

IMPACT OF HR PRACTICES ON ORGANIZATIONAL COMMITMENT IN THE PHARMACEUTICAL INDUSTRIES: THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This research looks into the relationship of HR practices such as Selection and Recruitment, Training and Development, Employee Participation, and Job Security with Organizational Commitment in the pharmaceutical industry of Karachi, Pakistan. Additionally, the research examines the mediating role of Organizational Citizenship Behavior (OCB) and the moderating Effect of Work-Life Balance in these relationships. Data was collected from 300 employees of the Karachi Pharmaceutical companies using a quantitative approach. Smart PLS 4.1 was used to analyze the data to find relationships among the variables.

Results indicate that all four HR practices significantly and positively affect Organizational Commitment. In addition, the findings indicate that employees who engage in OCB are more committed to their organizations since they mediate the relationship between HR practices and Organizational commitment. Furthermore, work-life balance was also found to moderate the relationship between HR practices and organizational commitment, based on the fact that employees who work on work-life balance will more likely be committed to the organization.

Finally, this study provides value for pharmaceutical sector HR professionals for developing and implementing robust human resource strategies capable of enhancing organizational commitment and OCB. Not only does it bring to light the importance of providing a work environment that facilitates employees' work-life balance, but it also enforces that balancing work-life and family life should not be an option for employees; they must be afforded a choice. This has helped pharmaceutical companies in Karachi create an edge over their competitors and gives a roadmap for them to build a dedicated,

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dedicated, and loyal workforce that can help them achieve organizational performance and sustainability.

Keywords: *Organizational Commitment, Organizational Citizenship Behavior, Employee Participation, Training and Development, Work Life Balance, Job Security.*

INTRODUCTION

Healthcare would be incomplete without medicines – drugs and therapies – that are the essence of the pharmaceutical industry. This sector in Karachi, Pakistan, is continuously growing with increasing pressure to hold onto skilled employees and high organizational commitment to maintain sustainable performance (Bajwa, M.A. 2022). Essential steps in the components of Human Resource (HR) practice, such as Selection and Recruitment, training and development, employee participation, and job security, are critical to the success of any organization. Strategically, these practices can create an excellent organizational framework that increases employee morale and organizational commitment (Mashhadi & Hamid, 2016).

In this setting, organizational citizenship behaviour (OCB)—employees' voluntary behaviours above and beyond the routine of their job responsibilities—becomes a critical variable. Employees exhibiting OCB can cause increased commitment to the organization and consequently improved performance and reduced turnover (Khan, M.Y. et al., 2024). The role of OCB in mediating the Association between HR practices and organizational commitment has been understood by pharmaceutical companies aiming to maximize their workforce (Abbasi et al., 2010).

Many studies have been done globally on the relationship between HR practice and organizational commitment. However, only some have tried to study it in the Pakistani pharmaceutical sector, especially in Karachi. It is precisely the unique challenges that the sector faces, such as regulatory compliance, talent retention and evolving technological needs. However, it is still being determined how HR practices impact organizational commitment (OCB) and can offer this sector a competitive edge (Razzaka et al., 2024). This study aims to determine this relationship to aid pharmaceutical companies in Karachi in designing an improved HR strategy based on employee commitment, ultimately benefiting the organization (Rahman & Khan, 2024).

Any industry always requires organizational commitment, and the pharmaceutical sector in Karachi is no exception. Companies with committed employees gain at higher turnover costs, lower productivity and compete against diminished competitive advantage (Akram et al., 2022). In the highly competitive and ever-changing pharmaceutical industry, employee commitment remains critical as these employees possess specialized knowledge and skills to navigate through firm regulatory frameworks, guarantee product quality and advance with medical information (Ahmed et al., 2023).

