

Identifying the Predictors of the Turnover Intentions: A Case of Thailand Pharmaceutical Companies

Panida Ninroon¹, Wareeya Khlungsang², Jiraporn Boonying³, Ronnakorn Vaiyavuth⁴

¹College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: panida.ni@ssru.ac.th

²College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: wareeya.kh@ssru.ac.th

³College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: jiraporn.bo@ssru.ac.th

⁴Chulalongkorn University, Bangkok, Thailand

E-mail: ronnakorn.v@chula.ac.th

Article History:

Submitted: 09.01.2020

Revised: 11.02.2020

Accepted: 05.03.2020

ABSTRACT

Employee turnover has become a serious cost over the period of time. It is prevalent across the borders and all type of businesses. It do result in certain costs for organizations, therefore it must be curbed. Bearing in mind the importance of issue the present study has attempted to examine the factors which do contribute towards the employee turnover intentions. Results oriented appraisals, training, job description and internal career opportunity has been considered as factors which do contribute towards the turnover intentions. The study followed the quantitative approach. Convenience sampling has been used for the data collection and data were collected from the medical representatives residing in Thailand. 500 questionnaires were distributed out of which only 300 were valid and used for data analysis. As per the results, internal career opportunity found to be negatively associated with the turnover intentions. The relationship is valued at -0.075 which means that when the employees perceive that they will have development opportunities within the organization they won't leave the organization. However, the results are contrary to the hypothesis which states that

lack of career opportunity will bring about the turnover within an organization. Going on further the results showed a positive association between job description and turnover intentions. Similarly, the results are showing a positive association between lack of results oriented appraisals and turnover intentions. Finally, the results are showing a positive association between training and turnover intentions. All the results are supportive to the hypotheses of study and all are accepted.

Keywords: HRM practice, intentions, intent to leave, medical representative, Thailand

Correspondence:

Panida Ninroon

College of Innovation and Management

Suan Sunandha Rajabhat University

Bangkok, Thailand

E-mail: panida.ni@ssru.ac.th

DOI: [10.5530/srp.2020.3.15](https://doi.org/10.5530/srp.2020.3.15)

@Advanced Scientific Research. All rights reserved

INTRODUCTION

Employees are considered as an important aspect of an organization without whom the performance cannot be accomplished. Employee behaviors either positive or negative accounts for the success or failure of an organization. In this regard, the managers also play an important role in determining the employee satisfaction and retention in an organization. When an employee leaves the organization then he or she results in cost which is to be borne by the organization itself. Therefore, turnover intentions are a topic of greater interest which needs to be studied across the cultures. Most of the studies have been conducted in Western world which warrants more research in the Asian region.

Similarly, it has also been stated that the turnover has become a widely spread problem in the developing countries such as Malaysia, South Korea and Thailand etc. Therefore, there is need to conduct studies regarding what are the factors which motivates and employee to leave an organization or how it can be prevented. It has become most studied variable as it do result in lower organizational performance. Directly or indirectly turnover damages the organizational reputation. High pay may be one of the factors but there are many other factors at organizational level which needs to be addressed to tackle the turnover among employees. Most of the organizational factors for turnover are related to the management practices which need to be addressed.

Bearing in mind the above discussion the present study has considered the turnover in Thailand's pharmaceuticals

industry as it is one of the major problems there. Organizational performance is the ultimate goal of any organization. Specifically, talking about the performance in pharmaceutical companies of Thailand it has been argued that more research should be carried out in the Thai pharmaceuticals regarding HRM practices as it will help to deal with the challenges such as turnover. Previously, various studies have been conducted in the Thai pharmaceuticals regarding the variables such as satisfaction, learning and information characteristics (Avey, Luthans, & Jensen, 2009; Chimthai, 2009; Yaoprukchai & Kardkarnklai, 2014). Therefore, it warrants more research in the domain of the HRM practices with relation to the turnover.

The pharmaceuticals industry carries high turnover in Thailand which also identifies which has went wrong in this industry. In addition previously significant figures are there which shows that it do carries high turnover of employees. In 2006, turnover rate is pharmaceuticals industry reached 16.9% which is significantly higher than the other industry 11.9% (Wilton, 2006). Moreover in 2010, the pharmaceuticals appeared to be the most affected sector in Thailand which resulted in 35% turnover rate (Dhotre, 2010). It is necessary to conduct research in pharmaceuticals industry of Thailand as it is the fastest growing industry in Thailand and contributing significantly towards the Thai growth. Following figure1 is showing the revenue growth in OCT pharmaceuticals in Thailand. All the amounts are in millions USD.

