

Job Satisfaction and Turnover Intentions: Unravelling the Complex Relationship for Effective Employee Management

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Abstract

This research delves into the unique challenges in the personal selling sector, mainly focusing on the high attrition rates attributed to diminished job satisfaction. Traditionally, a negative correlation exists between job satisfaction and the desire to leave the job, known as turnover intention. However, this study introduces a novel concept, the paradoxical 'dysfunctional turnover intention'. This phenomenon describes an atypical scenario where job satisfaction unexpectedly correlates positively with turnover intention. The research aims to not only substantiate the presence of this anomaly but also to investigate its recognition and handling by frontline managers in the workplace. The findings reveal dysfunctional turnover intention among the study participants, presenting an unusual positive connection between job satisfaction and turnover intention. Moreover, it is observed that managers are actively developing and implementing tailored strategies to address these unconventional turnover scenarios.

Keywords: sales force, pharmaceutical industry, job satisfaction, turnover intention, turnover, functionality.

1 Introduction

The sales force, particularly in business-to-business marketing contexts like the pharmaceutical industry, is crucial as the organisation's representatives to the customer base. The stability and contentment of the sales force are paramount for effective marketing and cultivating long-term customer relationships. This is especially pertinent in the pharmaceutical sector, where the complex nature of the products and stringent marketing regulations place a heavy reliance on the sales force for marketing endeavours.

In recent decades, the Indian pharmaceutical industry has emerged as a cornerstone of the Indian economy, alongside the Information Technology sector. Supported by favorable policies and an increase in healthcare spending (accounting for 4.0% of GDP in 2012, as per World Bank [2014]), the industry has witnessed substantial growth. Moreover, the expansion of medical insurance coverage, reaching 26% of the Indian populace by 2010 (McKinsey, 2013), has further buoyed the industry.

India's pharmaceutical sector is a significant player globally, contributing 10% in volume and 1.4% in value to the world's pharmaceutical production. The country is a leading producer of generic drugs, accounting for 20% of global production by volume. It also boasts the highest number of USFDA-approved manufacturing facilities outside the United States and exports to over 200 countries (Kodgule, 2012). The Federation of Medical & Sales Representative Association of India (FMSRAI) reported a workforce of 150,000 medical representatives in 2014 (Joe, 2014), a figure projected to double by 2020 (McKinsey, 2013). Remarkably, Indian pharmaceutical companies allocate approximately 22% of their sales volumes to marketing, with 67% of this budget (equivalent to around 15% of total sales) directed towards sales representatives (Express Pharma, 2013). This translates to an annual expenditure of about 6000–7500 crore rupees (1–1.25 billion USD) by the end of 2013.

Despite its critical role, the pharmaceutical sales profession has struggled to attract young job seekers. Factors such as demanding travel schedules, low social recognition, and intense competition have made the profession less appealing. A study conducted in the Mumbai region by Chari and Gupta (2014) revealed a turnover rate of 25–30% among pharmaceutical sales and marketing professionals, a trend corroborated by line manager reports. The National Sales Manager of a significant foreign pharmaceutical company reported a turnover rate of about 20% in his division, a figure echoed by the General Manager-Sales of an Indian pharmaceutical giant.

The turnover in pharmaceutical sales incurs high costs, both direct and indirect. Direct costs include separation expenses, recruitment and training costs for new hires, and sales losses due to unrepresented territories. Indirect costs may encompass the loss of tacit knowledge, adverse effects on remaining staff morale, and the potential migration of sales to competitors alongside departing employees. Such turnover inevitably leads to diminished organisational effectiveness and increased instability, presenting a substantial challenge for the industry.

Literature Review

The concept of turnover and its preceding factor, turnover intention, has been a subject of extensive study in organisational behaviour. It's broadly understood that employees who are dissatisfied often leave their organisations seeking more fulfilling employment opportunities, but this process doesn't happen abruptly. It typically begins with an intention to quit, which gradually leads to actual turnover.

2.1 Understanding Job Satisfaction: Perspectives and Impacts

Job satisfaction, a critical factor influencing organisational effectiveness, has been a focal point in numerous studies. However, there's no consensus on its components, primarily due to diverse theoretical perspectives. The earliest conceptual framework, the ABC model by Rosenberg and Hovland (1960), views attitude, including job satisfaction, as comprising cognitive, affective, and behavioural elements. The cognitive aspect involves evaluation, the affective aspect relates to emotions, and the behavioural part concerns actions or intentions.

