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**A SYSTEMATIC REVIEW OF JOB SATISFACTION AND ITS IMPACT ON EMPLOYEE RETENTION AMONG MEDICAL REPRESENTATIVES IN THE AYURVEDIC PHARMACEUTICAL INDUSTRY****Prajna shetty<sup>1</sup> and Dr. Swati Vijay<sup>2</sup>**<sup>1</sup>Research Scholar SPPU<sup>2</sup>Professor & Dean, RMD Sinhgad School of Management Studies, Warje, Pune**ABSTRACT**

*This study presents a systematic review of the relationship between job satisfaction and employee retention for individuals who work as medical representatives within the Ayurvedic pharmaceutical industry. In particular, this paper investigates the interrelationship between job satisfaction, work environment, organizational support, occupational stress and retention; as well as identifying the key drivers of employee retention and organizational performance in the field of ayurvedic pharmaceuticals.*

*The research is based on a systematic review and bibliometric approach. Over 1,000 database studies like Scopus and Google Scholar were first filtered, and more than 50 studies relevant to the study were analyzed in greater depth. The chosen literature consists of empirical and theoretical researches. The reviewed studies mainly employed quantitative methods such as correlation analysis, regression analysis, and structural equation modeling (SEM) to examine the relationships among job satisfaction, stress, organizational support, and employee retention.*

*According to the review, compensation, incentives, career development opportunities, and organizational support are the big factors of job satisfaction among medical representatives. Conversely, job satisfaction and retention are negatively influenced by stress-related aspects like workload, excessive travelling and target pressure.*

*The research paper has made a contribution to the existing body of knowledge in that it specifically looks at the medical representatives in Ayurvedic pharmaceutical industry in which there has been very little systematic academic research done. It incorporates the results of various researches to present the overall picture of the factors affecting job satisfaction and retention and emphasises the necessity of coherent human resource policies that will advance the welfare of the employees, realistic performance expectations, work conducive conditions, and long-term commitment to the organization.*

**Keywords** Job Satisfaction, Employee Retention, Medical Representatives, Organizational Support, Occupational Stress, Ayurvedic Pharmaceutical Industry

**1. INTRODUCTION**

The Ayurvedic pharmaceutical industry represents a rapidly evolving segment of healthcare, characterized by the increasing global adoption of traditional medicine and herbal therapeutics. Within this industry, medical representatives (MRs) occupy a critical interface between organizations and healthcare providers, ensuring product dissemination, education, and market penetration (Faheh et al., 2022). The effectiveness of MRs directly impacts organizational performance, market share, and brand reputation, making their job satisfaction and retention pivotal for sustainable competitive advantage (Gazi et al., 2024). Job satisfaction is a multifaceted construct encompassing extrinsic factors such as remuneration, incentives, and career progression opportunities, as well as intrinsic factors including recognition, work autonomy, and alignment with organizational values (AlMarzooqi et al., 2025). Empirical research consistently demonstrates that higher levels of job satisfaction are associated with increased organizational commitment, reduced absenteeism, and enhanced performance outcomes, whereas (Chaudhary & Singh, 2011) dissatisfaction can precipitate burnout, turnover intention, and disengagement (Katiyar & Dubey, 2023). The Ayurvedic pharmaceutical sector presents unique operational and occupational challenges, including high mobility requirements, target-driven performance metrics, and the complexity of conveying traditional therapeutic knowledge to heterogeneous healthcare professionals (Mukherjee et al., 2017). Such stressors, if unmanaged, can negatively influence the psychological well-being of MRs, diminish job satisfaction, and ultimately compromise employee retention (Ullah et al., 2025). In this context, understanding the determinants of job satisfaction and their mediating role in retention is crucial for designing human resource policies that align employee welfare with organizational objectives (Gazi et al., 2024). A comprehensive examination of these dynamics offers insights into how Ayurvedic pharmaceutical firms can optimize their workforce strategies to maintain continuity of service, ensure knowledge retention, and enhance the overall effectiveness of their sales and marketing operations (Waditwar, 2025).

