| 31-40 | 105 | 25.3% |
| ˃41 | 95 | 22.9% |
| **Total** | **415** | **100%** |
| **EDUCATION** |  |  |
| No schooling | 21 | 5.1% |
| Primary school | 36 | 9.2% |
| High school | 116 | 28% |
| Certificate/Diploma/Degree | 180 | 43.4% |
| Post-graduate qualification | 60 | 14.5% |
| **Total** | **415** | **100%** |
| **TYPE OF CUSTOMER** |  |  |
| Individual | 271 | 65.3% |
| Agent | 36 | 8.7% |
| Retailer | 45 | 10.8% |
| Wholesaler | 35 | 8.4% |
| Other | 28 | 6.7% |
| **Total** | **415** | **100%** |
| **CURRENT PREFERRED NETWORK OPERATOR** | | |
| MTN | 209 | 50.4% |
| Vodafone | 111 | 26.7% |
| Airtel | 51 | 12.3% |
| TIGO | 31 | 7.5% |
| GLO | 13 | 3.1% |
| **Total** | **415** | **100%** |
| **REGION** |  |  |
| Brong Ahafo | 107 | 25.8% |
| Ashanti | 113 | 27.2% |
| Northern | 21 | 5.1% |
| Greater Accra | 65 | 15.7% |
| Eastern | 29 | 7% |
| Volta | 12 | 2.9% |
| Western | 18 | 4.3% |
| Upper East | 8 | 1.9% |

**Descriptive Statistics:** Descriptive statistics for the mobile network operators regarding their experiences were conducted and Table 2 below displays the outcome. These provide the average mean scores of the customers regarding their sense, think, feel, act, and relate experiences to the MNO’s, their products/services, activities and programmes.

# Table 2: Descriptive Statistics

|  | **Descriptive Statistics** |  |  |
| --- | --- | --- | --- |
| **Variable** | **Factor Name** | **Mean** | **Std. Dev.** |
| SE | Sense experience | 4.0294 | 0.49207 |
| TE | Think experience | 4.0704 | 0.52426 |
| FE | Feel experience | 4.0530 | 0.52280 |
| AE | Act experience | 4.0231 | 0.52645 |
| RE | Relate experience | 4.0863 | 0.48869 |
| Experiential Mix | Experience dimensions | 4.0524 | 0.41532 |

The mean scores ranging from 4.0294, 4.0704, 4.0530, 4.0231, 4.0863, and 4.0524 were obtained from the sense, think, feel, act, and relate experiences (CX). These results indicate that respondents on average concord with the items contained in the experience mix (CX).

**Analysis of Variance (ANOVA, and Multiple Comparisons):** ANOVA was used to determine whether significant differences exist among participants of the five selected mobile customer experiences (i.e. sense experience, feel experience, think experience, act experience, and relate experience) base on the respondents’ demographic profile variables (age, level of education, type of customer, and current preferred customer). The ANOVA results are displayed in Table 2.

# Table 3: XXXX

| **Independent**  **Variables Dependent Variables (CX) Experience Dimensions** | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Sense Experience** | | **Feel Experience** | | **Think Experience** | | **Act Experience** | | **Relate Experience** | |
|  | F-  values | p- values | F-  values | p- values | F-  values | p- values | F-  values | p- values | F-  values | p- values |
| Age Education  Type of customer  Preferred network operator | 4.998  6.382  1.779  1.325 | 0.002  0  0.132  0.26 | 7.408  5.251  0.909  1.753 | 0  0  0.459  0.137 | 4.238  4.261  1.563  1.707 | 0.006  0.002  0.183  0.148 | 4.782  4.369  2.432  1.705 | 0.003  0.002  0.047  0.148 | 2.42  4.254  1.174  1.421 | 0.066  0.002  0.322  0.226 |

(\*p<0.05; \*\*p<0.001)

The ANOVA conducted on age groups and experience mix (i.e., sense experience, think experience, feel experience, act experience, and relate experience) displayed the following: sense experience df=3, f=4.998, p=0.002, think experience df=3, f=4.238, p=0.006, feel experience df=3, f=7.408, p=0, act experience df=3, f=4.782, p=0.003, relate df=3, f=2.42, p=0.066, experience mix df=3, f=6.877, p=0.

# Table 4: XXXX

| **Levene's Test for Equality of Variances** | | | **T-Test for Equality of Means** | | |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **F** | **Sig.** | **t** | **DF** | **Sig. (2-**  **Tailed)** | **Mean Difference** |
| **Sense experience** | 0.397 | 0.529 | 0.310 | 412 | 0.757 | 0.01486 |
|  |  |  | 0.310 | 407.401 | 0.757 | 0.01486 |
| **Think experience** | 0.030 | 0.863 | -0.438 | 412 | 0.662 | -0.02241 |
|  |  |  | -0.437 | 403.160 | 0.663 | -0.02241 |
| **Feel experience** | 0.421 | 0.517 | -0.119 | 412 | 0.905 | -0.00608 |
|  |  |  | -0.120 | 411.240 | 0.905 | -0.00608 |
| **Act experience** | 1.192 | 0.275 | -0.768 | 412 | 0.443 | -0.03960 |
|  |  |  | -0.775 | 409.455 | 0.439 | -0.03960 |
| **Relate experience** | 0.011 | 0.917 | -1.495 | 412 | 0.136 | -0.07148 |
|  |  |  | -1.499 | 410.672 | 0.135 | -0.07148 |
|  | 0.326 | 0.568 | -0.618 | 412 | 0.537 | -0.02494 |
| **Experiential mix** |  |  |  |  |  |  |
|  |  |  | -0.619 | 409.843 | 0.536 | -0.02494 |

From the Table 3 above, the t-test results for customer experience and dimensions displays and indicated the following values; SE (t = -0.558, df = 412, p-value = 0.577), TE (t = -0.558, df = 412, p-value = 0.577), FE (t = - 0.558, df = 412, p-value = 0.577), AE (t = -0.558, df = 412, p-value = 0.577), and RE (t = -0.558, df = 412, p-

value = 0.577). These results of the t-test found that mobile network customers’ experience had Sig. (2-tailed) values larger than the 0.05 threshold. As a result, the customer experience dimensions were all considered to have a significant difference in average values. Consequently, these factors were said to concur with the opinions of the male and female categories in the study.

# Discussion

The findings from the customers’ age groups concur with H1 (the different customer age groups experience mobile network operators differently) and are compatible with the study conducted by (Amoah, Radder, & van Eyk, 2018; Jonas, Radder, & van Eyk, 2019; Radder & Han, 2015). Respondents aged between 19 and 30 constituted the higher number of customers that experienced network operators differently. About 51.8%experienced the operators similar.

# Managerial Implications and Recommendations

Mobile and telecommunication services are paramount to the growth and success of the Ghanaian economy. Meanwhile, the attempt to offer the best quality and experience mobile network services to the subscribers in Ghana is limited. Concerning the inconsistencies between the gender group (i.e., male and female) and customer experience, network operators must stage experiences positively to appeal to the customers’ senses.

# Conclusion

The objective of this paper was to establish the profile futures, compare and explore the characteristics for mobile network customers who took part in the five selected mobile network operators in Ghana to understand and identify the difference or similarities between these groups and their experiences. Several differences exist as said earlier.

# References

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