

LEADERSHIP CHALLENGES IMPACTING EMPLOYEE PERFORMANCE &
RETENTION IN THE UNITED STATES (US) PHARMACEUTICAL INDUSTRY
(COMPANIES)

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Dedication

This body of work is humbly dedicated to my beautiful wife Melanie (for your strength and encouragement) and my two wonderful children, Blair, and Ivonna. To my lovely mother, (rest in peace-I miss you), you always believed in me. To all my friends, my professional family (La Familia) and SSBM instructors whose tremendous support and cooperation led me to this tremendous accomplishment.

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I am indebted to my beloved mother who raised me alone as an only child, instilled wisdom and poured into my development so that I might one day become a respectable man of promise (my goal was to always make you proud). And to my faithful wife and best friend, this would not be possible without your unwavering love and continuous encouragement to be a better version of myself every day.

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Most Appreciative,

Ivan Ross Blacksmith

ABSTRACT

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The pharmaceutical sector in the United States encounters a range of complex difficulties that have a substantial impact on worker performance and retention. The issues that give support to dimensions of management and have a significant effect on employee experiences and workforce productivity when performing relative tasks. This research employs qualitative research methodology to explore the complex intricacies of leadership difficulties within the pharmaceutical industry.

The area of this research relies on the fundamental principles of qualitative research, which places a strong emphasis on conducting a thorough investigation into the experiences, viewpoints, and behaviors of those who participate in the pharmaceutical sector. The data gathering process was completed through a questionnaire guide and the instruments used were semi-structured interviews, focus group discussions, and analyzing current literature. These instruments are strategically used to gather valuable and contextually significant information from workers, executives, HR experts, and other key stakeholders.

The targeted demographic consists of persons who are actively engaged in the pharmaceutical sector, including workers at different hierarchical positions, human resources professionals, and organizational leaders. The approach of purposive sampling has been used to allow researchers to deliberately choose participants who possess the necessary information and viewpoints to effectively address the goals of this research.

The main objective of this research is to give insights into the challenges faced by leaders and management in the pharmaceutical industry and the effect these challenges have on the performance and retention of staff. The results provide a holistic comprehension of the intricate dynamics in operation. The study instrument functions as a tool to uncover the complex nature of leadership difficulties and their impact on the pharmaceutical industry.

This study has the potential to provide significant insights for both academic researchers and industry professionals. This study uses a qualitative approach to analyze leadership problems to enhance comprehension of their effects on employee outcomes, as well as the subsequent influence on talent retention and performance in the pharmaceutical sector of the United States. The major aim of this study is to give insights into techniques and interventions that may effectively improve leadership practices and promote employee well-being in this crucial industry.

Directed by: Dr. Ramesh Kumar

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CHAPTER I: INTRODUCTION

1.1 Introduction

The pharmaceutical industry in the United States of America plays a very important role in the healthcare sector. The industry continues to place maximum effort into manufacturing, distribution and developing important medicines. Day by day with the increase in advertisements in the medicine industry the challenges related to leadership are also increased, and these challenges have also impacted the performance and retention of employees. Pharmaceutical companies need to attract experts in their companies and give them lucrative benefits and also retain them to gain a competitive advantage in the market. There are multiple leadership challenges in the American Pharmaceutical industry such as ongoing pressures created by regulatory bodies, evolution of marketing dynamics, and huge demands for research and development.

Leaders and firms operating in the pharmaceutical sector are faced with a growing array of complex challenges that are becoming more difficult to navigate. Various factors, including healthcare reform, technology improvements, changes in government legislation, and growing consumer expectations, are significantly transforming the way organizations interact with important stakeholders and are affecting their operations in unforeseeable ways.

The phenomenon of globalization is giving rise to a multitude of challenges that involve several facets of pharmaceutical enterprises, spanning from marketing strategies to adherence to regulatory standards (Alafeshat and Tanova, 2019). When combined with the forthcoming "patent cliff," a period of economic decline, decreased research and development expenditures, and poor sales pipelines, these obstacles provide a significant challenge, particularly for experienced leadership teams.

According to expert opinion, organizations that successfully navigate these hurdles will do so by revitalizing their dedication to innovation. Furthermore,

individuals will exhibit proficiency in adapting to and managing change, as well as effectively navigating situations characterized by ambiguity. This will enable them to establish themselves as invaluable collaborators within the healthcare delivery ecosystem. (Leadership Challenges in the Pharmaceutical Sector).

The purpose of the organization extends beyond mere survival, including the need to perpetuate its existence via the enhancement of efficiency. This is a critical element in fostering heightened competitive competition. Businesses must consistently strive to improve their operational efficiency. This viewpoint is consistent with the stance expressed by Arslan and Staub in their 2013 publication, emphasizing the essential role of leadership in attaining organizational success. This observation underscores the need to research the leadership impact on the performance of employees in an organization. Moreover, several scholars, such as Wang, Tsuil, and Xin, have posited that because of the restricted and contradictory outcomes in prior studies, there exists a misperception about the impact of top management and leadership on the performance of employees, specifically in the area of customer service. In recent years, there has been a notable increase in the importance of the customer support business, with a particular focus on the pharmaceutical customer service sector (Cavaliere et al., 2021)

Effective cooperation among people is crucial in the endeavor to attain business goals. In the context of collaborative work environments, implementing MIS systems is a basic need to complete tasks assigned by management to employees. During this phase, managers or leaders undertake the responsibility of guiding and supervising employees to accomplish the intended objectives of the firm. It is very important that leaders apply the expertise necessary to motivate their employees within an organization. Nevertheless, it is important to acknowledge that some leadership techniques may have adverse consequences for workers and the whole work milieu. Unfortunately, there continues to be an immense rise in reports that leaders are adapting

toxic styles of leadership in organizations. The ramifications of toxic leadership may be seen in the form of ethical dilemmas, as shown by examples such as the abuse of employees at Amazon, the mismanagement and selling of personal data by social media platforms, and the bias shown by top management in Uber. The phenomenon is supported by a recent study performed by “Life Meets Work Consulting”, that indicates that 56% of employees are now operating under the supervision of a toxic Chief Executive Officer (CEO), hence contributing to an unfavorable work atmosphere. Indeed, it is noteworthy that nearly one-third of all leaders have the propensity to display these deleterious leadership behaviors. As a result, a considerable proportion of workers are confronted with circumstances whereby they must navigate interactions with leaders and supervisors that demonstrate toxic leadership styles (Wolor et al., 2022).

The issue of pharmaceutical staffing is a matter of great importance and urgency in the sector. This is evident from the prediction made by the US Bureau of Labor Statistics, which anticipates a 7% rise in jobs related to biological sciences, physical sciences, and social sciences by the year 2028. The projected growth rate of this profession is anticipated to exceed the average growth rate seen across all other occupations, highlighting the industry's escalating need for skilled individuals. The increasing convergence of technology and life sciences has led to a heightened focus on the recruitment of individuals who possess the necessary skills to propel technology-enabled solutions. The pharmaceutical recruiting sector in North America has seen significant growth, thus becoming a prominent business. The biopharmaceutical workforce in the United States is estimated to surpass 800,000 employees, according to available statistics. Furthermore, an analysis of LinkedIn data indicates that there are around 61,000 job opportunities inside pharmaceutical businesses in the United States, resulting in an approximate vacancy rate of 8%. Although precise workforce statistics for the Canadian pharmaceutical industry are not readily available, it is worth noting

that LinkedIn showcases over 2,700 job openings. This figure is significant considering that Canada has a much smaller population compared to the United States (Recruiting and Retaining Talent Is the Biggest Challenge Facing the Pharmaceutical Industry, 2022).