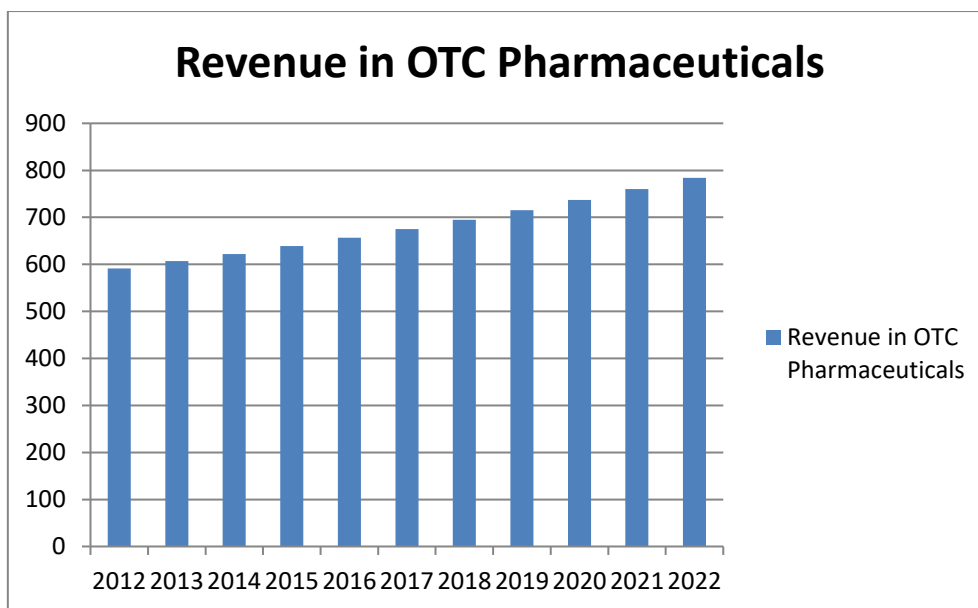


Figure 1

Source: Statista (2019)

When the employees feel that they are not valued by the organization they tend to leave the organization. In other words, if the management of the organization is detached from the employees it will enhance the chances of alienation which ends up in turnover. Previously, it has been argued that the organization's concern towards the employees is reflected in its strategies to manage the human resources in organization (Nasurdin, Hemdi, & Guat, 2008). The practices or policies an organization use or employ in its operations tends to result in employee satisfaction or dissatisfaction. It is more or less a social exchange the better is provided the good is anticipated to get. It is important to bear in mind that the human resource management practices of an organization have deep rooted influence on employees and the representative of its philosophy. Recently a study was conducted and authors suggested studying the antecedents of turnover intentions in pharmaceuticals industry is valuable (Haider, Nisar, Baig, & Azeem, 2018).

Guided by the research gaps the present study is aimed to examine the influence of HRM practices on the turnover intentions. The following are the research questions of the study:

1. What is the association between results oriented appraisals and turnover intentions?
2. What is the association between job description and turnover intentions?
3. What is the association between internal career opportunity and turnover intentions?
4. What is the association between training and turnover intentions?

The following are the research objectives of the study:

1. To examine the association between results oriented appraisals and turnover intentions.
2. To examine the association between job description and turnover intentions.

3. To examine the association between internal career opportunity and turnover intentions.
4. To examine the association between training and turnover intentions.

The study is significant in various ways. First of all the study has considered only specific and very niche of HRM practices such as job description which will enable the policy makers to consider and refine the way to establish job description so that employees may not leave the organization. In addition to this the study will provide guideline to the policy makers under the scope of social exchange context to reconsider the ways in which they can improve the social exchange to retain the employees. The study is also significant because it addressed the turnover problem in Thailand's pharmaceuticals sector which is persistent problem over the years.

LITERATURE REVIEW

Turnover Intention

Turnover intentions have been defined previously in various ways. It has been defined as a deliberate decision to leave the current job and look forward for the new job (Yousaf, Sanders, & Abbas, 2015). In the words of other author (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011) it is the feeling that employee wants to leave the organization. However, it is different from the actual turnover as it is only the intention not the actual turnover where the later one happens when the employee actually leave an organization. Similarly, it is the sensible sentiment to look forward for other job opportunity which may happen due to various factors (Tett & Meyer, 1993; Jermisittiparsert, Namdej, & Siriattakul, 2019; Saengchai, Duangkaew, & Jermisittiparsert, 2019; Saengchai, Thaiprayoon, & Jermisittiparsert, 2019).

Previously, it has been argued that when the employees are extensively engaged in their skills development and give

concentration on their career building and organizational goals they are less likely to engage in turnover (Yousaf et al., 2015). Turnover intentions are not a desirable outcome for organizations as it happens in cost for them and damages their reputation. It also hinders the hiring of the new staff as they become more conscious about joining the organization whose employees are already leaving it (Alsaraireh, Quinn Griffin, Ziehm, & Fitzpatrick, 2014). Conclusively it can be argued as an undesirable for organizations as it tends to result in various costs for organizations. It is the employee willingness to leave the existing organization and go for a new job.

Previously, extensive literature has proved that it has become a challenge for organizations and various strategies are being followed to encompass this challenge. Additionally, it has also become a serious cost for organizations as it hinders the process of recruitment. It further, dampens the process to hire, select and train the employees. When a trained employee leaves an organization then the immediate replacement becomes the need of an organization which results in extra cost to it. Some of the tasks remained pending due to employee left the organization. However, in long run story is different. When the other employees observe such scenarios at organization they tend to be more cautious and tend to be less committed with the organization. In addition, it spreads the waves of uncertainty among the employees and raises several concerns of employees (Yin-Fah, Foon, Chee-Leong, & Osman, 2010).