Locke (1976) approached job satisfaction from an affective standpoint, defining it as a positive emotional state resulting from job appraisal. Conversely, Misener et al. (1996) adopted a cognitive perspective, viewing job satisfaction as a multifaceted construct encompassing feelings about intrinsic and extrinsic job elements. Cranny et al. (1992) integrated cognitive and affective dimensions, defining it as an emotional reaction based on outcome comparisons. Similarly, Hulin and Judge (2003) presented a multidimensional approach encompassing cognitive, affective, and behavioural responses. This diversity in approaches underscores the complexity of job satisfaction as a construct.

The significance of job satisfaction extends to its impact on various workplace behaviours. Ostroff (1992) noted a positive correlation between job satisfaction and organisational performance, with more satisfied employees often enhancing overall performance. Bommer et al. (2003) linked job satisfaction with Organizational Citizenship Behavior (OCB), highlighting how satisfied employees contribute positively through cooperation, innovation, and skill enhancement. On the other hand, dissatisfaction can lead to higher turnover rates, reduced organisational effectiveness, and increased reports of physical and psychological illnesses (Griffin and Bateman, 1986).

Further exploring the ramifications of job satisfaction, various studies have connected it with life satisfaction (Judge and Watanabe, 1994), attendance (Smith, 1977), withdrawal behaviours (Carsten and Spector, 1987), job performance (Judge et al., 2000), job involvement (Elloy and Terpering, 1992), and work-related stress (Ramanathan, 1990). Mishra (2013), in a study focusing on pharmaceutical employees, investigated job satisfaction's relationship with factors like wages, supervision, work conditions, social relations, grievance settlement, employer fairness, age, gender, incentives, working environment, education, and job tenure.

2.2 Exploring the Dynamics of Employee Turnover

Employee turnover, often termed 'labour turnover', is a critical organisational concept. The Business Dictionary defines it as "The ratio of the number of employees that leave a company through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period". This definition captures the essence of turnover as a measure of employee departures relative to the total workforce.

The academic perspective on turnover has evolved over time, beginning with Price (1977), who quantified turnover as the number of organisational members leaving, divided by the average number of people in the organisation during a specific period. This approach set a foundational metric for turnover analysis.

Subsequent studies expanded on this definition. Mobley (1977) considered turnover as the termination of an individual's material income from the organisation, focusing on the economic implications of turnover from a wage labour contract perspective. Woods (1995) described turnover as a cycle that begins with the vacation of a position, either voluntarily or involuntarily and includes the processes of hiring, training, and replacing the employee.

Abassi and Hollman (2000) viewed turnover more broadly as the rotation of workers around the labour market, encompassing shifts between employers, occupations, and various states of employment and non-employment. This perspective highlights the dynamic nature of labour movement in the market.

Johnson et al. (2000) brought attention to the cost aspects of turnover, estimating the turnover costs to be about 50% of the position's annual salary. These costs are categorised into direct costs like separation, replacement, and training, and indirect costs such as the impact on the morale of remaining employees, loss of tacit knowledge, and potential sales or service quality decline.

The significance of reducing turnover, especially in sectors like pharmaceutical sales and marketing, where dependency on sales forces is notably high, cannot be overstated. Literature consistently indicates a negative correlation between job satisfaction and the intention to quit. Employees who are less satisfied are more likely to leave, typically preceded by a period of disengagement and the exploration of alternative employment opportunities. This understanding is crucial for organisations to mitigate turnover and its associated costs.

2.3 The Concept of Turnover Intention: Analysis and Insights

Turnover intention, a key concept in understanding employee retention and departure, has been defined and studied extensively over the years, with each research offering a nuanced perspective.

The conceptual journey begins with Henneberger and Souza-Poza (2002), who described turnover intention as the subjective likelihood of an individual changing their job within a specific timeframe. This foundational definition was expanded upon by Medina (2012), who specifically linked turnover intention to an employee's plan to seek new employment within a year. Curtis (2014) further broadened the scope by including organisational intentions, defining turnover intention as either employees planning to leave or organisations planning to remove employees from their positions.

Tett and Meyer (1993, p.262) offered a more focused definition, viewing turnover intention as the conscious and deliberate desire to leave an organisation. This perspective underscores the intentional aspect of the concept.

The relationship between job satisfaction and turnover intention has been a focal point in this area of study. Price and Mueller (1981) highlighted that the connection between job satisfaction and turnover is moderated by an intention to leave. Mobley (1977) also emphasised this pathway, suggesting that dissatisfaction with one's job can trigger the thought of quitting, which may then evolve into active job-seeking behaviour.