The year 2023 unfolds, a study done by Robert Half reveals that a significant proportion of employees retain a positive outlook toward their prospects within the present labor market. The presence of this high level of confidence among workers serves to highlight the need for employers to maintain a state of alertness about the possible departure of their most skilled individuals, hence emphasizing the necessity for comprehensive tactics aimed at retaining personnel. The results of the Job Optimism Survey conducted by Robert Half, which had a sample size of over 2,500 professionals, and aimed to assess the perceptions of workers towards their present and future career prospects, indicate that 46% of participants are actively engaged in or have intentions to pursue other employment alternatives within the first six months of 2023 (15 Effective Employee Retention Strategies In 2024 – Forbes Advisor).

1.2 Research Problem

To what level do the leadership challenges faced by pharmaceutical companies in the United States of America impact the performance and retention of employees? It is very critical to identify the strategies that will help mitigate these challenges. The rationale behind identifying the problem of this research is to determine the relationship between the leadership challenges in the US pharmaceutical industry and their influence on the performance and retention of employees. The research will investigate all the challenges faced by leaders of the pharmaceutical industry such as pressures from regulatory bodies, variations in marketing dimensions, needs for research and development, and understanding the contribution of challenges in turnover and performance issues of employees.

This research will also highlight strategies that pharmaceutical companies should consider adopting to resolve these issues. These strategies will be helpful in creating a work environment that achieves employee satisfaction, employee engagement and employee retention. Once these research problems are addressed, we will focus on alternative insights which promote healthy leadership practices and lead to pharmaceutical industry success and sustainability.

The pharmaceutical business in the United States is confronted with a significant issue about the retention and optimization of its personnel, mostly because of the presence of diverse leadership issues. The obstacles, including matters about the efficacy of leadership, the culture inside the organization, and external influences, possess the capacity to have adverse effects on the motivation, productivity, and overall work satisfaction of employees. Therefore, it is important to conduct a thorough analysis and comprehension of these leadership obstacles and their consequences to develop efficient methods that may improve employee performance and retention within the pharmaceutical industry.

1.3 Purpose of Research

This research aims to identify the relationship between challenges faced by Leadership in the Pharmaceutical industry and its consequences on the performance and retention of employees in the companies. The major focus will be on the hurdles that companies are facing such as pressures by regulatory bodies, marketing dynamics, and the need for research and development.

The purpose of this research is to reduce the impact of these challenges on the workforce of employees. This research will further identify both direct and indirect leadership challenges, ongoing consequences that leaders face and its impact on employees. The study will identify those factors that will contribute apart from these leadership challenges to increase employees' job satisfaction and commitment towards work.

The pharmaceutical sector in the US has great importance, serving as a significant economic contributor and playing a crucial role in public health (Kesselheim et al., 2019). In this environment, it is crucial to thoroughly analyze the effects of challenges faced by leadership on the performance and retention of employees inside pharmaceutical organizations. The significance of leadership in influencing organizational culture, strategy, and employee engagement should not be underestimated. The difficulties have the potential to significantly impact several aspects, including employee motivation, productivity, and long-term commitment. Moreover, the pharmaceutical business is confronted with a significant challenge of the lack of skilled professionals, especially in crucial domains like research, development, and regulatory affairs. Consequently, it is important to comprehend and tackle the obstacles associated with leadership to effectively recruit and retain high-caliber personnel, so guaranteeing sustained innovation and competition in the field. Finally, the pharmaceutical industry is subject to continuous evolution, marked by shifts in regulatory frameworks, market dynamics, and technical progress. The industry's ongoing development and profitability need effective leadership capable of navigating these transitions.

The research will propose many effective strategies and interventions to overcome the challenges. This research will give valuable recommendations to the leaders of pharmaceutical companies to reduce the risks coming due to the leadership challenges to increase the performance and retention of employees. The research will also provide valuable insights about the policies and practices followed by leadership in US pharmaceutical companies. This research will also contribute to the implementation of effective leadership strategies in pharmaceutical industries.

1.4 Significance of the Study

This research will benefit the policymakers by providing them with detailed insights about the leadership issues that occur in pharmaceutical companies which will

impact the retention and performance of employees. They will also get first-hand knowledge of development programs, policies, and rules which encourage the activation of activities that will help resolve the issues that are addressed in this study.

This study will also be helpful for business professionals and pharmaceutical companies in the US as they will also be getting information regarding the difficulties that are faced with employee retention and performance. This can help in the establishment of better strategic plans for taking initiatives to increase the retention and performance of employees in parallel with business objectives.

This research will also help companies eliminate the cultural issues due to which leadership in the pharmaceutical sector is affecting the performance and retention of employees. Different change management techniques will be helpful for leaders to resolve these issues. Change management activities will help identify the hurdles that are identified as possible barriers associated with the mentality of employees, reasons for resisting change, and the culture of the organization.

Research has a significant role in several dimensions of human life, making substantial contributions to our intellectual, social, and technological progress. Fundamentally, research functions as an unwavering endeavor to acquire information, shedding light on enigmas within the realm of nature, deciphering intricate phenomena, and broadening the frontiers of human comprehension (Karagianni and Jude Montgomery, 2018). The framework serves as a foundation for developing resolutions to complex issues, providing a methodical and organized methodology for doing research. Research has a pivotal role in several disciplines such as science, medicine, engineering, and the social sciences, serving as a crucial element in addressing practical problems and shaping our approaches to significant matters.

Furthermore, research serves as a source of innovation, stimulating the development of novel technologies, goods, and services that form the foundation of economic expansion and enhance our standard of living. Evidence serves as a

fundamental basis, guiding decision-makers in formulating policies, plans, and decisions that are grounded in tangible facts rather than relying on intuition. Qualitative research is very important in many areas, including healthcare and public policy, as it guarantees the validity and knowledge-based nature of our decision-making processes (Smith et al., 2015).

In addition to its practical uses, research assumes a crucial role in promoting societal advancement. Through its ability to illuminate social concerns, disparities, and injustices, research assumes a formidable role as an agent of transformative change. The use of this approach enables individuals to effectively tackle urgent issues, reduce disparities, and foster a society that is characterized by fairness and justice. Furthermore, it is worth noting that research encompasses cultural and aesthetic aspects, so enhancing our understanding and admiration of historical events, cultural practices, and creative forms of expression, all of which are intrinsic to the human experience (Avolio, Kahai, and Dodge, 2000). In conclusion, research serves as an indispensable instrument that drives progress, nurtures our inquisitiveness, and enables us to address the intricacies of our environment via the acquisition of information, cultivation of creativity, and fostering of innovation.

