

An Empirical Study on Work Perception and Turnover Intention of Foreign Pharmaceutical Factories Employees – Mediator in Affective Commitment

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ABSTRACT High turnover rate, especially of the first-line sales staff, has long been the most annoying problem of human resource management for pharmaceutical industries. Perceived organization support and organizational commitment are the key factors in work behaviors of employees, while supervisor-subordinators *guanxi* is also proven being able to affect work intention of employees in an enterprise. For this reason, the sales in foreign pharmaceutical factories are sampled as the research subjects in this paper. With questionnaire survey, 368 effective samples were used for testing the hypotheses with hierarchical regression analysis. The research findings show lower turnover intention of employees with higher perceived organization support or better supervisor-subordinators *guanxi*; besides, affective commitment presents mediating effects between employees and the organization. Therefore, we suggested business executives to maintain favorable interaction with the subordinates, and most importantly, to build employees' affection and feeling of dependency on the organization.