Although organization commitment is crucial, pharmaceutical firms in Karachi fail to retain their skilled employees. The cause of this challenge will often be traced back to ineffective or poor implementation of HR practices (Jiang et al., 2024). Selection and Recruitment, training and development, employee participation, and job security are only sometimes consistent with the requirements of the employees, which may not create satisfaction and lack of commitment. Additionally, employees who do not perceive themselves as being secure in their role or the organization as a whole may not behave concretely outside of what is required of them, behaviours referred to in the literature as organizational citizenship behaviours (OCB) (Memon et al., 2023).

In the pharmaceutical sector of Karachi, the mediating role of OCB in HR practices and organizational commitment relationships needs to be studied more. Previous research often neglects the link between HR practices and the employees' discretionary behaviours, resulting in their organizational commitment (Alshamrani et al., 2023). Both in the literature explicitly mentioning it and not recognized at all, there is a gap in this area of research which demands further investigation of how HR strategies might be optimized, such that they not only meet the objective formal requirements on the employees but also cause employees to engage in behaviours that are supportive of the success of the organization (Hasan et al., 2022).

In light of this, the current study aims to address the following research problem: What is the relationship of human resources practices, e.g. Selection and Selection, training and development, employee participation and job security with organizational commitment in the pharmaceutical industries of Karachi? Additionally,

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why does organizational citizenship behaviour mediate this relationship? This research on answering these questions will contribute to what pharmaceutical companies can tell to design better and implement HR practices to enhance employee commitment and overall organizational performance.

The objectives of this study are:

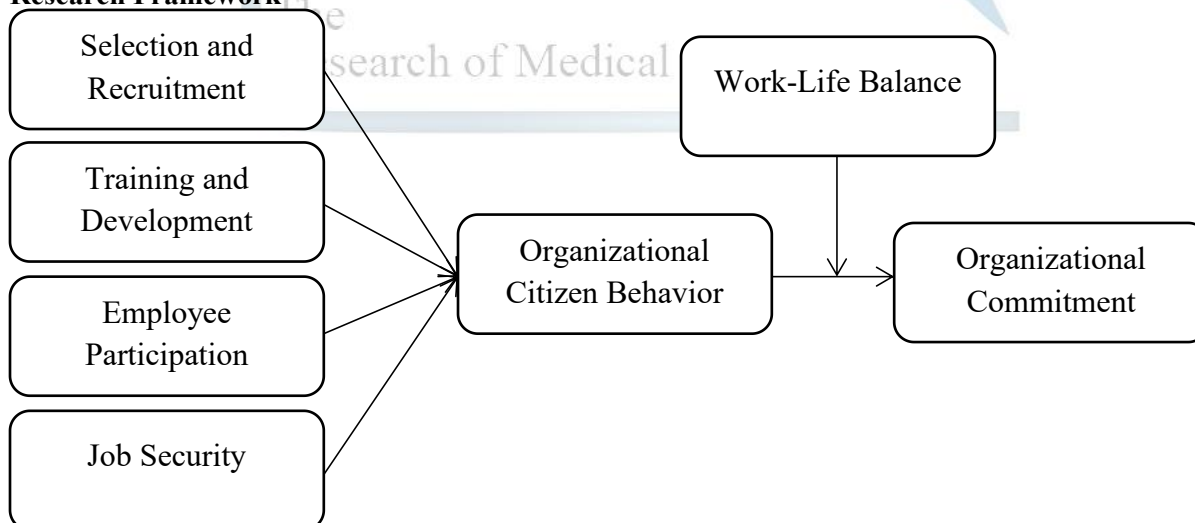
- To examine the impact of HR practices (Selection and Recruitment, training and development, employee participation, and job security) on organizational commitment in the pharmaceutical industries of Karachi.
- To analyze the mediating role of organizational citizenship behaviour (OCB) between HR practices and organizational commitment.
- To explore the moderating Effect of work-life balance on the relationship between HR practices and organizational commitment.

This study is also of significant value for academic researchers and industry professionals, primarily in the pharmaceutical sector of Karachi. From an academic perspective, it contributes to the existing body of knowledge on HR practices, organizational commitment, and OCB by exploring an under-researched context: In a developing country like Pakistan, the pharmaceutical industry. The analysis of the role of HR strategies on OCB and the organization's commitment will fill a critical gap in the literature by taking the role of the OCB for the relationship between these key variables.