The results of this study can be included in the syllabus of many academic business and pharmacy coursework. This will provide in-depth knowledge of all the issues that can impact employee retention and performance due to leadership challenges to all the students and those starting their careers. This research work will also help researchers gain knowledge on the difficulties caused by leadership challenges in US pharmaceutical companies. The body of knowledge in this field will be increased and more avenues for research in this field will be opened.

If leadership challenges are successfully resolved in the US pharmaceutical companies then the economic and healthcare stability throughout the country will be created. This research will help pharmaceutical companies and their executives as they

can gain fruitful insights so that effective leadership strategies can be made to address these challenges so that organizational performance, retention, and innovation can be increased.

This research is helpful for human resource specialists as well because it provides useful information to HR professionals for designing such policies and practices that help in achieving employee satisfaction, engagement, and long-term commitment. The research will also focus on all the regulatory pressures that will impact the dynamics of the workforce. The study will also provide recommendations that will align the regulations which align industry requirements with the well-being of employees.

Healthcare practitioners will also benefit from this study because if the pharmaceutical industry is stable then the therapies and medical treatments will be consistent and readily available. The investors and shareholders utilize the insights of this study in the industry and thus they will find out the potential for sustainable growth. Hence, they will get aid in investment decisions and shareholder confidence. The policymakers and government agencies will use the findings of this research to make policies and provide support to the pharmaceutical industry which will increase the level of job satisfaction, employee retention, and performance of employees.

This research will also benefit the academicians by giving deep insights into all the challenges faced by leadership in the pharmaceutical sectors so, they can make future directions accordingly. The workspace conditions will be improved for employees; they will be more satisfied with their jobs and will enhance their opportunities for career development.

Industries associations and organizations will implement best practices extracted from the results of this research to provide best practices, guidelines, and training programs that will aid in the development of leadership in the pharmaceutical industry. The global health industry will become confident to face the ongoing

challenges and resolve them through continuous research and development to address the global health issues. The medicine consumers and patients will benefit by getting more sustainable and effective medical conditions.

1.5 Research Purpose and Questions

This research aims to identify the relationship between challenges faced by Leadership in the Pharmaceutical industry and its consequences on the performance and retention of employees in the companies. The major focus will be on the hurdles that companies are facing such as pressures from regulatory bodies, marketing dynamics, and the need for research and development.

The purpose of this research is to reduce the impact of these challenges on the workforce of employees. This research will identify both direct and indirect challenges, their consequences which leaders face and how employees are ultimately impacted. The study will identify those factors that will contribute apart from these leadership challenges to increase employees' job satisfaction and commitment towards work.

The pharmaceutical sector in the US has great importance, serving as a significant economic contributor and playing a crucial role in public health (Kesselheim et al., 2019). In this environment, it is crucial to thoroughly analyze the effects of challenges faced by leadership on the performance and retention of employees inside pharmaceutical organizations. The significance of leadership in influencing organizational culture, strategy, and employee engagement should not be underestimated. The difficulties have the potential to significantly impact several aspects, including employee motivation, productivity, and long-term commitment. Moreover, the pharmaceutical business is confronted with a significant challenge of the lack of skilled professionals, especially in crucial domains like research, development, and regulatory affairs. Consequently, it is important to comprehend and tackle the obstacles associated with leadership to effectively recruit and retain high-caliber personnel, so guaranteeing sustained innovation and competition in the field. Finally,

the pharmaceutical industry is subject to continuous evolution, marked by shifts in regulatory frameworks, market dynamics, and technical progress. The industry's ongoing development and profitability need effective leadership capable of navigating these transitions.

The research will propose many effective strategies and interventions to overcome the challenges. This research will give valuable recommendations to the leaders of pharmaceutical companies to reduce the risks coming due to the leadership challenges to increase the performance and retention of employees. The research will also provide valuable insights about the policies and practices followed by leadership in US pharmaceutical companies. This research will also contribute to the implementation of effective leadership strategies in pharmaceutical industries. The research is based on below mentioned research questions:

- RQ1: Which leadership skills are of utmost importance for retaining employees within pharmaceutical organizations in the United States?
- RQ2: How effective are current leaders within the US pharmaceutical industry at retaining their workforce?
- RQ3: What are the possible challenges and pitfalls that the industry may encounter in the future?
- RQ4: What are the specific leadership challenges faced by pharmaceutical organizations in the United States that impact employee performance and retention?
- RQ5: How do leadership challenges within the US pharmaceutical industry manifest in terms of employee performance, including factors such as motivation, productivity, and job satisfaction?
- RQ6: What strategies and approaches have pharmaceutical industry leaders employed to address these leadership challenges and improve employee performance and retention?

- RQ7: To what extent do leadership practices and organizational culture impact the turnover and retention of employee in US pharmaceutical companies?
- RQ8: How does the perception of leadership effectiveness among employees correlate with their intention to stay or leave their current pharmaceutical organization?
- RQ9: What role does leadership development and training play in mitigating leadership challenges and fostering employee performance and retention in the pharmaceutical sector?
- RQ10: Are there significant differences in the leadership challenges and their impacts on employee performance and retention between various segments of the pharmaceutical industry, such as research and development, manufacturing, or sales and marketing?
- RQ11: How do external factors, such as industry regulations and economic conditions, interact with leadership challenges to influence employee performance and retention within US pharmaceutical organizations?

1.6 Objectives of Research

Following are the objectives of this research:

- To classify specific leadership obstacles encountered by pharmaceutical enterprises inside the United States.
- To identify the impact of challenges of leadership on performance of employees, by considering factors such as motivation, productivity, and work satisfaction.
- To investigate the techniques and approaches used by leaders in the pharmaceutical business to tackle these difficulties and improve employee performance and retention, an analysis will be conducted.

- To identify the impact of practices performed by leadership and organizational culture on turnover and retention rate of employees in US pharmaceutical companies.
- To examine the impact of effectiveness of leadership practices and their decision-making skills on employee retention or switching on company in US pharmaceutical company.
- To examine the effects of leadership development and training programs on the reduction of leadership difficulties and the promotion of employee performance and retention, a study was conducted.
- To highlight the disparities if present in leadership practices and challenges faced by leaders and their impact on employee performance and retention in pharmaceutical industry.
- To examine how industry laws, economic situations, and leadership issues impact employee performance and retention in US pharmaceutical companies.
- To evaluate the current state of employee retention/productivity within the top life science-pharmaceutical companies in the United States.
- To discuss key aspects of the full range leadership model and how each affects employee productivity and retention within the pharmaceutical industry.

1.7 Research Gap

For a long time, it has been observed that there is a very meager contribution of literature on this topic. There are still recognizable researches that highlight the issues of leadership initiated in organizations but still, there is a requirement for deep analysis because the pharmaceutical industry of the US is very prominent based on the socio-economic conditions, regulations, and cultural environment.