A systematic review of existing literature identifies several critical antecedents of job satisfaction among medical representatives (Dilig-Ruiz et al., 2018). Compensation and incentives emerge as significant extrinsic motivators, positively correlating with retention and performance metrics (Haddad et al., 2023). Career development opportunities, such as structured training programs, promotional pathways, and skill enhancement initiatives, are also pivotal in shaping employee satisfaction and long-term commitment. Intrinsic factors, including perceived organizational support, recognition of effort, and work-life balance, further contribute to engagement and mitigate the negative impact of occupational stress. Conversely, high levels of stress related to workload, target pressure, and frequent travel significantly reduce satisfaction and elevate turnover intentions. Quantitative evidence indicates that job satisfaction can reduce turnover intention by 30–40%, while stress contributes approximately 42% of the variation in burnout, leading to retention declines of up to 40% (Salama et al., 2022). Structural equation modeling and regression analyses consistently demonstrate that job satisfaction functions as a mediating variable, while stress acts as a moderating factor, highlighting the complex interrelationship among these constructs in determining employee retention outcomes (Nanjundeswaraswamy, 2023). Despite these insights, there remains a notable paucity of research specifically focusing on MRs within the Ayurvedic pharmaceutical sector, indicating a critical gap in the literature (Ravindran et al., 2026). Most prior studies concentrate on allopathic pharmaceuticals or general service sectors, limiting the generalizability of findings to traditional medicine contexts, which feature distinctive operational models, cultural knowledge requirements, and market dynamics (Telles et al., 2014). Addressing this gap, a systematic review synthesizes empirical and theoretical findings to provide a comprehensive understanding of the factors influencing job satisfaction and retention (Assistant Professor, Department of commerce & Financial Studies, Bilaspur University, Bilaspur, Chhattisgarh, India et al., 2017). The review also underscores the necessity of coherent human resource strategies, emphasizing realistic performance expectations, supportive organizational climates, employee welfare, and long-term career development plans (Arokiasamy et al., 2023). Such strategies not only enhance retention but also improve engagement, motivation, and the alignment of individual and organizational goals (Suriati et al., 2024). Furthermore, high organizational support, including mentorship, recognition, and participative decision-making, is shown to mitigate stress impacts and strengthen employee commitment (Ogu, 2024). These findings underscore that retention is not merely a function of compensation or incentives but is shaped by the broader psychosocial environment, encompassing both intrinsic and extrinsic motivators (Shinde, 2024). By consolidating findings across over fifty studies, this review contributes to a more nuanced understanding of how job satisfaction, occupational stress, and organizational support interact to influence retention outcomes among MRs in the Ayurvedic pharmaceutical industry (Deb, 2025). Ultimately, these insights provide actionable implications for human resource management, guiding organizations to develop policies that foster employee engagement, reduce turnover, and sustain operational effectiveness in a sector that is both culturally significant and economically expanding.

## 2. LITERATURE REVIEW

**Suhail et al. (2020)** has highlight the significant relationship between job satisfaction, service quality, and employee retention within healthcare and pharmaceutical sectors (Suhail & Srinivasulu, 2021). **Suhail et al. (2020)** demonstrate that performance-based service quality has a strong positive impact on satisfaction and behavioral intentions in Ayurveda healthcare, indicating that improved service delivery enhances long-term engagement. **Mane et al. (2021)** emphasize that employee retention is a major organizational challenge, influenced by factors such as compensation, working environment, leadership, and career growth opportunities, which directly affect job satisfaction and retention levels (Dharmasena & Priyanath, 2024).

**Dharmasena et al. (2024)** identified emotional labour as a key determinant of job satisfaction and organizational commitment among Ayurvedic professionals, revealing that psychological and emotional factors significantly influence employee retention. **Munshi et al. (2025)** reported high levels of patient satisfaction in Ayurveda healthcare services, particularly in communication and interpersonal domains, suggesting that service quality and human interaction play a vital role in enhancing satisfaction outcomes.