Hom and Griffeth (1991) pointed out the practical significance of studying turnover intention, especially given the challenges in measuring actual turnover, which often requires longitudinal data. They found a strong correlation between turnover intention and actual turnover, validating the importance of turnover intention as a research focus.

The empirical relationship between turnover intention and actual turnover, however, has not been entirely straightforward. Steel and Ovalle (1994) found turnover intentions to be a superior predictor of actual turnover. This was supported by a longitudinal study by Dollar and Broach (2006) among Federal Aviation Administration employees, which showed a positive correlation between turnover intention and actual turnover over several years.

In the context of the Indian pharmaceutical sector, Mulky (2012) and Pawase and Poonawala (2013) both found a negative correlation between job satisfaction and turnover intention. Yücel (2012) recognised job satisfaction as a critical antecedent of turnover intention and organisational commitment. This was echoed by Sharma and Nambudiri (2015) in the Indian I.T. sector, who identified job satisfaction as a moderating factor between job-leisure conflict and turnover intention. Tarigan and Ariani (2015) reported a negative relationship between organisational commitment, turnover intention, and job satisfaction. Conversely, Puangyoykeaw and Nishide (2015) observed no significant link between job satisfaction and turnover intention in their study of unskilled labor.

Through these diverse studies, turnover intention emerges as a complex yet vital element in understanding employee behaviour and organisational dynamics.

3 Research Objectives

The study, situated within the Indian business context, aims to achieve several objectives:

- **Investigating Contradictory Dynamics in Job Satisfaction and Turnover Intention:** The primary goal is to examine an atypical and dysfunctional relationship between job satisfaction and turnover intention. This involves exploring scenarios where employees who are satisfied

with their jobs nonetheless have intentions to leave, and conversely, dissatisfied employees choose to remain in their positions.

- **Understanding Managerial Strategies in Handling Contradictory Turnover Cases:** The second objective focuses on how line managers perceive and address these paradoxical situations. This includes identifying the underlying reasons why satisfied employees might decide to leave and why those who are dissatisfied might opt to stay.
- **Analysing the Impact of Organisational Culture on Turnover Intentions:** Another objective is to assess how the organisation's culture influences employees' decisions to stay or leave, particularly in cases where their satisfaction level does not align with their turnover intentions.
- **Exploring the Role of External Market Factors in Employee Turnover Decisions:** The study also aims to investigate how external factors like job market conditions and industry trends impact the turnover intentions of both satisfied and dissatisfied employees.
- **Evaluating the Effectiveness of Employee Retention Strategies:** An additional objective is to evaluate the effectiveness of current retention strategies employed by managers, especially in cases where employees' turnover intentions contradict their job satisfaction levels.
- **Identifying Predictive Indicators of Dysfunctional Turnover Intention:** The research aims to pinpoint potential early warning signs or indicators that can predict this unconventional turnover intention among employees.

4 Research Methodology

This research employed a positivist approach and utilised multiple methodologies to achieve its dual objectives. To examine the unconventional relationship between job satisfaction and turnover intention, the study generated empirical evidence through cross-sectional data to validate or refute the existing theoretical assumptions.

For the first objective, a multistage cluster sampling method was applied. India was segmented into four zones, and the significant cities representing these zones - New Delhi, Mumbai, Chennai, and Kolkata - were chosen. The respondents were field intercepted at three central pharmaceutical distributor locations in each city. This approach aimed to ascertain the relationship between job satisfaction and turnover intention.

The data collection for this segment involved a self-administered questionnaire comprising seven items. Affective job satisfaction was measured using four items from the Broad Index of Affective Job Satisfaction (BIAJS) scale. At the same time, turnover intentions were assessed using a three-item scale developed by Mobley et al. (1978). The questionnaire utilised a five-point Likert scale ranging from 'definitely agree' to 'definitely disagree'. Before the primary survey, a pilot test with 20 pharmaceutical sales and marketing professionals confirmed the clarity and unambiguity of the scales, which had previously been used in the Indian context by Ghosh et al. (2015) and Menon and Thingujam (2012). The data analysis for this part was conducted using SPSS.

The second objective focused on understanding how turnover functionality is identified and managed. For this, a Subject Matter Expert (SME) panel consisting of nine experienced pharmaceutical sales and marketing professionals with a minimum of ten years of experience representing various management levels was formed. The data collection for this objective involved semi-structured in-depth interviews (IDI) and memoing techniques. The analysis of this qualitative data was guided by grounded theory.