There is still a lack of deep research that investigates the challenges in more detail related to technical restrictions, legal restrictions, cultural changes, human resource readiness to welcome change, cyber security risks, financial ramifications, and change management. Some studies are indeed addressing these issues however, they are not addressing all the challenges encapsulated in one study. Furthermore, there is a need to heighten awareness by conducting research that promotes innovation and deals with teams and competitors.

There are many studies conducted that are theoretical therefore they don't have a proper base to prove their work, there is a need to conduct research that is more numerical and based on actual data gathered from respondents. It is required to get first-hand information on the said topic which can be gathered through interviews, surveys, focus group discussions, and walk-through sessions. There is also a requirement to generate results that give viable solutions and insights to policymakers, businessmen, leaders, managers, and all relevant stakeholders so that they can also make contributions to the topic to increase the area of research. The research should be conducted in a way that not only identifies the challenges but also gives viable recommendations and solutions. The current research identifies the leadership challenges that impact the performance and retention of employees in the US pharmaceutical industry.

The current deficiency in academic literature about leadership problems that affect employee performance and retention in the pharmaceutical sector in the United States is mostly attributed to the absence of extensive empirical research conducted especially within this business (Allen, 2010). Although there is a substantial amount of existing literature on leadership problems across different sectors, there is a dearth of comprehensive studies about the distinct challenges encountered by pharmaceutical companies operating inside the United States. The pharmaceutical industry functions within a heavily regulated framework, encounters swift technological progress, and

confronts distinct shortages in skilled personnel. Previous scholarly investigations, although informative, often provide broad perspectives on leadership difficulties, neglecting to specifically examine the intricate problems unique to the pharmaceutical industry. Addressing the research gap will have a positive impact on resolving the challenges of leadership so that employee performance will be improved and employees will be retained in an organization. Moreover, it has the potential to assist in the formulation of customized approaches aimed at enhancing leadership efficacy, hence leading to improved employee outcomes within the pharmaceutical industry.

To identify the leadership challenges in the US pharmaceutical industry that impact the performance and retention of employees, this study was conducted. However, every study has research gaps and similarly, this study has research gaps as well. This study will address these research gaps for understanding the issues and their solution. The major research gap of this research is that there was a lack of research regarding the leadership challenges in the US pharma industry. If thorough research is conducted then some hidden challenges may be identified such as the development of drugs, manufacturing, and distribution, providing clarity on the dynamics of the industry. Furthermore, the study will also provide benefits to identify the leadership challenges that change day to day due to circumstantial changes. The leadership challenges that vary are the size of the company, geographical locations, and structure of the organization. It is also important to identify changes in the dynamics of leadership which can increase the efficiency of the study. Another gap is to address the perspectives and experiences of employees in this regard. However, the study will identify the challenges of leadership by including the views and perceptions of employees as well. The impact of leadership challenges at individual levels will also be identified such as the rate of job satisfaction and commitment of employees towards their jobs. The study will also identify the mitigation strategies and their long-term impact on US pharmaceutical companies.

1.8 Relevance of this Research

This research has a major impact on the economy because the pharmaceutical industry is a financial pillar of the US economy. It is especially important to understand the leadership challenges that impact the retention and performance of employees because it impacts the economic sectors of our country. Thus, overcoming these challenges can maximize the organizational benefits and seamless integration of systems. The US has a competitive edge globally, but it also has some major employee retention and performance issues because of leadership challenges in the US pharmaceutical industry. The readiness to adopt change and digital transformation is the only gateway that can help this country maintain its competitiveness globally. Doing research in this area will help the country to identify its position and impact on the global landscape in terms of pharmaceutical background.

This research is relevant to the pharmaceutical industry of the United States, it provides clarity on the impact of leadership challenges on employee retention and performance. The pharmaceutical industry of the United States is very dynamic, and it must follow stringent regulatory requirements to maintain its business and competitiveness in the market. This study is also relevant to the regulatory departments because employee retention and performance are also important in this domain. The identification of regulatory changes that occur because of employee retention and performance in the pharmaceutical sector can be highlighted through this research so that policymakers can introduce guidelines to take preemptive measures to avoid challenges.

Technology infrastructure has a major contribution to maintaining the retention and performance of employees. Through this research, the technology infrastructure in US pharmaceutical companies can be analyzed in detail to shed light on the areas where improvement is required for a smooth transition of leadership. The study will also identify the complexities of leadership for sustaining innovation, retention, and

performance of employees. The identification of challenges of pharmaceutical companies can also be identified in this research. This study will also identify all the loopholes that require the formation of strategies. There must be proper strategies made to ensure the protection of confidential organizational information to maintain the trust of leaders in employees. Until all the concerns related to leadership are addressed in the US pharmaceutical company, it will be impossible to completely eradicate employee retention and performance issues in the pharmaceutical sector.

A need for a skilled workforce is also generated with the initiation of this research. Leaders face many challenges related to a skilled and developed workforce, and the lack of this skilled workforce makes leaders avoid adopting change. There must be an arrangement of special training and educational programs to fill these gaps. Improvement in employee retention and performance raises the hopes and expectations of all relevant stakeholders, therefore leadership must fulfill those needs and expectations to ensure a transparent customer relationship. There is a need to establish collaborations with different tech and fintech firms to foster effective leadership in this era.

Through the findings of this research, the leaders can create a positive work environment for their employees which can impact their performance within the organization on a short- and long-term basis. This research will provide effective strategies to increase employee engagement and retain the topmost talented employees. This research will also help in maintaining an effective workforce that will maintain global healthcare. It will also help to increase the development and availability of medicines and treatments for patients. This research will provide a balanced mechanism for regulatory bodies and industrialists to keep a balance between employees' well-being and industrial demands to enhance sustainability empowerment in the organization.

CHAPTER II: REVIEW OF LITERATURE

Leadership may be defined in several ways, making it challenging to produce a single comprehensive definition. The initiative encompasses not just one person but also a collective of people in prominent positions. Authority is a cyclical process in which the leader is assigned various tasks to achieve a certain purpose (Cavaliere et al., 2021). Authority refers to the behavior or demeanor that enables one to collect and steer others toward a certain aim. The project is a recurring exchange of communication between leaders and people. The success of an organization relies on an effective leader and an innovative leader who has a pragmatic leadership style. The organization has a key role in any association or social gathering. In the first phase of this study, the researcher will discuss the leadership style and its subsequent impacts. Our survey questions, which will be delivered to Pharma group firms, will include both qualitative and quantitative analysis. The researcher will endeavor to get data from other firms, contingent upon the researcher's ability to do so, given the constraints imposed by the COVID-19 pandemic and the challenges associated with conducting interviews on company premises. Thus far, forty out of a total of seventy workers have responded to the questionnaire. The major findings indicate a considerable influence of leadership on organizational performance. The leadership conduct at Pharma group enterprises was crucial in achieving success in both the service sector and the whole organization.