**Rogers et al. (2023)** provided a systematic review of healthcare team dynamics, indicating that communication, collaboration, and power structures significantly influence employee engagement and workplace satisfaction (Rogers et al., 2024). Collectively, these studies confirm that job satisfaction is a multidimensional construct shaped by financial, organizational, and psychological factors, which directly impacts employee retention. The findings suggest that improving service quality, strengthening organizational support systems, and addressing emotional and interpersonal aspects of work can enhance employee commitment and reduce turnover intentions (Goel et al., 2025). This integrated approach is particularly essential in the Ayurvedic

pharmaceutical industry, where employee roles require both technical expertise and strong interpersonal engagement.

**Mane et al. (2021)** had collectively emphasize the critical relationship between job satisfaction, service quality, and employee retention within healthcare and pharmaceutical sectors (Putrevu & Mertzanis, 2026). **Suhail et al. (2020)** highlights that performance-based service quality significantly influences satisfaction and behavioral intentions in Ayurveda healthcare, thereby strengthening long-term engagement and organizational outcomes. **Mane et al. (2021)** identify employee retention as a major challenge in pharmaceutical industries, where factors such as compensation, leadership, work environment, and career development directly impact job satisfaction and retention levels (Michaelsen et al., 2023).

**Dharmasena et al. (2024)** demonstrated that emotional labour positively affects job satisfaction and organizational commitment among Ayurvedic professionals, indicating that psychological and interpersonal aspects significantly influence retention behavior (Purohit & Hill, 2025). **Munshi et al. (2025)** reported high levels of patient satisfaction in Ayurveda healthcare, particularly in communication and interpersonal dimensions, reinforcing that service quality and human interaction are key determinants of satisfaction and organizational success.

**Goel et al. (2025)** highlighted workplace challenges such as occupational stress and workplace violence, which negatively influence employee well-being, job satisfaction, and retention intentions among healthcare workers. Collectively, these studies confirm that job satisfaction is a multidimensional construct influenced by organizational, financial, and psychological factors, which directly determines employee retention (Ahmad et al., 2023). The findings suggest that improving service quality, enhancing workplace conditions, and strengthening organizational support systems can significantly reduce turnover intentions and improve employee commitment, particularly in the Ayurvedic pharmaceutical industry where both technical expertise and interpersonal engagement are essential.

**Ahmad et al. (2023)** examined the role of perceived organizational support in enhancing job satisfaction through a sequential mediation framework. Their findings indicate that organizational support significantly improves employee attitudes, highlighting its indirect influence on satisfaction through psychological and workplace-related mediating factors.

**AlMarzooqi et al. (2025)** investigated determinants of job satisfaction among public-sector employees in the United Arab Emirates using a cross-sectional approach. The study identified key factors such as organizational environment, leadership, and compensation as significant predictors of employee satisfaction levels.

**Arokiasamy et al. (2023)** explored the role of human resource management practices in improving organizational performance. The study revealed that effective HRM strategies, including training, rewards, and employee engagement, significantly contribute to enhancing productivity and overall organizational outcomes.

**Chaudhary and Singh (2011)** discussed the contribution of the World Health Organization in promoting global acceptance of Ayurveda. Their study highlights how international recognition and policy support have strengthened the credibility and expansion of Ayurvedic practices worldwide.

**Deb (2025)** reviewed the relationship between employee motivation and job satisfaction in the IT sector. The findings suggest that motivation plays a crucial role in enhancing satisfaction, which in turn positively impacts organizational performance and employee retention rates.

**Gazi et al. (2024)** analyzed the impact of employee job satisfaction on job behavior within industrial settings, particularly focusing on job performance. The study found that higher levels of job satisfaction significantly enhance employee behavior, leading to improved productivity, efficiency, and overall organizational effectiveness.

**Goel et al. (2025)** conducted a scoping review on patient-perpetrated violence against healthcare workers in the Asia-Pacific region. The study highlights its negative impact on employee well-being, job satisfaction, and retention, while emphasizing the need for stronger policies and workplace safety measures.

### 3. OBJECTIVES AND HYPOTHESIS

#### Objectives

1. To understand the role of medical representative associate with Pharmaceutical Industries
2. To study the issues faced by medical representative and pharmaceutical Industries in line with their business
3. To analyze the factors associated with job satisfaction of medical representative

4. To identify Impact of Job satisfaction of medical representative on their performance
5. To identify issues faced by Ayurvedic pharmaceutical industries to retain employees
6. To analyze the factors influencing job satisfaction and its impact on employee retention, with insights into the role of AI and digitalization.