It is a valuable study for industry professionals, especially HR managers and business leaders in the pharmaceutical sector, who can draw practical recommendations on how HR strategies can be designed and implemented to create a committed workforce. By knowing the mediating function of OCB, businesses can alter their HR practices – beyond their employees' formal roles—to meet their employees' technical needs with optimization in their organizational performance (Kumari et al., 2023). Additionally, the findings from the study will help companies develop a more supportive work environment to foster both organizational outcomes and employee well-being.

Ultimately, the findings from this research will help pharmaceutical companies in Karachi improve their talent retention, enhance employee engagement, and maintain a competitive advantage in the rapidly evolving healthcare landscape.

Research Framework



Based on the above model, the following are the research hypotheses:

H1: Selection and Recruitment positively impact Organizational Commitment in the pharmaceutical industries of Karachi.

H2: Training and Development positively impact Organizational Commitment in the pharmaceutical industries of Karachi.

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H3: Employee Participation positively impacts Organizational Commitment in the pharmaceutical industries of Karachi.

H4: Job Security positively impacts Organizational Commitment in the pharmaceutical industries of Karachi.

H5: Organizational Citizenship Behavior (OCB) mediates the relationship between Selection, Recruitment, and Organizational Commitment.

H6: Organizational Citizenship Behavior (OCB) mediates the relationship between Training and Development and Organizational Commitment.

H7: Organizational Citizenship Behavior (OCB) mediates the relationship between Employee Participation and Organizational Commitment.

H8: Organizational Citizenship Behavior (OCB) mediates the relationship between Job Security and Organizational Commitment.

H9: Work-Life Balance moderates the relationship between HR practices (Selection and Recruitment, Training and Development, Employee Participation, and Job Security) and Organizational Commitment, such that the relationship is more robust when Work-Life Balance is high.

Literature Review

In the context of numerous industries, it has been widely studied how human resource (HR) practices relate to organizational commitment, and Social Exchange Theory (SET) has been used as a solid theoretical framework for explaining this dynamic (Meira & Hancer, 2021). SET points to a robust reciprocal exchange between employees and employers, resulting in a positive and productive work environment. Organizations investing in their employees through Selection and Recruitment, training and development, employee participation and security will likely induce higher organizational commitment to employees (Hewett R & Shantz, 2021).

Selection and Recruitment are vital in determining an employee's initial image for the organization. Recruitment strategies that align with the employee's career aspirations and personal values lead to a right-from-the-beginning sense of belonging (Wang et al., 2020). If people think they are being chosen and valued by the organization, they are more committed because it is considered a positive exchange.

Another essential HR practice that helps employee development is the practice of Training and Development, which focuses on their skills and enables them to develop their profession. Investing in training initiatives is seen as an indication of support from the organization, which in turn encourages employees to reciprocate by offering more dedication and loyalty to the organization. It shows the employees that the organization values their development and signals extra emotional commitment (Xuecheng et al., 2022).

Employee Participation in the decision-making processes further contributes to commitment and makes workers feel they own the process and are empowered. When empowered through having a voice, employees feel more involved and inclined to take on more than what is required to do their jobs. Aligning with SET principles, the more employees participate and become engaged in a reciprocal relationship with the organization, the higher the commitment (Ismael et al., 2021).

Employees need to feel secure where their jobs are concerned. By providing a sense of security, organizations instigate that employees will not experience job-related anxiety to contribute positively to the organization. One integral part of HR practices is job security, which leads to trust in the organization and further increases employees' commitment (Ohemeng et al., 2020).