Regarding the costing of turnover, it is hardly to assess accurately. However, it damages the working, culture and other employees' perceptions about the organization. More importantly, it can shatter the confidence of employees in case it is high in particular organization. In terms of abilities and human capital loss, organizations suffers a lot when a well-trained employee leaves an organization as it no longer have such a precious resource with itself (Yousaf et al., 2015). From monetary point of view organizations have to spend huge amount of cost to hire and train the new employees due to turnover. Accordingly, another study has argued that in case of turnover the organizations have to face the opportunity cost, to select and train new employees and ultimately it lowers the performance of a particular department or organization (Zopiatis, Constanti, & Theocharous, 2014). Notably, the cost of turnover may be adverse or may be very serious for the organizations and employees as well. Most importantly, turnover not only results in cost for organizations but it also happens to result cost in terms of human capital and knowledge lost. Ultimately weakening the overall reputation of the organization, which hinders its ability of further recruitment and selection of competent talent (Silverthorne, 2004)? There are various factors which lead towards the employee turnover however the present study will discuss only few related to the human resource management practices.

Results Oriented Appraisal and Turnover Intention

Appraisals and results oriented appraisal both are quite similar in terms of conceptualization. Result oriented

appraisal has been proposed by various researchers. Recently, it has been defined as a systematic program where do employees are provided with a predefined anticipation regarding the performance standards and how they could accomplish it (Onyije, 2015). In words of other author the performance appraisal or result oriented appraisal denotes to the procedures to define bench marks, providing information and also managing the events with regard to performance of employees (Mwema & Gachunga, 2014). Additionally, it consists of the assessment of performance with managers and employees by completing the forms for performance appraisal. It also consists of the forms with regard to the employee performance evaluation. More broadly speaking, these are utilized to assist the decision making regarding the human resources and also backed by some sort of promotion, demotion, and pay increments etc. (Onyije, 2015).

With regard to the importance of performance appraisal Kampkötter (2017) argued that organizations are established to accomplish specific goals and objectives. All of the strategies are developed by keeping in mind the goals and objectives of organizations. Employees play a vital role in accomplishment of individual or collective goal accomplishment which is vital to the organizational success. Accordingly, the appraisals are used to discriminate the strengths and weaknesses of employees so they can be developed according to the organizational needs. Finally, it will help to improve the employee performance which will benefit in long run as well.

The current study is concerned with the employee turnover which costs the organizations in long run. According to Mwema and Gachunga (2014), performance appraisals give organizations with the opportunity to identify the weakness and overcome it. If employees are appraised based on their performance and provided with sufficient benefits they will not leave the organization. The performance appraisals should be focused on the employees' developments which in turn motivates them to put extra efforts in work. Therefore, it is stated that when the employees are provided with sufficient appraisals and they are listened within an organization then they don't go for the turnover. Hence it is hypothesized that:

H1: Results oriented appraisals are significantly associated with turnover intention.

Job Description and Turnover Intention

Job description can be defined as a set of documents which clearly states the job duties and other things about a particular job. It has been argued that lack of job description or ambiguous job description may result in state of uncertainty for employees who further results in turnover intentions. In addition it was argued that due to lack of job description a trusting relationship cannot be developed which in turn results in turnover intentions (Ahmad, Allen, Raziq, & ur Rehman, 2019). The employees who do not have faith in the job and are lacking the clear description about their jobs will leave the organization. Therefore, it is hypothesized that:

H2: Lack of job description and turnover intentions are associated.

Internal Career Opportunity and Turnover Intention
 Career development is one of the most desirable goals of employees to be accomplished over their professional careers. In this regard it is necessary to remember that the employees who perceived or anticipate a career growth will be satisfied with the jobs and tend to be less oriented towards leaving the job. On the contrary if employees perceive that they cannot develop a good career at job they will think of leaving a current job that results in cost for an organization. Recently it has been argued that career development is assessed by shifting position from one department to other department (de Oliveira, Cavazotte, & Alan Dunzer, 2019; Maher, 2017). Internal career development is more specific, persistent, and for long run in comparison to career development. Sometimes, an individual cannot proceed further due to certain reasons which are known as motives, values and talents which are of personal nature (Chompookum & Brooklyn Derr, 2014; Islam et al., 2019). Therefore, it is stated that when an organization fails to provide the employees with the opportunity to grow and develop their selves while remaining within an organization; the employees tend to leave the organization. Hence it is hypothesized that:

H3: Lack of internal career development is significantly associated with turnover.