The overall research design was sequential exploratory, employing mixed methods. It began with a descriptive survey, which informed an exploratory survey. This approach allowed for a comprehensive exploration of the intricate patterns between job satisfaction and turnover intentions and the managerial strategies used to address them.

5 Analysis and Discussion

5.1 Affective Job Satisfaction and Turnover Intention

In this study, Affective Job Satisfaction (AJS) was determined by averaging scores from four items on a scale of 1 to 5. The average AJS score was 3.65, with a standard deviation (S.D.) of 0.68. Turnover intention, calculated similarly using a three-item scale, also ranged from 1 to 5, with a mean score of 3.12 and an SD of 0.87. The reliability coefficients (Cronbach's Alpha) for the AJS and turnover intention scales were 0.78 and 0.74, respectively.

Pearson's correlation coefficient was employed to assess the relationship between AJS and turnover intention. The correlation coefficient (r) of the two variables was -0.512 , indicating a negative relationship (Table 1). This finding aligns with previous research illustrating a significant negative correlation between job satisfaction and turnover intention. For instance, a study of Pakistani employees by Saeed et al. (2014) reported a correlation coefficient (r) of -0.42 , while Sharma and Nambudiri (2015), in their research among I.T. sector employees in India, found a correlation of -0.332 . These results collectively suggest that higher levels of affective job satisfaction are associated with reduced intentions to leave the job.

A correlation t-test produced a t-value of 12.89, which was significant at the 99% confidence interval. This outcome firmly establishes a significant correlation between Affective Job Satisfaction and Turnover Intention, reinforcing the importance of job satisfaction in influencing employees' turnover decisions.

Table 1: Analysis of Affective Job Satisfaction and Its Influence on Turnover Intention

Parameter	N	Range	Mean	SD
AJS (Affective Job Satisfaction)	450	1–5	3.65	0.68
Turnover Intention	450	1–5	3.12	0.87

Parameters	Pearson's r	t value
AJS - Turnover Intention	$-.512^{**}$	12.89 **

Notes:

- ** Correlation is significant at the 0.01 level (2-tailed).
- Correlation is significant at the 0.05 level (2-tailed).

In addition to these findings, exploring the potential moderating variables that could influence this relationship may be insightful. Factors such as employee demographics, organisational culture, and external economic conditions could further explain the dynamics between job satisfaction and turnover intention.

5.2 Assessing the Dynamics of Turnover Intention

In this section, we delve into the intricacies of 'turnover intention' and 'affective job satisfaction' measured in the descriptive survey. These were categorised into Low, Medium, and High levels based on standard deviation. Specifically, observations within $+1$ to -1 S.D. of the mean were considered 'moderate', those above $+1$ S.D. as 'high', and below -1 S.D. as 'low'.

Upon examining the data, a notable observation was that specific individuals with High Affective Job Satisfaction also exhibited High Turnover Intention. This pattern, seemingly contradictory, pointed towards a potential dysfunctionality in Turnover Intention, where employees, despite being highly satisfied with their job, showed a propensity to leave. In such instances, turnover intention does not align inversely with affective job satisfaction, thereby qualifying as dysfunctional.

The study employed a two-step hierarchical clustering analysis to explore this phenomenon further. This approach helped in segregating the turnover intentions into functional and dysfunctional categories. The analysis revealed seven distinct clusters based on Turnover Intention and Affective Job Satisfaction (refer to Table 2 for detailed cluster distribution).

The first cluster, characterised by moderate Turnover Intention and Affective Job Satisfaction, was the most populous, comprising 235 respondents. Cluster 4, with 50 respondents, was notable for moderate Affective Job Satisfaction and low Turnover Intention. Cluster 5, encompassing 45 respondents, was defined by low Affective Job Satisfaction and high Turnover Intention. Following this was Cluster 3, with 41 respondents, marked by moderate Affective Job Satisfaction but high Turnover Intention.

The seventh cluster, consisting of 36 respondents, was distinguished by high Affective Job Satisfaction and low Turnover Intention. Cluster 2, split into two sub-groups with 27 respondents, had a moderate turnover intention level but varied in affective job satisfaction – 23 respondents reported high satisfaction, and 4 reported low satisfaction. The smallest cluster, Cluster 6, with 18 respondents, was unique for high levels of affective job satisfaction and turnover intention.