The relationship between HR practices and organizational commitment is mediated by Organizational Citizenship Behavior (OCB), defined as discretionary behaviour that is not formally required by formal job requirements. Employees who see supportive HR practices as transferable to producing positive exchanges are expected to display OCB (Ali et al., 2021). This means they may enable colleagues to contribute to teamwork or take the initiative (emphasis on the word 'may' here), improving organizational functioning. As a result of the positive employee organization exchange, OCB can enhance the linkage between the employee and the organization and thus enhance organizational commitment (Khan & Iqbal, 2024). One of its challenges is talent retention and organizational commitment in the pharmaceutical industry, especially in Karachi. Due to the complex nature of the industry and the need for specialized skills, companies must apply

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HR practices that are not only technical and professional needs of employees but also generate an environment in which employees are valued and secure (Zhang & Liu, 2022). This work considers the mediating role of OCB and the moderating Effect of work-life balance to bring insights into how organizations can choose the practices optimally to boost commitment.

Also, work-life balance moderates this relationship. Employees more likely to experience reduced stress and enhanced job satisfaction find regular balance between their professional and personal lives (Mohammad et al., 2021). The interaction between HR practices and work-life balance will magnify the Effect of HR practices on organizational commitment if employees perceive work-life balance as supportive and respectful to them, and will tend to be reciprocal by increasing commitment.

Finally, if well implemented, HR practices result in workers remaining committed to the organization. A nuanced view of the reciprocal exchange between employees and how their commitment is shaped through OCB and the moderating Effect of work-life balance is explored. From Social Exchange Theory, this study selectively explores how these dynamics play out in the Pharmaceutical industry of Karachi, Pakistan. The current study is driven from this perspective to fill the gap in the literature by looking at the Effect of HR practices on organizational commitment in the pharmaceutical industry, deeming work-life balance as a modifier and OCB as a critical mediator (Hasan et al., 2021). The approach integrated into this work provides a complete understanding of the relationship between the employee and the organization. It offers practical implications for HR practitioners in potential efforts to develop an engaged and committed workforce.

Methodology

Research Design

This study adopted a quantitative research design to empirically test relationships between human resource (HR) practices, organizational commitment, organizational citizenship behaviour (OCB), and work-life balance in the context of the pharmaceutical industry in Karachi, Pakistan. This research is amenable to an explanatory design, which purports to explain direct, mediating and moderating effects between the variables (Bloomfield et al., 2019). For this purpose, a cross-sectional survey will be performed to gather data from the employees of different pharmaceutical companies in Karachi. Smart PLS 4.1 will be used to perform data analysis, a proper tool for testing complex models with mediation and moderation effects.

Population

Employees working in the pharmaceutical sector of Karachi, Pakistan, are the target population for this study. High levels of employee specialization and dynamic working context characterize this sector. The study will select employees from different departments, i.e. production, quality control, research and development, marketing and human resources, affected by the organization's HR and work-life balance policies.

Sampling Technique

Thus, the study will apply a non-probability convenience sampling technique. This is an appropriate technique of data collection given the diversity in the pharmaceutical industry and the lack of accessibility to every employee. The reason for convenience sampling selection is to achieve a diverse sample across various pharmaceutical firms while maintaining logistical feasibility.

Sample Size

The sample size of 400 respondents for SEM and PLS per the guidelines process model is sufficient for meaningful results. Since the test of the direct and indirect relationships, as well as the mediation and moderation effects, will be increased with this study, the sample size will significantly increase the statistical power of the finding. Structured questionnaires will be distributed to the employees of selected five pharmaceutical companies in Karachi, and thus, data will be collected.

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Measurement Tools:

All variables in this study will be measured using well-established, reliable scales from previous studies. A 5-point Likert scale will be used, ranging from 1 (strongly disagree) to 5 (strongly agree). The specific measurement tools for each variable are as follows:

Selection and Recruitment: Measured using a scale developed by Edgar and Geare (2005) and Sharif et al. (2024), capturing the efficiency, fairness, and alignment of the recruitment process with organizational goals.

Training and Development: Measured using the scale from Kooij et al. (2010) and Sharif et al. (2024), which assesses the quality and frequency of training programs and their impact on employee skills and career development.