**Hypotheses**

1. H1: The role of medical representatives has a significant influence on the performance and growth of pharmaceutical industries.
2. H2: The issues faced by medical representatives significantly affect their work efficiency and alignment with pharmaceutical business objectives.
3. H3: There is a significant relationship between various factors (such as work environment, compensation, and workload) and the job satisfaction of medical representatives.
4. H4: Job satisfaction of medical representatives has a significant positive impact on their performance.
5. H5: The challenges faced by Ayurvedic pharmaceutical industries significantly influence employee retention.
6. H6: Factors influencing job satisfaction have a significant impact on employee retention, and the integration of AI and digitalization moderates this relationship.

**4. RESEARCH METHODOLOGY**

The research methodology for this study is based on a systematic literature review supported by a bibliometric approach, using secondary data collected from published academic sources. The study did not rely on primary data such as surveys or interviews; instead, secondary data were gathered from databases including Scopus and Google Scholar. Initially, more than 1,000 research articles related to job satisfaction, employee retention, occupational stress, organizational support, and pharmaceutical sales were identified. Through a structured screening and filtering process, over 50 highly relevant studies were selected for detailed review. The selected literature included both empirical and theoretical studies, with particular attention to research relevant to medical representatives and the pharmaceutical or healthcare sector. The review mainly examined studies using quantitative analytical techniques such as correlation analysis, regression analysis, and structural equation modeling (SEM) to understand the relationships among job satisfaction, stress, organizational support, and retention. This method enabled the researcher to synthesize findings from diverse studies and identify recurring patterns, relationships, and research gaps. The methodology was appropriate because the topic has limited direct research in the Ayurvedic pharmaceutical industry, making secondary data essential for building a comprehensive understanding. By systematically reviewing existing literature, the study was able to compare findings across contexts and develop a consolidated perspective on the factors affecting employee retention among medical representatives. This approach also improves the reliability of conclusions by drawing on a broad base of existing scholarly evidence.

**5. LITERATURE ANALYSIS**

Table 1 shows that job satisfaction among medical representatives is shaped by compensation, leadership, service quality, emotional support, communication, and stress management. Positive workplace conditions improve satisfaction and commitment, while stress and poor support reduce morale, increase turnover intention, and weaken retention.

**Table 1:** Comparative Analysis of Job Satisfaction and Its Impact on Employee Retention among Medical Representatives in the Ayurvedic Pharmaceutical Industry

Author/Year	Study Focus	Key Factors Identified	Impact on Job Satisfaction	Impact on Employee Retention
Suhail et al. (2020)	Service quality and satisfaction in Ayurveda healthcare	Service quality, behavioural intention, engagement	Better service delivery improved employee satisfaction	Higher satisfaction supported long-term engagement and retention
Mane et al. (2021)	Retention challenges in pharmaceutical	Compensation, leadership, work environment,	Positive work conditions and rewards	Improved satisfaction reduced turnover risk

	sector	career growth	increased satisfaction	
Dharmasena et al. (2024)	Emotional labour and organizational commitment	Psychological factors, emotional labour, commitment	Emotional balance and recognition strengthened satisfaction	Stronger commitment increased retention
Rogers et al. (2023)	Team dynamics and workplace satisfaction	Communication, collaboration, power structure	Supportive teamwork improved workplace satisfaction	Better engagement lowered intention to leave
Goel et al. (2025)	Workplace stress and employee well-being	Occupational stress, workplace challenges, pressure	Stress reduced satisfaction and morale	Lower satisfaction increased attrition and reduced retention

Table 2 indicates that existing literature has major gaps in sector-specific, role-specific, and longitudinal research on Ayurvedic pharmaceutical employees. These gaps limit effective HR policy design, making it necessary to develop integrated, evidence-based strategies addressing stress, motivation, and long-term retention.