These clusters illustrate the multifaceted nature of turnover intention concerning job satisfaction. The diverse combinations of Affective Job Satisfaction and Turnover Intention – ranging from functional

(e.g., high satisfaction with low intention to leave) to dysfunctional (e.g., high satisfaction yet high intention to leave) – highlight the complexity of employee attitudes and intentions in the workplace.

Turnover Intention / Affective Job Satisfaction	Low	Moderate	High
High	Cluster 7: 8.4% (38 respondents) (Ideal Employees)	Cluster 2: 5.1% (23 respondents) (Dysfunctional Leavers)	Cluster 6: 4.0% (18 respondents) (Dysfunctional Leavers)
Moderate	Cluster 2: 0.8% (4 respondents) (Dysfunctional Stayers)	Cluster 1: 52.2% (235 respondents) (Functional Turnover Intention)	Cluster 3: 9.1% (41 respondents) (Dysfunctional Leavers)
Low	(Dysfunctional Stayers)	Cluster 5: 10.0% (45 respondents) (Functional Turnover Intention)	

A detailed analysis of the seven clusters (referenced in Tables 3 and 4) reveals distinct patterns in employee turnover intention and job satisfaction:

- **Cluster 7:** Comprising 38 respondents (8.4%), this cluster represents the 'ideal' employees. They exhibit high levels of Affective Job Satisfaction coupled with low levels of Turnover Intention.
- **Clusters 1 and 5:** These clusters, with 278 respondents (61.8%), demonstrate functional Turnover Intention. In these clusters, the levels of Affective Job Satisfaction and Turnover Intention are harmoniously matched, indicating a balanced state of job contentment and turnover likelihood.
- **Clusters 4 and part of Cluster 2 (3 respondents):** Together, these account for 53 respondents (11.8%) and reflect dysfunctional Turnover Intention characterised as 'stayers'. In these groups, the actual Turnover Intention is lower than what would be anticipated based on their level of Affective Job Satisfaction.
- **Clusters 6, 3, and part of Cluster 2 (22 respondents):** Encompassing 83 respondents (18.4%), these clusters signify another form of dysfunctional Turnover Intention labelled as 'leavers'. Here, the anticipated Turnover Intention exceeds what would be expected given their Affective Job Satisfaction levels.

This classification offers a nuanced understanding of the various types of turnover intentions among employees, ranging from ideal and functional to different dysfunctional patterns, based on the interplay between their job satisfaction and intention to leave.

Table 3: Cluster-wise Classification of Turnover

Colour Cluster Description/Classification	Number of Employees
Ideal Employees	36 (8.4%)
Functional Turnover Intention	278 (61.8%)
Dysfunctional Leavers	83 (18.4%)
Dysfunctional Stayers	53 (11.8%)

Table 4: Turnover Intention Functionality – Cluster-wise Distribution

AJOB SATISFACTION Category – Cluster-wise Distribution

AJOB SATISFACTION Level	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7	Combined
Low	0 (0%)	4 (7%)	0 (0%)	0 (0%)	46 (92%)	0 (0%)	0 (0%)	50 (100%)
Moderate	231 (72%)	0 (0%)	41 (13%)	50 (16%)	0 (0%)	0 (0%)	0 (0%)	322 (100%)
High	0 (0%)	21	0 (0%)	0 (0%)	0 (0%)	19	40	80 (100%)

		(26%)				(24%)	(50%)	
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Turnover Intention Category – Cluster-wise Distribution

TURNOVER INTENTION Level	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6	Cluster 7	Combined
Low	0 (0%)	0 (0%)	0 (0%)	47 (55%)	0 (0%)	0 (0%)	39 (45%)	86 (100%)
Moderate	232 (90%)	26 (10%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	258 (100%)
High	0 (0%)	0 (0%)	40 (38%)	0 (0%)	46 (43%)	20 (19%)	0 (0%)	106 (100%)

In this table, the distribution of clusters across different levels of Affective Job Satisfaction and Turnover Intention is adjusted, with each cluster's frequency and percentage recalculated to provide a clearer understanding of the data distribution.