Training and Turnover Intention

Training and development is one of the important components of HRM practices. It is defined as a procedure through which organizations provide their employees with relevant skills, abilities and enhance their knowledge with regard to their jobs (Nolan, 2012). In meantime, Manthi, Kilika, and Kimencu (2018) argued that it is the important human resource practice focused at the improvement of

employee performance by providing them with the knowledge, skills and abilities such that can improve their overall productivity. These practices are also found to be associated with the turnover intentions (Chiaburu, Thundiyil, & Wang, 2014). Accordingly, training and development results in improved and enhanced knowledge of employees which do scale up their competence as well (Kulkarni, 2013).

It has been argued that training activities enhances the employee competence and they can perform their jobs well. The effective and efficient training program will enhance the employee productivity, reduces turnover and also enhances their satisfaction (Elliott, Murrell, Harper, Stephens, & Pellowe, 2011; Lei, Luo, Chui, & Lu, 2019; Lewis, 2019). Previously various studies have established an association between training and turnover. However, it is recognized that the findings are not consistent and still there is need to carry out research in this domain. It has been stated that the lack of training results in poor job performance which in turn lead towards the high turnover. Organizations which have widely recognized the training as an important aspect have managed to reduce their turnover and obtain high success rate. Whereas on the other hand some of the studies have also contended that the training influences the satisfaction and commitment (Qayyum, Ahmad, & Khan, 2012). More recently, a study has concluded that training provides the employees with competence which then serves as a tool to reduce the turnover (Imran & Tanveer, 2015).

H4: Lack of training is significantly associated with turnover intention.

Following figure 2 is showing the theoretical framework for the present study

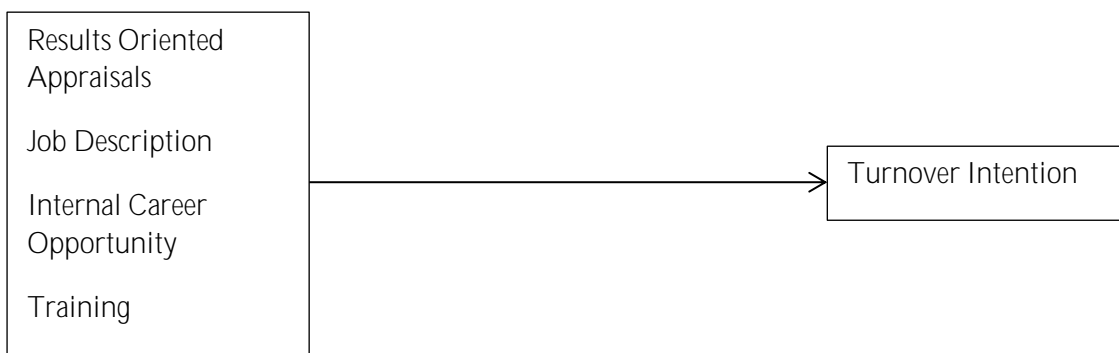


Figure 2

METHODOLOGY

The purpose of the study is to determine the factors which do result in turnover intentions. Results oriented appraisals; job description, internal career opportunities and training are considered as factors which can predict the turnover intentions. The study is quantitative and descriptive therefore, the questionnaire has been used to collect data.

Population of the study is the pharmaceutical company's representatives in Thailand. It is selected as it is challenged with the high turnover. Due to unavailability of sampling

frame the research study followed a non-probability sampling technique. The study has used the convenience sampling technique to collect data.

The data were collected by using the questionnaires. Which composed of two sections as follows; demography and measuring instruments? Demography consisted upon the questions related to personal profile of individuals whereas the measure consisted of the questions related to the constructs. All the measures were adapted from the previous studies. Results oriented appraisals; job description, internal career opportunity and training were

measured by using 4 items each (Delery & Doty, 1996). Turnover intentions were measured by using 6 items. 500 questionnaires were distributed to the medical representatives. After one week questionnaires were recollected from them. A total of 350 questionnaires were collected and only 300 questionnaires were used for data

analysis. PLS-SEM has been used for data analysis. It is preferred as it is non-parametric approach and used to hypothesis testing.

RESULTS

TABLE 1. Confirmatory Factor Analysis

Constructs	Items	Loadings	Alpha	CR	AVE
Internal Career Opportunity	ICP1	0.8	0.767	0.865	0.682
	ICP2	0.868			
	ICP3	0.808			
Job Description	JD1	0.879	0.807	0.887	0.725
	JD2	0.918			
	JD3	0.747			
Results Oriented Appraisals	ROA1	0.757	0.763	0.864	0.681
	ROA2	0.846			
	ROA3	0.868			
Turnover Intentions	TI1	0.928	0.878	0.925	0.804
	TI2	0.866			
	TI3	0.895			
Training	Tr.1	0.882	0.89	0.924	0.753
	Tr.2	0.805			
	Tr.3	0.903			
	Tr.4	0.879			

Table depicts the values for confirmatory factor analysis which is conducted to assess the measurement model of the present study. It is performed to confirm the convergent and discriminant validity.