Employee Participation: A scale by Delery and Doty (1996) and Sharif et al. (2024) will be used to measure employees' involvement in decision-making processes and their perceived level of participation in organizational matters.

Job Security: Measured using the scale by Delery and Doty (1996) and Sharif et al. (2024), this will assess employees' perceptions of job stability and their confidence in continued employment.

Work-Life Balance: A scale developed by Handoyo and Kharismasyah (2024) will assess employees' perceptions of their ability to balance work responsibilities with personal life and family commitments.

Organizational Citizenship Behavior (OCB): The scale by Handoyo and Kharismasyah (2024) will measure employees' discretionary behaviours beyond formal job requirements, such as helping others and showing initiative.

Organizational Commitment: Measured using the scale by Malhotra, Budhwar, and Prowse (2007) and Sharif et al. (2024), assessing the extent employees are emotionally attached to, involved with, and identify with their organization.

Data Analysis

The research model and hypotheses are tested using Smart PLS 4.1 on the data. This software is ideal for structural equation modelling (SEM), an incredibly complicated model that includes mediation and moderation effects. The analysis will follow a two-step approach:

Measurement Model Assessment: Reliability and validity of the constructs tested (reliability of the composite and the convergent and discriminant validity).

Structural Model Assessment: It examines the direct effects of HR practices on organizational commitment by testing the mediating effects of OCB and the role of work-life balance as a moderator. Relationships will be evaluated regarding path coefficients, R^2 values and bootstrapping techniques (Sobaih et al., 2022).

The study will derive meaningful insights into how HR practices affect organizational commitment and its underlying mechanisms in the pharmaceutical industry of Karachi.

Results

Demographic Variable	Frequency	Percentage (%)
Age		
20-30 years	120	40%
31-40 years	130	43%
41-50 years	50	17%
Gender		
Male	200	67%
Female	100	33%
Education		
Bachelor's	110	37%
Master's	160	53%
PhD	30	10%

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Experience

1-5 years	140	47%
6-10 years	90	30%
11+ years	70	23%

Job Nature

Permanent	240	80%
Contractual	60	20%

Most respondents are between 31-40 years old, with more males than females. Most have a master's level education, and nearly half of the respondents have 1-5 years of experience. The majority hold permanent job positions.

Convergent Validity

Construct	AVE
Selection and Recruitment	0.68
Training and Development	0.71
Employee Participation	0.74
Job Security	0.65
Organizational Citizenship Behavior (OCB)	0.7
Work-Life Balance	0.66
Organizational Commitment	0.73

All AVE values exceed the recommended threshold of 0.50, indicating good convergent validity. This suggests that the constructs explain more than half of the variance in their respective indicators.

Discriminant Validity (Fornell-Larcker Criterion)

Construct	1	2	3	4	5	6	7
Selection and Recruitment	0.82						
2. Training and Development	0.44	0.84					
3. Employee Participation	0.41	0.42	0.86				
4. Job Security	0.35	0.37	0.4	0.81			
5. OCB	0.48	0.45	0.5	0.42	0.84		
6. Work-Life Balance	0.3	0.31	0.32	0.33	0.34	0.81	
7. Organizational Commitment	0.51	0.47	0.44	0.49	0.53	0.42	0.85

The diagonal values represent the square roots of the AVE for each construct, which are higher than the inter-construct correlations (off-diagonal values), indicating good discriminant validity. This confirms that each construct is distinct from the others (Al-Zwainy et al., 2023).

Reliability Analysis

Construct	Composite Reliability (CR)	Cronbach's Alpha
Selection and Recruitment	0.89	0.83
Training and Development	0.91	0.86
Employee Participation	0.9	0.85
Job Security	0.88	0.82
Organizational Citizenship Behavior	0.91	0.87
Work-Life Balance	0.87	0.81
Organizational Commitment	0.92	0.88

All constructs' composite reliability (CR) values are above the recommended threshold of 0.70, and Cronbach's alpha values exceed 0.80, indicating the constructs' high internal consistency and reliability (Talib et al., 2022).