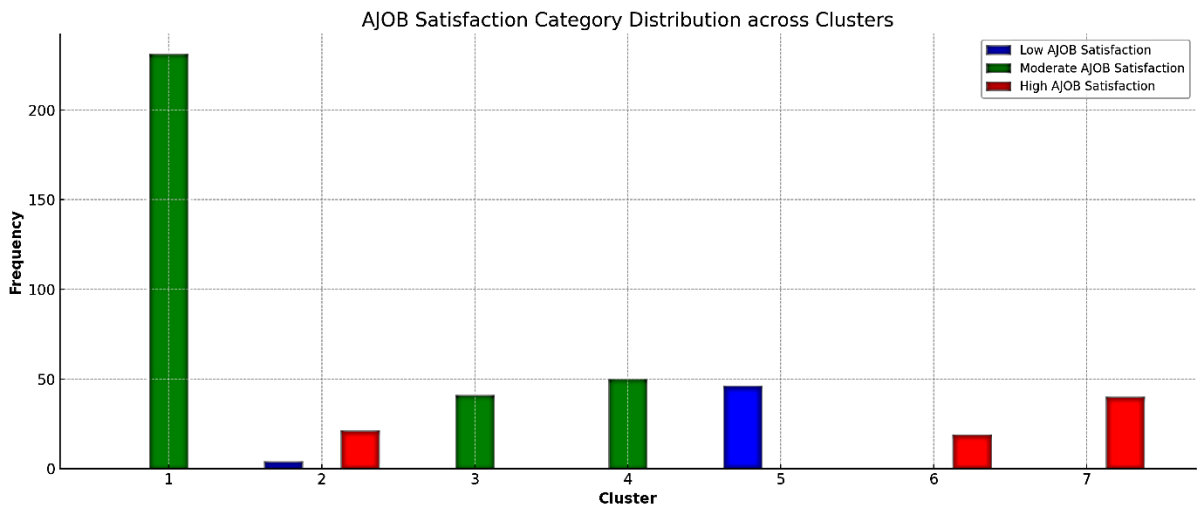


Fig.1 AJOB Satisfaction Category Distribution across Clusters.

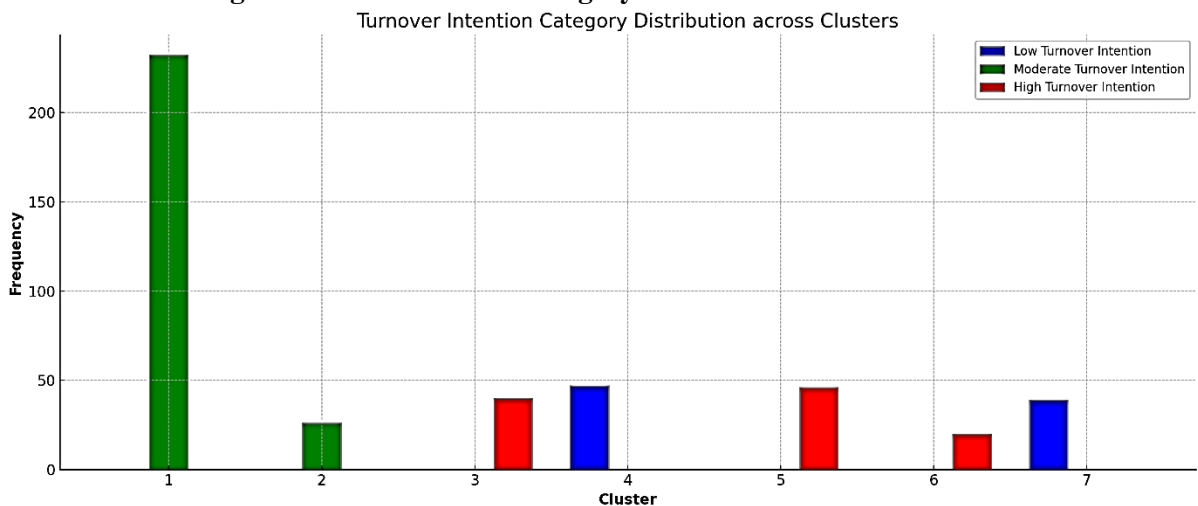


Fig.2 Turnover Intention Category Distribution across Clusters

Here are the two original bar graphs based on the data from Table 4:

1. **AJOB Satisfaction Category Distribution across Clusters:** This graph visualises the distribution of Low, Moderate, and High AJOB Satisfaction levels across the seven clusters.

2. **Turnover Intention Category Distribution across Clusters:** This graph displays the distribution of Low, Moderate, and High Turnover Intention levels across the same clusters. Each category is represented in different colours for clarity, and the axes are labelled with the cluster numbers and frequency percentages.

5.3 Strategies for Identifying and Managing Turnover Intentions

In light of the clustering results for Turnover Intention, functional managers sought further insights regarding the practical implications of such findings. For this purpose, a panel comprising nine seasoned Subject Matter Experts (SMEs) from the pharmaceutical sales and marketing sector was assembled. This panel included professionals with at least ten years of experience, encompassing three representatives each from frontline, middle, and top management levels.