Table 1 shows the values for the convergent validity. As per the table all the values for the alpha for the variables namely; Internal career opportunity, job description, results oriented appraisals, turnover intentions, and training are 0.767, 0.807, 0.763, 0.878 and 0.890 respectively. This affirms that the scale is reliable. Furthermore, table 1 is showing the values for the factor loadings for the items. As per the criterion the values for the factor loadings should be greater than 0.4. As per the findings the factor loadings of all the items are meeting the criterion therefore, there is no issue with the loadings.

Furthermore, it is also showing the values for composite reliability. As per the standard the value of CR should be greater than 0.8. As per the findings reported in table 1 all the values of CR for the variables namely; internal career opportunity, job description, results oriented appraisals, turnover intentions, and training are 0.865, 0.887, 0.864, 0.925 and 0.924 respectively. However, the findings also reported the values for AVE. The values of the average variance extract for the variables namely; internal career opportunity, job description, results oriented appraisals, turnover intentions, and training are 0.682, 0.752, 0.681, 0.804, and 0.753 respectively. All the standards are met which affirms the convergent validity.

Discriminant Validity

TABLE 2. Fornell & Larckers Criterion

	ICP	JD	ROA	TI	Tr.
ICP	0.826				
JD	0.516	0.851			
ROA	0.441	0.509	0.825		
TI	0.166	0.278	0.293	0.897	
Tr.	0.553	0.559	0.441	0.279	0.868

Table 2 is showing the values for the discriminant validity. According to the Fornell & Larckers criterion the values for the AVE square root should be greater than its correlation

with the other variables. As per the table 2 all the values of AVE square root are greater than the correlations with other variables. Hence discriminant validity is established.

TABLE 3. Cross Loadings

	ICP	JD	ROA	TI	Tr.
ICP1	0.8	0.514	0.364	0.151	0.541
ICP2	0.868	0.344	0.343	0.123	0.408
ICP3	0.808	0.398	0.381	0.132	0.401
JD1	0.453	0.879	0.403	0.231	0.491
JD2	0.419	0.918	0.425	0.271	0.503
JD3	0.46	0.747	0.486	0.202	0.434
ROA1	0.356	0.41	0.757	0.233	0.315
ROA2	0.338	0.395	0.846	0.233	0.407
ROA3	0.396	0.451	0.868	0.259	0.368
TI1	0.161	0.237	0.298	0.928	0.255
TI2	0.111	0.252	0.227	0.866	0.245
TI3	0.172	0.26	0.262	0.895	0.251
Tr.1	0.493	0.445	0.362	0.236	0.882
Tr.2	0.428	0.534	0.396	0.266	0.805
Tr.3	0.487	0.474	0.375	0.222	0.903
Tr.4	0.511	0.475	0.389	0.236	0.879

Table 3 is showing the values for the cross loadings. As per the standard the items should be heavily loaded on the variable and all other values should be less. Table 3 is

meeting the criterion. Therefore, it further strengthen the discriminant validity.

TABLE 4. HTMT

	ICP	JD	ROA	TI	Tr.
ICP					
JD	0.652				
ROA	0.573	0.657			
TI	0.199	0.329	0.357		
Tr.	0.659	0.656	0.533	0.313	

HTMT stands for heterotrait-monotrait correlation ration. As per the standard the values of HTMT should be less than 0.85. However as the discriminant validity of SC and EP is greater than 0.85, therefore the study has followed the

more liberal criterion which is 0.90. All the HTMT values are less than 0.90. Hence discriminant validity is established.