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Direct Effects (Path Coefficients)

Hypothesis	Path Coefficient (β)	t-value	p-value
Selection and Recruitment → Organizational Commitment	0.29	4.1	<0.001
Training and Development → Organizational Commitment	0.27	3.85	<0.001
Employee Participation → Organizational Commitment	0.25	3.5	<0.001
Job Security → Organizational Commitment	0.3	4.25	<0.001

All direct paths between the independent variables (Selection and Recruitment, Training and Development, Employee Participation, and Job Security) and Organizational Commitment are significant, with p-values below 0.001, indicating direct solid relationships.

Indirect Effects (Mediation via OCB)

Hypothesis	Indirect (β)	Effect	t-value	p-value
Selection and Recruitment → OCB → Organizational Commitment	0.12		2.9	0.004
Training and Development → OCB → Organizational Commitment	0.1		2.7	0.007
Employee Participation → OCB → Organizational Commitment	0.09		2.5	0.012
Job Security → OCB → Organizational Commitment	0.11		2.8	0.005

The indirect effects of all HR practices (Selection and Recruitment, Training and Development, Employee Participation, and Job Security) on Organizational Commitment, mediated by OCB, are significant, supporting the mediating role of OCB in the model.

Model Fitness (Goodness-of-Fit Indices)

Fit Index	Value	Threshold
SRMR (Standardized Root Mean Residual)	0.045	<0.08
NFI (Normed Fit Index)	0.92	>0.90
R ² (Organizational Commitment)	0.58	
R ² (OCB)	0.52	

The SRMR is below 0.08, indicating an acceptable model fit. The NFI exceeds 0.90, suggesting a good fit. The R² values show that the model explains 58% of the variance in Organizational Commitment and 52% of the variance in OCB, demonstrating a strong predictive power.

Discussion

This study made the finding that sheds light on the interplay among human resource practices, organizational citizenship behaviour (OCB) and organizational commitment in the pharmaceutical industry of Karachi, Pakistan. The results show that the attitudes of each measured HR practice, i.e., Selection and Recruitment, Training and Development, Employee Participation, and Job Security, significantly and positively impact organizational commitment (Rawashdeh et al., 2020). Additionally, the moderation role of work-life balance and the mediation role of OCB in shaping the dynamics between HR practices and organizational commitment were also discussed (Abbasi & Saliha, 2022).

Organizational commitment is influenced significantly by Selection and Recruitment, which have a positive relationship. An employee who believes he or she was primarily chosen based on merit is likelier to become more committed to his or her organization. This is similar to previous literature that argues that well-structured selection practices can promote employee loyalty and dedication.

Again, a similar trend was noted in training and development, a vital HR practice that enhances organizational commitment. Regular training opportunities make employees feel their skills are increasing and increase their engagement and loyalty. Training and development ensure that employees' career aspirations align with organizational goals, making them feel emotionally connected to upholding them.

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The results also support the hypothesis that Employee Participation positively affects organizational commitment. When involved in decision-making processes, employees feel a greater sense of ownership and accountability (Assen, 2021). This leads to higher levels of organizational identification and commitment. The empowerment that comes with participation allows employees to contribute to the organization's success, fostering a more profound emotional attachment.

One of the strongest predictors of organizational commitment remained Job Security. It can be competitive and challenging, but the work environment in an industry such as pharmaceuticals is good – where employees feel secure in their jobs and are more likely to be committed to the organization. This feeling of security reduces the anxiety related to the job, which subsequently increases the employee's willingness to invest his efforts in the organization, which is consistent with existing findings on the relationships between job security and employee retention (Somu et al., 2020).

This supported the mediating role of OCB in that it found that HR practices influence organizational commitment through their influence on OCB. Positive organizational attachment (POA) comprises employees' identification and belonging with their organization and is formed by the engagement in behaviours related to organizational citizenship behaviour. OCB facilitates a positive work environment, creating higher organizational commitment (Giao et al., 2020). This finding supports the social exchange theory: employees are likely to give in more OCB and commitment if the organization supports and recognizes them.