**Table 2: Research Gaps Identified in Literature**

Gap Area	Description	Impact on HR Policy	Suggested Future Research
Limited sector-specific studies	Most existing studies focus on allopathic pharmaceuticals or general healthcare sectors, with little attention to the Ayurvedic pharmaceutical industry.	HR policies in Ayurvedic firms are often adapted from other sectors and may not address industry-specific employee needs.	Conduct industry-specific empirical studies on Ayurvedic medical representatives.
Lack of focus on medical representatives	Previous research discusses employees in general, but not the distinct role of medical representatives who face travel, targets, and field pressure.	HR frameworks may fail to include role-specific support such as mobility assistance, realistic targets, and field stress management.	Study job satisfaction and retention determinants specific to medical representatives.
Inadequate attention to stress as a moderating factor	Many studies examine job satisfaction and retention directly, but fewer analyze occupational stress as an intervening or moderating variable.	HR policy may overlook stress reduction programs, counseling, workload balance, and wellness interventions.	Develop models testing stress, burnout, and retention relationships in this sector.
Insufficient integration of intrinsic and extrinsic factors	Literature often studies salary, incentives, or work environment separately instead of using a holistic framework.	HR policies may remain fragmented and fail to align compensation, recognition, growth, and support systems.	Use integrated frameworks combining financial, psychological, and organizational variables.
Shortage of longitudinal and comparative evidence	Most studies are cross-sectional and do not track long-term	HR decisions may be based on short-term observations	Undertake longitudinal and comparative studies

and no study done and AI impacting job satisfaction	retention patterns or compare Ayurvedic and non-Ayurvedic firms. And how Artificial intelligence has helped in job satisfaction.	rather than sustainable retention planning. AI affected in retention of medical representative.	for stronger policy design. AI used to make job easier.
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## 6. DISCUSSION

The discussion of this review establishes that job satisfaction among medical representatives in the Ayurvedic pharmaceutical industry is a multidimensional concept shaped by financial, organizational, and psychological conditions. Compensation, incentives, promotion opportunities, training, and supervisory support emerge as major determinants of employee satisfaction. At the same time, intrinsic elements such as recognition, professional autonomy, and a sense of achievement also influence motivation and commitment. This is significant in the Ayurvedic pharmaceutical sector, where medical representatives perform a dual role involving both product promotion and communication of traditional healthcare knowledge. The literature also shows that organizational context has a direct effect on satisfaction and retention. Supportive leadership, fair human resource policies, recognition systems, and effective communication strengthen engagement and loyalty. In contrast, poor working conditions, unrealistic sales targets, extensive travel, and lack of organizational backing generate stress, burnout, and dissatisfaction. Occupational stress appears as a critical factor that weakens the positive impact of job satisfaction on retention. The review therefore indicates that retention cannot be understood through compensation alone. A broader psychosocial framework is required, integrating work environment, emotional support, career development, and workload management. These findings reinforce the need for holistic human resource strategies tailored to the realities of medical representatives in Ayurvedic pharmaceutical organizations.

## 4. CONCLUSION

The study concludes that job satisfaction has a strong and direct influence on employee retention among medical representatives in the Ayurvedic pharmaceutical industry. Both intrinsic and extrinsic factors determine satisfaction levels. Salary, incentives, promotion opportunities, and organizational policies remain important, but they are not sufficient in isolation. Recognition, supportive supervision, work autonomy, communication, and career development are equally important in sustaining employee commitment. The review also confirms that occupational stress is a major challenge in this sector. High sales pressure, workload burden, frequent travel, and field-level responsibilities reduce satisfaction, increase burnout, and raise turnover intention. Organizational support functions as a protective factor by reducing stress and improving engagement, loyalty, and job performance. Therefore, retention in this industry depends on a balanced combination of employee welfare measures and performance-oriented management practices. The paper also identifies a significant gap in sector-specific research focused on Ayurvedic pharmaceutical medical representatives, indicating the need for future empirical studies in this area. Overall, organizations in this sector should adopt integrated human resource strategies that combine fair compensation, realistic targets, supportive leadership, training, recognition, and stress management. Such an approach is necessary for improving satisfaction, reducing attrition, and ensuring long-term organizational sustainability and competitive strength..

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