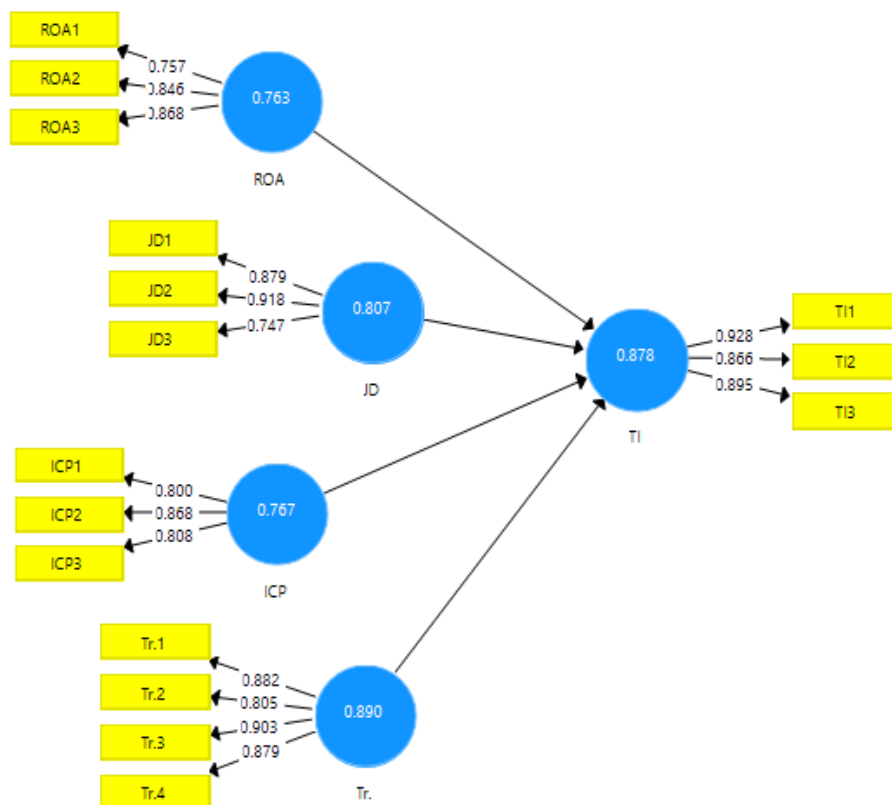


Figure 3

Structural Equation Modeling

TABLE 5

	Beta	SD	t value	p value
ICP -> TI	-0.075	0.047	1.61	0.054
JD -> TI	0.129	0.05	2.579	0.005
ROA -> TI	0.188	0.04	4.681	p<0.05
Tr. -> TI	0.166	0.05	3.32	p<0.05

Table 5 shows the results of the PLS-SEM. As per the results, internal career opportunity found to be negatively associated with the turnover intentions. The relationship is valued at -0.075 which means that when the employees perceive that they will have development opportunities within the organization they won't leave the organization. However, the results are contrary to the hypothesis which states that lack of career opportunity will bring about the turnover within an organization. Therefore, the hypothesis is rejected. Going on further the results showed a positive association between job description and turnover intentions. The results are supportive to the hypothesis. It was hypothesized that the employees who perceive that their job description is not clear will surely leave the organizations. It means that whenever the employees are assigned with the duties which are not mentioned in their job description or they feel it unclear they will look forward for the new job. Statistically means that 1% change in job

description will bring about 13% change in turnover intentions.

Similarly, the results are showing a positive association between lack of results oriented appraisals and turnover intentions. The association is valued at 0.188. It affirms that when the employees don't get the desired reward or when their efforts are not appraised within organizations they will be less motivated and tend to look forward for another job. The results are in line with the hypothesis therefore, hypothesis is accepted. In addition, it is stronger predictor of turnover intentions as a slight change in results oriented appraisals will bring about 18% change in turnover intentions. Finally, the results are showing a positive association between training and turnover intentions. The association is significant and positive. It means that when the employees are not provided with the training they are not able to upgrade their KSAs which dampen their morale as they are also not able to do their

jobs appropriately. Therefore, the lack of training lead employee towards the turnover intentions and statistically,

a slight change in training will bring about 16% changes in turnover intentions.