I began my career in the pharmaceutical sector more than 20 years ago. During that period, the sector had a significant boom on the US East Coast and in the Mid-West, driven by the remarkable expansion of pharmaceutical companies ((4 Leadership in Pharmaceutical Industry: A Reflection on Expectations and General Theme | LinkedIn,). The occupation was highly sought after, which motivated me to

pursue a Pharmacy Graduate School education. The pharmaceutical industry has undergone significant changes in the last two decades. These changes include challenges such as a weak or depleted research and development pipeline, a shrinking budget for research and development, mergers and acquisitions, patent expiration, the need to manage off-shoring business, increasing pressure to control the cost of medicine due to healthcare reform and government policies, heightened scrutiny from Health Authorities worldwide, the rise of counterfeit businesses, intense competition among the few surviving companies, globalization impacting various functions from Discovery to Regulatory, and the need to address a general decline in public perception of the industry. These are just a few examples of the transformations that have taken place. To maintain compliance, pharmaceutical corporations have constantly and significantly increased their expectations of leadership over this time.

This study aims to provide more insight into the impact of toxic leadership on employee happiness, motivation, and performance (Wolor et al., 2022). There is a need for a study on toxic leadership in Indonesia since, up until now, no research has been conducted to measure the impact of toxic leadership on organizational leaders. The study included surveys and structural equation modeling, which is a quantitative approach (SEM). The study sample consisted of four hundred individuals collected from eight unusual places in Indonesia. A total of four hundred workers were surveyed using Google Forms, and the data collected was analyzed using the Lisel 8.5 software. The findings indicate that toxic leadership significantly impacts job satisfaction ($p > 0.00$) and work motivation ($p > 0.00$). However, toxic leadership does not have a significant effect on employee performance ($p < 0.00$). Additionally, job satisfaction has a significant influence on work motivation ($p > 0.00$) and employee performance ($p > 0.00$), while work motivation does not significantly impact employee performance ($p < 0.00$). The research results have significant implications for organizations, including several aspects such as leader screening and selection processes, as well as

the implementation of stress management and self-resilience training programs. These measures aim to assist workers in effectively managing their emotions, promoting emotional well-being, and enhancing their coping mechanisms.

Leaders and firms in the pharmaceutical sector confront more intricate problems daily. The healthcare industry is undergoing significant transformations due to reforms, advancements in technology, shifts in government policies, and changing consumer expectations (Ramirez-Lozano, Peñaflor-Guerra, and San Agustin-Fons, 2023). These developments are revolutionizing the way healthcare organizations interact with important stakeholders and are having unintended effects on their operations. The phenomenon of globalization is posing several difficulties that include numerous aspects of most pharmaceutical companies, ranging from marketing to regulatory issues. Furthermore, when considering the "patent cliff," a declining economy, diminishing R&D resources, and underperforming sales pipelines, the situation becomes incredibly challenging for even the most experienced executive team. The prevailing consensus among experts is that firms who triumph over such obstacles will do this by prioritizing innovation. Furthermore, they will adeptly adjust to change and uncertainty and establish themselves as an essential collaborator in the healthcare delivery network.

The healthcare business now accounts for 18% of the US GDP, amounting to \$3.35 trillion (Healthcare Leadership Challenges | Preparing for the Next Generation, 2018a). With the aging of the baby boomer generation and the subsequent rise in healthcare needs, the healthcare business is expected to see significant growth. Healthcare prices and expenses are projected to surpass inflation, according to experts. According to the Bureau of Labor Statistics, the sector is projected to provide 2.3 million new employment opportunities by 2026. Managing this surge in expenses and employment expansion will be a significant challenge. The need for skilled healthcare administrators to oversee increasing teams and facilities will increase. Healthcare

professionals must navigate several hurdles among evolving technologies and political instability. Presented here are the five most significant obstacles that healthcare executives must successfully cross.

Reimbursement Medical treatment in the United States may be costly (Healthcare Leadership Challenges | Preparing for the Next Generation, 2018b). There is a significant need to reduce healthcare expenditure. Enterprises and the government are actively exploring strategies to mitigate the expenses associated with healthcare. Reimbursement models are undergoing alterations. They are transitioning from a payment system that charges fees for services rendered to one that rewards performance. Consequently, suppliers can no longer rely on generating income just via the provision of specific services. Their rewards will be determined by the level of community health achieved and the results of therapeutic interventions. The Centers for Medicare and Medicaid Services (CMMS) is now leading this strategy.

Healthcare Policy the Affordable Care Act (commonly known as Obamacare) is characterized by a significant level of uncertainty (Healthcare Leadership Challenges | Preparing for the Next Generation, 2018b). The ACA has a profound effect on insurance markets. The prevailing ambiguity has instilled hesitation among several healthcare systems and insurance firms, deterring them from pursuing expansion. Historically, these sectors depend heavily on a significant level of regularity. In a well-established market, they can anticipate the populations they will cater to and hence make more accurate projections of expenses and earnings. Due to the ever-changing nature of enrollment and healthcare policy, they have been compelled to either withdraw from markets or increase rates.

Technology in the healthcare sector has seen a notable transformation with the advent of innovative technologies (Healthcare Leadership Challenges | Preparing for the Next Generation, 2018b). These technologies include a wide array of tools, ranging from highly specific equipment to advanced information systems. The rising desire for

"personalized medicine" is driving the increased expense and complexity of healthcare. Several developing technologies include but are not limited to electronic patient records, advanced imaging technologies, innovative medication treatments, 3D printed equipment, and robots. These technologies not only have a prohibitive cost for acquisition and implementation, but they also need highly skilled staff and specialized facilities.

Insufficient Labor Force presently, the healthcare sector is confronted with an escalating deficit of adept and competent personnel (Healthcare Leadership Challenges | Preparing for the Next Generation, 2018b). The scarcity is particularly notable in professions such as nurses, nursing aides, imaging technologists, and pharmacists. The graduation rates of students in these disciplines fail to match the increasing expectations. As the business expands, the primary obstacle it will encounter is the identification of suitable applicants to occupy the estimated 2.3 million positions. Industrial growth will be affected, and costs will be impacted by these shortages, because of the highly competitive labor market.

Deficiency in Leadership Healthcare executives have the challenging responsibility of overseeing teams and facilities in a high-stakes business (Healthcare Leadership Challenges | Preparing for the Next Generation, 2018b). They must adjust to the rising costs, employment openings, and growing unpredictability. Nevertheless, most healthcare professionals lack formal or sufficient leadership training. Furthermore, their packed schedules prohibit them from dedicating time to engage in leadership training. Conventional leadership and professional development programs often fail to tackle the distinct difficulties specific to the healthcare sector.

The management of human resources has emerged as a significant and complex concern in the pharmaceutical sector, especially in developing nations, to improve the availability of essential medications to society (Baba pour, Ghazipur, and Mehrabian, 2018). This research aimed to investigate the difficulties associated with human

resource management methods in pharmaceutical companies in Iran, a developing nation. To address the research inquiry, a qualitative descriptive study was conducted using theme analysis. This included conducting twenty-two semi-structured interviews with key informants from the Iranian pharmaceutical business. The topics extracted from the interviews were classified into three primary categories: ability difficulties, motivation challenges, and opportunity challenges, according to the AMO model. These categories were then examined individually. This study is the first to examine the HRM problems specific to the pharmaceutical business. The research aims to enhance our understanding of human resource practices and provide pharmaceutical managers with insights on effectively implementing these practices.