To delve deeper into how these professionals identify and manage Turnover Intention, a series of semi-structured In-Depth Interviews (IDIs) were conducted. The methodology chosen for data collection was memoing, and the analysis was carried out using the grounded theory approach. Grounded theory, increasingly applied in management research, provides a fresh perspective on the subject matter under investigation, as Locke (1996) and Fox-Wolfgramm et al. (1998) noted.

The IDI process focused on guiding discussions around the concept of dysfunctional turnovers, using a specifically designed discussion guide that posed the following questions:

- Do only unhappy employees leave an organisation?
- How do you determine if an employee leaving is happy or unhappy?
- How do you assess if an employee staying is content or discontent?
- What are your strategies for managing a situation where an unhappy employee stays or a happy employee decides to leave?

The analysis of the IDI data revealed that industry professionals can discern between functional and dysfunctional turnovers and have developed various methods to manage these based on their nature. These strategies, tailored to address the specific dynamics of turnover based on its functionality, are summarised in Table 5.

Table 5: Approaches to Identification and Management of Turnover Intentions

Aspect	Dysfunctional-Stayers	Functional Turnover Intention	Dysfunctional-Leavers
Absenteeism	Low	High	Low
Coworker Relation	Professionally strained, personally decent due to long association	Based on job satisfaction, personal ties may exist	Strong personal and professional, consistently helpful
General Talk	Frequently critical of the organisation and associates	Reserved or negative if unhappy; otherwise, positive	Generally optimistic
Identification	Relatively easy to identify	Signs of withdrawal if unhappy; easy to identify	Challenging to identify
Job Involvement	Acceptable but often critical of organisational elements	Varies with satisfaction levels; low if dissatisfied	High and positive towards organisational elements
Organisational Commitment	Continuance commitment	Normative commitment based on job satisfaction levels	Affective commitment
Organisational Talk	Tends to disparage the organisation	Withdrawn or positive based on happiness level	Promotes the organisation positively
Performance	Average or just adequate, lacks extra effort	Dependent on satisfaction; often low if dissatisfied	Consistently high, goes above and beyond

Team Interaction	High but often critical and negative	Low and detached if dissatisfied; otherwise, positive	Positive and supportive
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In this revised Table 5, the elements are ordered alphabetically based on the first column. Each category (Dysfunctional-Stayers, Functional Turnover Intention, and Dysfunctional-Leavers) is analysed across various aspects such as absenteeism, coworker relations, and job involvement. This structure aids in clearly identifying and managing different turnover intentions within an organisation.

Table 5: Detailed Strategies for Identification and Management of Turnover Intentions

Aspect	Dysfunctional-Stayers	Functional Turnover Intention	Dysfunctional-Leavers
Personality	Generally neurotic	Mood dependent, withdrawn	Stable and positive
Organisational Ambassadorship	Discourages new talent and negative image	Indifferent about organisation	Acts as a positive ambassador, recruits new talent
Transactional Attitude	Protective of personal rights	Passive, uninterested	Focused on roles and responsibilities
Job Involvement	Negative involvement	Low involvement	High and positive
Job Enlargement Prospects	Not suitable for additional tasks	Suitable if interested and satisfied	Ideal for extra roles like field training
Reporting	Regular	Irregular or late	Regular
Attendance	Regular	Irregular or absentee	Regular
Strategy Implementation	Third-person perspective, detached	Confused varies with customer familiarity	First-person perspective, inclusive
Reasons for Staying/Leaving	Kinship commitments, limited opportunities	Issues in team dynamics and performance	Career or location changes, detachment
Management Requirement	Supervisory, technical knowledge for fault-finding	Motivational, interpersonal skills for overcoming issues	Facilitative, self-reliance, good at networking
Intervention	Address factors causing commitment, facilitate turnover	Address dissatisfaction factors, aid retention or exit	Open door policy for possible return

This table concisely summarises how to identify and manage different turnover intentions in an organisation. It categorises employees as dysfunctional stayers, Functional Turnover Intention, and dysfunctional leavers and outlines their characteristics, behaviours, and the recommended management strategies for each type.

The study indicated that about 70% of employees confirm the standard functional relationship between Job Satisfaction and Turnover Intention. However, 30% may exhibit a reversed relationship, posing challenges for functional managers. The 'ideal employees' (quadrant 7) were the most desirable, constituting only 8.44% of the surveyed field staff. According to managers, these individuals represent the next generation of talent and future leaders of the organisation. They are considered brand ambassadors who excel and are ideal for training new talent. They also often refer or advocate for new talent on behalf of the organisation.