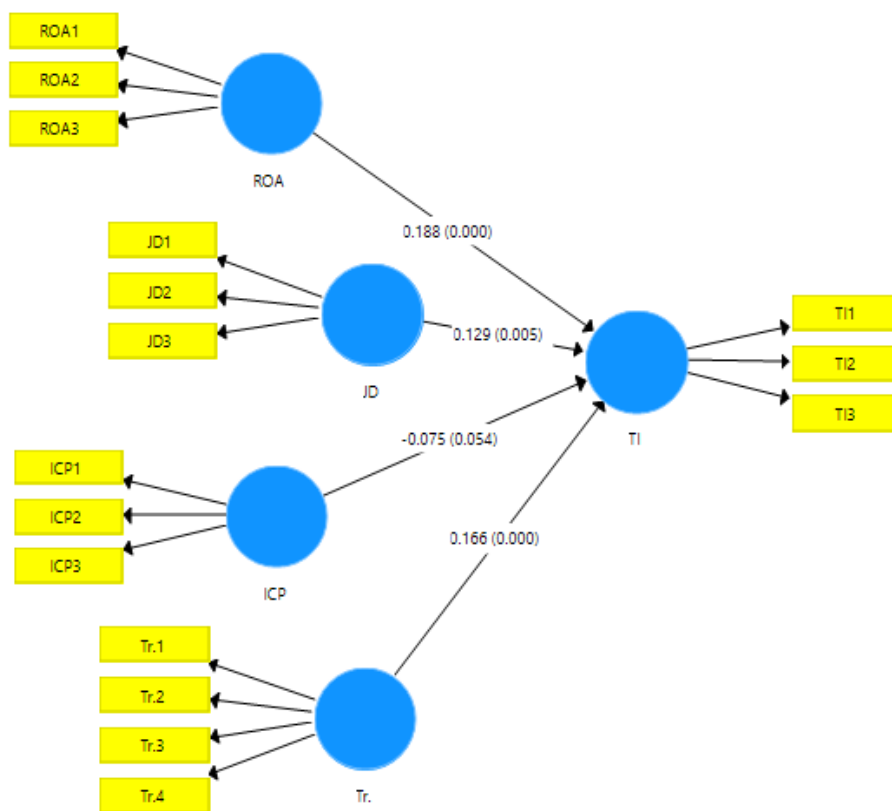


Figure 4

DISCUSSION

The study attempted to explore the factors which do determine or contribute towards the employee turnover intentions. For this purpose data were collected from employees. PLS-SEM used for data analysis. The study hypothesized that lack of internal career opportunities will significantly contribute towards the turnover. The results of the study were also supportive of the hypothesis which means that when the employees do not find that they are growing in their career in future they will be looking forward for the new jobs. However, the study was not in line with the hypothesis, therefore it is rejected. In addition, study also hypothesized that lack of job description will result in turnover intentions. When the employees are not provided with the appropriate and clear job description they will no longer remain with the organization. The results of the study are also in line with the study hypothesis therefore, it is accepted. Similarly, the study also hypothesized that when the employees are not provided with results oriented appraisals they will not be satisfied with the organization and will leave the organization. It is worthy to mention that the study results are also in line with the study hypothesis therefore, it is also accepted. Finally, the study hypothesized that when the employees are not provided

with the training they will be less motivated to remain in the job. It asserts that employees' turnover intentions are high in absence of training. The results of the study are in line with the hypothesis therefore, it is also accepted. Conclusively, when the organizations are not providing the employees with the appropriate training, their job description is ambiguous and do not clearly states the roles of job, they are not provided with appreciations and appraisals they will tend to be demotivated and leave the organization.

CONCLUSION

The study has accomplished all of its objectives and it is concluded that organizations need to pay attention on the employees working in the pharmaceutical companies. It is necessary to pay attention if the organizations want to reduce their costs and be competitive. Further, it is also recommended that the factors identified in this study should be considered vital for the improvement of the organizational culture. More precisely speaking, the organizations must provide career development opportunities to their employees so they can also groom themselves after years of efforts. The employees must be provided with some sort of appreciations that will serve as a booster for their intent to remain in the organization. All

of this is very vital to accomplish the competitiveness, retain human capital and reduce the costs incurred due to the turnover of employees.

Limitations and Future Directions

The study has answered all the questions. However, there are few limitations which can be addressed in future studies. First of all the study did not explain the mechanism through which practices results in turnover intentions. So, the future studies may consider some kind of mediator in order to get the valuable results such job stress (haider et al., 2018). In addition the future studies may consider various jobs to do a comparative study. The present study is cross sectional which limits its ability to explain the change in behavior, thus it is suggested a longitudinal research design should be formed to observe the change in behaviors.

REFERENCES

- Ahmad, M., Allen, M. M., Raziq, M. M., & ur Rehman, W. (2019). Converging HRM practices? A comparison of high performance work system practices in MNC subsidiaries and domestic firms in Pakistan. *Employee Relations: The International Journal*.
- Alsaraireh, F., Quinn Griffin, M. T., Ziehm, S. R., & Fitzpatrick, J. J. (2014). Job satisfaction and turnover intention among Jordanian nurses in psychiatric units. *International journal of mental health nursing*, 23(5), 460-467.
- Avey, J. B., Luthans, F., & Jensen, S. M. (2009). Psychological capital: A positive resource for combating employee stress and turnover. *Human Resource Management*, 48(5), 677-693.
- Chen, G., Ployhart, R. E., Thomas, H. C., Anderson, N., & Bliese, P. D. (2011). The power of momentum: A new model of dynamic relationships between job satisfaction change and turnover intentions. *Academy of management journal*, 54(1), 159-181.
- Chiaburu, D. S., Thundiyil, T., & Wang, J. (2014). Alienation and its correlates: A meta-analysis. *European Management Journal*, 32(1), 24-36.
- Chimthai, P. (2009). *Organizational culture, organizational commitment and employee's performance effectiveness in Government Pharmaceutical Organization* Srinakharinwirot University, Thailand. Thailand.
- Chompookum, D., & Brooklyn Derr, C. (2014). The effects of internal career orientations on organizational citizenship behavior in Thailand. *Career Development International*, 9(4), 406-423.
- de Oliveira, L. B., Cavazotte, F., & Alan Dunzer, R. (2019). The interactive effects of organizational and leadership career management support on job satisfaction and turnover intention. *The International Journal of Human Resource Management*, 30(10), 1583-1603.
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of management journal*, 39(4), 802-835.
- Dhotre, A. (2010). Attrition in pharmaceutical industry: Human resource management's role and strategy. *International Research Journal*, 1(11), 87-89.
- Elliott, S., Murrell, K., Harper, P., Stephens, T., & Pellowe, C. (2011). A comprehensive systematic review of the use of simulation in the continuing education and training of qualified medical, nursing and midwifery staff. *JBIR Database of Systematic Reviews and Implementation Reports*, 9(17), 538-587.
- Haider, S., Nisar, Q. A., Baig, F., & Azeem, M. (2018). Dark Side of Leadership: Employees' Job Stress & Deviant Behaviors in Pharmaceutical Industry. *International Journal of Pharmaceutical Research & Allied Sciences*, 7(2).
- Imran, M., & Tanveer, A. (2015). Impact of training & development on employees' performance in banks of Pakistan. *European journal of training and development studies*, 3(1), 22-44.
- Islam, N., Rumman, M., Nower, N., Rahman, M., Niaz, S. K., & Afrin, S. (2019). The Measurement of Employee Turnover Intentions in Telecom Industry of Bangladesh. *Prof. Dr. Nazrul Islam, Meshkatozzaman Rumman, Nowshin Nower, Md. Nafizur Rahman, Shadman Kabir Niaz, & Dr. Sharmina Afrin. (2019). The Measurement of Employee Turnover Intentions in Telecom Industry of Bangladesh. Journal of Business Management and Economics*, 7(06), 01-07.
- Jermstittiparsert, K., Namdej, P., & Siriattakul, P. (2019). Antecedents of Turnover Intention with Mediation Role of Overall Satisfaction: Thailand Rubber Industry. *International Journal of Psychosocial Rehabilitation*, 23(4), 822-836.
- Kampkötter, P. (2017). Performance appraisals and job satisfaction. *The International Journal of Human Resource Management*, 28(5), 750-774.
- Kulkarni, P. P. (2013). A literature review on training & development and quality of work life. *Researchers World*, 4(2), 136.
- Lei, J., Luo, M., Chui, E., & Lu, W. (2019). Whether Professional Training Matters: Attitudinal Antecedents to the Turnover Intentions of Social Workers in Guangzhou, China. *Journal of Social Service Research*, 45(3), 444-454.
- Lewis, S. (2019). *A Quantitative Explanatory Examination of Job Training, Job Satisfaction, and Turnover Intentions among US Retail Grocery Employees*. Capella University.
- Maher, C. (2017). Understanding the impact of organisational culture on managers' internal career needs *Exploring the Influence of Personal Values and Cultures in the Workplace* (pp. 265-285): IGI Global.
- Manthi, K. A., Kilika, J. M., & Kimencu, L. (2018). How Do Human Resource Management Practices