The objective of this study was to examine the impact of transformational leadership on workers' work outcomes, including their job performance and work-related burnout, as well as their workplace behavior, such as social loafing (Khan et al., 2020). Additionally, it examines the influence of internal motivation as a mediator between transformational leadership and other specified factors. Data was collected from 308 workers in the communications industry using a cross-sectional survey. To examine the hypotheses, Model 4 of Process Hayes was used to assess the direct and mediated impacts between transformative leadership and workers' job results and working behavior. The findings indicate that there is a significant and favorable correlation between transformative leadership and mediator intrinsic drive. The findings also indicated that work performance is positively and significantly related to transformational leadership. Nevertheless, the correlation between transformative leadership and both working burnout and social loafing is indirect and inconsequential. Thus, it can be said that organizational leaders must possess transformational qualities by familiarizing themselves with their workers' well-being since a transformational leader can motivate staff toward achieving desired or noteworthy results. It instills

personnel with self-assurance in their assigned tasks, as well as the authority to make judgments after receiving training.

Approximately 8% of hospitals, regardless of whether they were in rural or metropolitan areas, were expected to shut down due to various problems that contribute to inadequate organizational performance (Taylor, a). Comprehending the elements that contribute to subpar organizational performance is crucial for healthcare professionals to enhance operational results and improve organizational performance. This quantitative ex post facto research study aimed to investigate the correlation between leadership effectiveness, employee job satisfaction, and organizational success, drawing on the path-goal leadership theory and Herzberg's motivation-hygiene theory.

Data from archives were examined for eighty-six persons who participated in the 2020 Employee Retention Satisfaction Survey (Taylor, b). The multiple regression analysis revealed that the whole model, which included two predictor variables (leadership effectiveness and employee job satisfaction), successfully predicted organizational performance. The statistical analysis showed a significant relationship, with an F-value of 88.88 ($p < .001$) and an R-squared value of 0.68. Only employee job satisfaction significantly contributed to the model. One important suggestion for leaders of healthcare organizations is to create job descriptions that are particular to each post. These descriptions should clearly define the responsibilities of the position and explain the expected level of performance. This will help to ensure that employees have a clear understanding of their roles, which in turn may lead to higher levels of work satisfaction and improved organizational performance. The potential consequences for promoting positive social transformation are the adoption of efficient leadership behaviors and competencies to exert an impact on enhancing employee happiness and organizational performance within the healthcare sector in Mississippi. These changes can then be replicated in other institutions.

Medical systems are intricated and constantly evolving in many settings and levels of health services (Figueroa et al., 2019). The requisite competencies required by health administrators and leaders to effectively address present and future challenges are inadequately comprehended. Prior research has been limited to certain countries and has not included diverse international and multi-level perspectives. This review analyses the present and upcoming difficulties faced by health leadership and workforce management in various settings and health systems at three distinct levels of structure. These levels include the broad macro context (international, national), the intermediate mesa context of organizations, and the specific micro context of individual healthcare managers. A comprehensive analysis of available data was conducted by doing a methodical search of a specific subset of the extensive literature about health leadership and management. A comprehensive set of textual terms, synonymous expressions, and topic labels were established to include the fundamental ideas of global health, health service administration, and health leadership. A comprehensive analysis of three electronic databases (MEDLINE®, PubMed, and Scopus) was conducted to determine the primary sources of relevant publications from January 2010 to July 2018. Subsequently, a search strategy was used to examine the significant journals that were discovered. Additionally, manual searching was conducted on the journals and reference lists of pertinent articles that were found. Three reviewers individually applied inclusion criteria to relevant publications. The data underwent a narrative synthesis to emphasize the major topics that were discovered. A total of sixty-three articles were included. The three structural levels of healthcare sectors worldwide included a collection of persistent difficulties and contemporary trends in health leadership and management. At the macro level, these factors encompass societal, demographic, historical, and cultural aspects. At the mesa level, there were challenges related to human resource management, changing structures, performance measures,

and intensified management. At the micro level, there were changes in roles and expectations for healthcare managers in the workplace.

In a highly competitive business climate, particularly in the healthcare industry, companies rely on their industry leaders to facilitate the implementation of essential changes and innovations required to sustain a competitive advantage (Kassim). Following a thorough situational analysis conducted at Premier Specialist Hospital, it is apparent that there is a prevalent conflict arising from conflicting individual tasks and functions, leading to internal political issues. The preliminary findings indicated a significant presence of laissez-faire leadership inclinations. Consequently, this creates an environment that fosters inadequate creativity, reduced dedication, and weak team dynamics, all of which have a substantial impact on employee performance, as shown by the research findings. The challenge at hand is the failure to achieve performance objectives owing to the absence of strategic interventions from a certain leadership style in specific scenarios. The main aim of this research is to comprehend different leadership styles and their influence on the performance of workers at Premier Specialist Hospital in Kuala Lumpur, Malaysia. A phenomenological design was used in this study, using a qualitative technique. The sample consisted of ten participants who held management positions, as well as the Head of Department. This group is under the direct supervision of the CEO, who is the focus of analysis for this research. The data were collected via interviews with research participants using semi-structured interview questions specifically designed to align with the study's context and research aims. The participants' answers on the leadership traits of the prior or present CEO at the specialty hospital were used to evaluate the leadership styles and assess their influence on performance. According to the statistics, the transformational leadership style is the most often shown at Premier Specialist Hospital, with the charismatic leadership style coming in second. In general, there was a substantial correlation between the use of a transformational leadership style and employee performance in

terms of their responsibilities, motivation, and dedication to their work or business. The presence of charismatic leadership was strongly correlated with increased motivation and morale, which in turn enhanced the quality of performance. The correlation between authoritative and laissez-faire leadership styles and employee performance was found to be negligible. The findings indicate that businesses should use a multitude of transformational leadership practices and prioritize transformational leadership styles over autocratic or laissez-faire leadership. The data suggest that transformational leadership has a more considerable influence on staff productivity and performance quality compared to conventional leadership techniques. Thus, it is advisable to use transformational leadership as the optimal and efficient leadership approach at Premier Specialist Hospital in Kuala Lumpur, Malaysia.

Laissez-faire leadership was often seen as a kind of minimal leadership, and there was extraordinarily little study on this approach compared to other more prevalent leadership styles (Ali and Ullah, 2023a). While the negative consequences of laissez-faire leadership have been extensively studied, the impact on talent management (TM) remains unexplored. This research evaluated the influence of laissez-faire leadership on personnel management methods, including talent acquisition, retention, engagement, and development. 460 workers of pharmaceutical enterprises in Bangladesh were selected for data collection using judgmental sampling. The study used structural equation modeling to examine the proposed connections between laissez-faire leadership and talent management practices, drawing on social exchange theory. This research identified favorable outcomes of laissez-faire leadership in terms of attracting, retaining, developing, and engaging talented individuals. These results indicate that when brilliant individuals are granted autonomy, they are more likely to actively participate and create additional chances for self-directed growth by individually resolving difficulties. This research enhances the comprehension of how laissez-faire leadership might positively impact TM in the specific setting of a

developing economy's pharmaceutical business. This research offers suggestions to pharmaceutical company practitioners on how to enhance their strategic decision-making about laissez-faire leadership, to achieve more effective TM strategy implementation.