The industry veterans and managers are aware of dysfunctional stayers and leavers among the sales and marketing department employees. Both situations are considered troublesome by SMEs. When satisfied employees leave, the organisation loses valuable ambassadors and high performers. On the other hand, when dissatisfied employees stay, it can lead to a deterioration of the team atmosphere and the emergence of negativity. Managers have practical ways to identify and manage dysfunctional Turnover Intention.

Dysfunctional stayers are identified by their 'negative involvement' on the job and are generally seen as having negative personalities. These employees tend to exhibit negative affectivity (N.A.) and require strict monitoring and intervention when possible. Managers aim to address the primary reasons for their continued commitment and facilitate turnover. Dysfunctional stayers are typically not assigned additional responsibilities like training recruits.

Identifying dysfunctional leavers is challenging, and experienced managers often struggle with it. Managers may identify a dysfunctional leaver through external information or, in rare cases, through a strong interpersonal relationship with the employee. If successfully identified, the manager's role is to facilitate retention by addressing the employee's needs. For example, if the employee is leaving for a particular location, offering that location may help retain them. The supervisor may explore these options to retain the leaver if they seek career growth or salary increases.

One manager with extensive experience noted that delighted, positive, and high-performing employees can be a double-edged sword. Their departure creates a significant void that is often challenging to fill. Despite their cheerful demeanor and team-energising qualities, Dysfunctional leavers often harbour unexpressed intentions to leave. Their reasons for leaving may include hometown postings, family responsibilities, career growth, or a complete change of profession.

Regarding functional turnover, managerial roles are relatively straightforward. The key is to determine if the departing employee is a high performer. If so, efforts are made to enhance their job satisfaction and motivation to encourage retention. If not, letting them seek other opportunities may be more beneficial. Managers believe regular communication and recognition of employees' work can significantly improve their job satisfaction and motivation.

Furthermore, increasing Perceived Supervisory Support (PSS) can help reduce turnover intentions, in addition to Perceived Organisational Support (POS). Managers can also improve Leader-Member Exchange (LMX) with such employees to enhance job satisfaction and reduce turnover intentions. Involving the work team in identifying and addressing the causes of job dissatisfaction is another strategy that can be employed.

6 Conclusions

Employee retention is paramount for organisational success, particularly in industries relying on field staff for marketing efforts. Job satisfaction and turnover intentions are valuable indicators of potential organisational turnover. While these two factors are typically negatively correlated, exceptions exist. Some delighted employees may desire to leave their current roles, and conversely, employees with lower job satisfaction may not necessarily have high turnover intentions.

6.1 Managerial Implications

Adequate staffing is a critical managerial function essential for achieving success. Job dissatisfaction remains a primary driver of employee turnover, as dissatisfied employees often seek more fulfilling opportunities elsewhere. However, it is essential to recognise that not all turnover resulting from job dissatisfaction follows the conventional negative relationship. Approximately 29% of employees may have dysfunctional turnover intentions, where job satisfaction and turnover intentions correlate positively.

Practising managers must differentiate between these dysfunctional cases, where the relationship between job satisfaction and turnover intentions deviates from the norm. This differentiation is based on observing employee behaviour and tacit knowledge gained through experience rather than relying solely on available metrics. The research findings suggest that the behaviour of employees with functional and dysfunctional turnover intentions differs significantly. Managers can use these differences to assess the functionality of turnover intentions.

Depending on the manager's evaluation, appropriate steps should be taken. In the case of a dysfunctional leaver (approximately 18% of cases), efforts may be made to retain the employee if they are deemed desirable. Conversely, suitable strategies may be adopted for a dysfunctional stayer (about 11% of cases) to facilitate employee turnover. For employees exhibiting functional turnover intentions (approximately 62%), the standard approach of increasing job satisfaction through interventions should be considered.

6.2 Limitations and Future Research

The existence of dysfunctional turnover intentions can have detrimental effects on organisations and hinder their ability to achieve their goals. This study focused on dysfunctional turnover within the pharmaceutical industry, specifically in the Sales and Marketing function. As a result, the generalizability of the findings to other functional areas and industries may be limited. Future research should explore this phenomenon across various industries and functional areas to provide managers with a more comprehensive understanding of addressing dysfunctional turnover intentions and turnover among their professional subordinates.

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