- Predict Employee Turnover Intentions: An Empirical Survey of Teacher Training Colleges in Kenya. *International Journal of Business Administration*, 9(4), 201-213.
22. Mwema, N., & Gachunga, H. (2014). The influence of performance appraisal on employee productivity in organizations: A case study of selected WHO offices in East Africa. *International Journal of Social Sciences and Entrepreneurship*, 1(11), 324-337.
 23. Nasurdin, A. M., Hemdi, M. A., & Guat, L. P. (2008). Does perceived organizational support mediate the relationship between human resource management practices and organizational commitment? *Asian Academy of Management Journal of Accounting and Finance*, 13(1), 15-36.
 24. Nolan, L. (2012). A training programme to improve hip strength in persons with lower limb amputation. *Journal of rehabilitation medicine*, 44(3), 241-248.
 25. Onyije, O. C. (2015). Effect of performance appraisal on employee productivity in a Nigerian University. *Journal of economics and business research*, 21(2), 65-81.
 26. Qayyum, A., Ahmad, A., & Khan, M. S. (2012). Training & development practices in National Bank of Pakistan. *Information Management and Business Review*, 4(1), 8-17.
 27. Saengchai, S., Duangkaew, S., & Jermstittiparsert, K. (2019). Consequences of the Recruitment and Selection Process on Employee Turnover & Absenteeism: Profitability in the Textile Sector of Indonesia. *International Journal of Innovation, Creativity and Change*, 10(1), 40-57.
 28. Saengchai, S., Thaiprayoon, K., & Jermstittiparsert, K. (2019). Employee Turnover Intentions: The Role of the Supervisor's Support and Job Autonomy with Job Satisfaction Acting as a Mediator: A Case of Paramedical Staff in Thai Government Hospital. *Journal of Computational and Theoretical Nanoscience*, 16(11), 4789-4797.
 29. Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25(7), 592-599.
 30. Statista. (2019). OTC Pharmaceuticals. Retrieved from <https://www.statista.com/outlook/18000000/126/otc-pharmaceuticals/thailand>
 31. Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel psychology*, 46(2), 259-293.
 32. Wilton, P. (2006). Pharma's big turnover. *Pharmaceutical Frontier*, 11.
 33. Yaoprukchai, S., & Kardkarnklai, U.-m. (2014). Organizational Culture: The perspectives of new hires and existing employees of a pharmaceutical company in Thailand. *Asian Social Science*, 10(14), 224.
 34. Yin-Fah, B. C., Foon, Y. S., Chee-Leong, L., & Osman, S. (2010). An exploratory study on turnover intention among private sector employees. *International Journal of Business and Management*, 5(8), 57.
 35. Yousaf, A., Sanders, K., & Abbas, Q. (2015). Organizational/occupational commitment and organizational/occupational turnover intentions: a happy marriage? *Personnel Review*, 44(4), 470-491.
 36. Zopiatis, A., Constanti, P., & Theocharous, A. L. (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management*, 41, 129-140.
 37. Sun, Y., Hu, D. The link between diabetes and atrial fibrillation: cause or correlation (2010) *Journal of Cardiovascular Disease Research*, 1 (1), pp. 9-11.