Historically, several pharmaceutical businesses (pharmacies) neglected to prioritize operational strategy due to conflicting commercial demands (Six new pharmaceutical industry trends | McKinsey). The current state was transforming. Pharmaceutical companies must thoroughly reassess their sourcing, manufacturing, and supply chain decisions considering several factors, including the COVID-19 pandemic, inflation, geopolitics, emerging treatment methods, and evolving work practices. Top eight CEO objectives for the year 2024, The economic potential of generative AI: Exploring the frontier of productivity 2023: Young Global Leaders attending Davos in 2024. Currently, it is the opportune moment to prioritize operations strategy, considering that pharmaceutical companies are emerging from a period of two years characterized by rigorous crisis management. To thrive in the pharmaceutical industry within these novel and demanding circumstances, one must excel in operational management.

Operational executives may need to redirect their attention from the current emphasis on continuous improvement, which includes cost reduction, quality control, and perpetual preparedness, towards addressing longer-term external concerns (Six new pharmaceutical industry trends | McKinsey). These factors include elevated inflation, heightened intricacy and risk, and the compounded repercussions that arise from their interaction. Pharmaceutical operations executives now have the chance to provide even more value to their organizations by making this change in emphasis, but they need to take prompt action to stay updated on the difficulties facing the sector. The endeavor will need substantial mobilization and careful prioritization. The responsibility for this duty will be assumed by the leadership, namely the CEO and the head of operations

since they are the most suitable individuals to do it. This article examines the difficulties confronting pharmaceutical executives and outlines the measures they may use to cultivate a more strategic, enduring, and cohesive approach to operations strategy. This resource provides a set of inquiries that executives may pose when formulating strategies to ensure the preservation of corporate continuity while also meeting the needs of patients.

Pharmaceutical staffing was a significant concern for the industry, with the US Bureau of Labor Statistics stating that occupations across life, physical, and social sciences are expected to grow 7% by 2028. This was expected to be faster than the average for all other occupations. As technology and life sciences are converging, there has been an increased focus on recruiting professionals who have the expertise to deliver tech-enabled solutions (Recruiting and Retaining Talent Is the Biggest Challenge Facing the Pharmaceutical Industry, 2022). Pharma recruitment in North America is indeed big business. More than 800,000 people work in US biopharmaceuticals and LinkedIn lists 61,000 job vacancies in US pharmaceutical companies—a back-of-the-envelope vacancy rate of 8%. In Canada, numbers for the pharma workforce are elusive, but LinkedIn lists almost 2,700 pharma job opportunities, for a country one-tenth the size of the US. So, why is the vacancy rate in pharma high? One reason could be that pharma recruitment is uniquely challenging. Pharma companies increasingly want science-type people who will thrive in corporate life yet have a feel for patient-centered medicine. When I worked at biotech giant Amgen, a day did not go by when we did not focus on our mission “to serve patients” and our No. 1 value to “be science-based.” This combination is certainly unique to the industry and very tough to find. Beyond recruiting during a tough job market, retention is even more difficult with the increase in turnover and employee burnout.

The primary objective of this study was to examine the factors that influence employee engagement within family-owned firms in Peru (Ramirez-Lozano, Peñaflo-

Guerra, and San Agustin-Fons, 2023). The study builds upon prior studies that show the significance of organizational culture, leadership, and human resource management methods in attaining optimal corporate performance. The methodological approach included doing research that incorporated qualitative, quantitative, and documentary analytic methods. The research identified participative and genuine leadership styles, effective communication, and work satisfaction as crucial elements for talent retention in two family firms and small to medium-sized organizations in Peru. These elements may bolster employee engagement, a crucial element for the success of family companies. Peruvian family companies have the potential to enhance their sustainability and make a good contribution to the economic progress of the nation by implementing several strategies. They could give priority to leadership, communication, and job satisfaction. They can provide possibilities for employee development and advancement, provide competitive remuneration packages, and establish a magnificent work environment. The results have ramifications for family enterprises in developing countries as well as for firms operating in concentrated markets.

The COVID-19 pandemic has highlighted the significance of the management style in attaining organizational effectiveness (Meriyanti et al., 2022). Additionally, it suggests modifications in administrative procedures to accommodate remote work, which might influence employee tasks and productivity. The performance of employees is a crucial factor that may impact the success of a firm. The company's success will improve if workers demonstrate productivity and provide work of exceptional quality. The objective of this research is to examine the impact of Transformational Leadership and working from home on Employee Performance amidst the COVID-19 epidemic. The research was done by administering a survey questionnaire and obtaining responses from 136 participants. The study was conducted on a firm located in the Jakarta region that has adopted Remote Working. The sample size in this research was obtained using

a basic random sampling approach, where the sampling was conducted randomly without considering the existing strata of the population. This study employs a quantitative methodology that relies on factual and research data presented in statistical figures to address research difficulties and draw conclusions. The data used in this research is primary data, which was collected directly from sources without any intermediaries. This research demonstrates that Transformational Leadership does not have a statistically significant influence on Employee Performance amidst the COVID-19 epidemic, whereas Remote Working does have a statistically significant effect on Employee Performance during this period.

One can question why organizations let highly qualified and competent personnel go (Kurdi, Altruize, and Awaisha, 2020). The objective of this research is to identify the primary determinants of employee retention and examine the impact of staff retention on organizational performance within the commercial banking industry in Jordan. This research examines the elements that promote employee retention, including economic stability, psychological security, connection, and self-actualization. The researchers deployed a questionnaire as a study instrument to gather primary data from workers, using the basic random sample approach. The SEM-SPLS method is used to analyze the gathered data and assess the research model as well as the provided hypotheses. The results demonstrate that employee retention was influenced by economic, psychological, affiliation, and self-actualization aspects. The report also examines the theoretical and practical ramifications of the investigation.

The Corporate Leadership Council has conducted comprehensive worldwide research on the degree of engagement among 50,000 workers ('Employee_engagement-libre.pdf'). This study used a refined definition of engagement and examined its direct influence on both employee performance and retention. The workers who demonstrate the highest level of dedication achieve a 20% improvement in performance and have a far lower likelihood (87% less) of leaving the

organization. This highlights the importance of involvement in driving organizational success. Although most workers are resolute, a sizable portion, over 10%, are completely disengaged and aggressively antagonistic to something or someone inside their organizations. Segmentation strategies frequently utilized based on tenure, gender, or function cannot accurately predict engagement levels. There is no distinct group characterized by high or low engagement. Instead, significant disparities within organizations indicate that engagement levels are mostly influenced by corporate objectives and policies rather than any inherent features of the employee groups. A comprehensive examination of both logical and emotional types of involvement demonstrates that emotional involvement is four times more advantageous than rational involvement in motivating employee exertion. Employee retention, however, relies on achieving a harmonious combination of intellectual and emotional involvement. This is shown by the significant role that remuneration and benefits have in influencing workers' desire to remain with the company. The manager has a significant role in enabling workers' dedication to their employment, organizations, and teams, which is essential for engagement. The Council has identified the top twenty-five factors of employee engagement, and the most crucial driver among them is the correlation between an employee's work and the organizational strategy. To establish and maintain a workforce that is highly engaged, organizations that follow best practices successfully manage four key leverage points.