Work-lifefiance also plays a moderating role, implying that people with better work-lifefiance are more likely to be organizationally mitted. This tells us why work-life balance policies are essential in showing employees that they are free of work pressure and in danger-prone pharmaceutical industries. Aruldoss et al. (2022) mentioned that employees who can handle their personal and professional assignments will stay more relevant and devoted to their organization.

In conclusion, solid HR practices' role in increasing organizational commitment has been valid. Incorporating OCB provides further mediation of the relationships between HR practices and organizational outcomes, while work-life balance is a further moderator. These findings reveal how the relationship between HR practices and OCB and organizational commitment supports the performance of pharmaceutical organizations in Karachi.

Conclusion

This study investigated the Effect of HR practices (Selection and Recruitment, Training and Development, Employee Participation, and Job Security) on Organizational Commitment, with Organizational Citizenship Behavior (OCB) as a mediator and Work-Life Balance as a moderator. An analytical approach was adopted for conducting the study within the Karachi, Pakistan, pharmaceutical industry using a quantitative research approach, which was analyzed with the help of Smart PLS 4.1. The findings support the crucial mediating role of OCB and the moderating role of work-life balance between effective HR practices and organizational commitment.

Results reveal that employees' commitment to the organization is dependent and transparent. Opportunities for training and development, employee participation in decision-making, and job security in the organization. So, it seems that pharmaceutical companies should concentrate on these critical areas in order to develop a dedicated and loyal workforce.

In addition, the study also highlights the importance of OCB in mediating between HR practices and organizational commitment. Those employees at an organization that engages in discretionary behaviours that benefit the organization's and the members' interests are more likely to develop a solid understanding of loyalty and commitment. In turn, OCB produces a positive organizational climate that makes employees emotionally attached to the company.

The work-life-work-life balance is a moderator highlighting the significance of policies supporting the work-life-work-life balance. Employees who believe they work for an organization supporting this balance are more likely to stay committed. In the pharmaceutical industry, constant pressures can result in work-life conflicts, which is partly essential, iculathisy.

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This concludes my contribution to the growing literature on HR practices, OCB, and organizational commitment. It is helpful for HR managers of the pharmaceutical sector of Karachi to understand the practical aspect of employee management and that it should be done holistically. Integration of supportive HR practices, OCB support, and work-licence promotion promote a committed workforce that contributes to the organisation's long-term.

Practical Implications

This study's findings also have practical implications for HR professionals and managers in the pharmaceutical industry working in Karachi, Pakistan, found within the most practical ways. This study augurs the need for companies with inefficient HR practices to embrace better methods that may cause a fall in corporate commitment and increase general corporate performance.

First, selection and recruitment processes should be fair and merit-based to make employees feel important initially. Doing so can result in increased levels of commitment because employees selected via clear lines of Selection are generally more likely to bond to an organization very strongly. Second, pharmaceutical companies would do well to create training and development programs that align with both the organizational goals and the employee's career aspirations. Not only do continuous learning opportunities provide the opportunity to impart continuous learning for employees' skill sets, but they also foster loyalty and commitment (Shabir & Gani, 2020).

Thirdly, increased employee participation in decision-making can make employees feel they are integral to the organization. When companies become involved with employees in critical decisions, organizations can increase employees' sense of ownership and commitment. Fourth, this is important in order to retain committed employees. In the demand-driven and highly competitive pharma industry, job security reduces anxiety and increases employees' emotional bond with the company (Chaudhuri et al., 2020). Finally, pharmaceutical companies should provide work-life balance policies for employees to handle their professional and personal obligations. It will help prevent burnout and increase long-term organizational commitment. This balance can be maintained through flexible work arrangements, paid time off, and employee wellness programs.

If owned responsibly, industries in Karachi that focus more on these areas can constitute a more welcoming, dedicated, active, and productive workforce for sustainable organizational prosperity.

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