Pharmaceutical companies worldwide are actively engaged in intensive research and development of novel medications to eradicate widely recognized chronic illnesses and alleviate human suffering (Hejazi et al., 2016). In addition to the process, companies are striving to enhance their human capital, which plays a crucial role in driving innovation. This involves considering factors such as employee satisfaction, working conditions, organizational support, respect, and ongoing development. These factors, along with others, are regarded as determinants of employees' behavioral

intention to remain employed at pharmaceutical companies. Despite the diligent efforts of pharmaceutical businesses to retain their human capital, which is seen as a fundamental skill in their stated pursuits, turnover rates are increasing. This research seeks to investigate and evaluate the many elements that are deemed relevant in the retention of personnel in pharmaceutical firms in Lebanon. This study is both exploratory and explanatory. It employs quantitative analytic techniques and relies on data collected via a survey questionnaire. The survey was conducted among 204 workers in Lebanon who have either been successful or unsuccessful in being retained by their organizations. The empirically studied retention model enhances the present business models of Lebanese pharmaceutical enterprises and provides them with a foundation for implementing best practices for success.

Over the last 18 months, a considerable number of workers from many industries worldwide have participated in a widespread departure from their jobs (15 Effective Employee Retention Strategies In 2024 – Forbes Advisor). The mass departure has been attributed to several factors such as insufficient compensation, restricted opportunities for professional growth, imbalanced work-life conditions, dissatisfaction with management or the organization, and other contributing factors, as reported.

The phenomenon known as the Great Resignation, which has been triggered by the COVID-19 epidemic, has transformed the job landscape into a favorable one for workers. TikTok users have created terms like "quiet quitting" and "act your wage" to describe the phenomenon of workers seeking solace and connection with others who feel undervalued or unappreciated by their employers.

As workers make individual decisions on their preferences, companies are compelled to reassess the factors that enhance the desirability of their firm as a workplace (15 Effective Employee Retention Strategies In 2024 – Forbes Advisor). If you see a potential threat to your organization in terms of losing highly skilled

employees, or if you have already observed the departure of your most valuable personnel due to the Great Resignation phenomenon, it is advisable to contemplate implementing employee retention methods. Presented here are fifteen very efficient tactics to enhance employee job happiness and retain your most valuable employees.

This research is an investigation of the variables that impact employee retention in the pharmaceutical business in Malaysia ('Paper-6-A-Study-on-Factors-Influencing-Employees-Retention-in-Pharmaceutical-Industry-in-Malaysia.pdf') This research aims to analyze and comprehend the several elements, such as salary, leadership, training and development, and work environment, that impact employee retention in the pharmaceutical business in Malaysia. The literature and theoretical foundations of the investigation were condensed. This study aims to provide insights into the variables that affect employee retention in the pharmaceutical business, particularly in Malaysia. By performing this research, pharmaceutical firms will have a better understanding of these factors and their impact on staff retention. Companies will have the ability to proactively retain their valuable staff and secure the long-term viability and success of their operations in the sector.

In 2015, the financial burden of poor employee engagement in Australian organizations amounted to \$18.7 billion per year (Makoni, 2019). Healthcare managers who use staff engagement techniques can attain substantial clinical, operational, and financial outcomes that are advantageous to both the organization and the community at large. The objective of this solitary case study was to investigate efficacious employee engagement tactics used by some healthcare administrators to enhance organizational performance. The research was guided by the conceptual framework of social exchange theory. The data was gathered via semi-structured interviews with eight healthcare managers located in Queensland, Australia. Participants who effectively adopted employee engagement initiatives were chosen using a snowball sampling methodology. The data analysis process included coding the information using a

deductive technique to identify and generate themes and then reporting the emerging themes. The data analysis revealed five prominent themes: psychological ownership, work resources, leadership, training and development, and incentives and recognition. Member verification was used to verify the correct representation of participants' perspectives in the results. The study's recommendations emphasize the need for healthcare managers to adopt staff engagement tactics that inspire voluntary efforts, leading to enhanced patient care quality and organizational success. The potential impact on promoting good social change involves equipping healthcare management with efficient techniques to engage employees, hence enhancing patient experiences, operational efficiency, and the overall quality of healthcare services in the sector.

Leadership is a crucial factor in determining the position of an organization inside multinational enterprises (Karali, 2020). The workers primarily join the company and remain committed due to their confidence in the leadership's ability to motivate and inspire. This research seeks to demonstrate the significance and influence of leadership on the motivation and retention of workers, as well as the leader's perspective on keeping individuals inside the business. This study aims to investigate several factors that influence employee retention in organizations in Saudi Arabia. The study argues that good leadership has a crucial role in significantly reducing staff turnover rates since leadership is widely acknowledged as the primary factor in employee retention. Hence, the primary objective of the research is on various leadership styles used in companies and the kinds of leaders who have the most effect on their subordinates and workers. Furthermore, this study focuses on examining the conceptual framework of leadership in Saudi Arabian organizations, specifically exploring the significance and strategies for employee retention. Furthermore, the research will aid in discerning various organizational cultures and attitudinal disparities among individuals, so effectively illustrating the impact of leadership.

The concept of transformational leadership has garnered significant interest in the field of management research (Jiang, Zhao, and Ni, 2017). Within this domain, the impact of transformative leadership on employee performance is a significant area of study. A recent study suggests that organizational citizenship behavior acts as a mediator between transformative leadership and workforce success. Nevertheless, several discoveries exhibit conflicting information. This research seeks to determine the extent to which transformational leadership affects employee sustainable performance in the construction industry. Additionally, it aims to explore the mediating role of organizational citizenship behavior in this relationship. Using structural equation modeling, a comprehensive analysis was conducted on 389 questionnaires obtained from contractors. The results indicate that transformative leadership has a beneficial impact on the sustainable performance of employees. Furthermore, almost 50% of that impact is facilitated by their organizational citizenship behavior. These results serve as a reminder to project managers about the need to focus on transformational leadership and fostering organizational citizenship behavior to enhance employees' sustainable performance.

Retention of staff is a crucial concern in the pharmaceutical sector in Pakistan. Presently, both organizations and workers are concurrently impacted by this grave issue (Imam, Ali, and Soo, 2018). The present research used a quantitative approach to examine the mediating impact of psychological capital on the relationship between perceived organizational politics and employee retention. Using a simple and efficient sampling method, a total of 255 questionnaires were obtained. The collected data was then analyzed using the SMARTPLS 2.0 statistical tool. The present study's findings showed that perceived organizational politics had a detrimental, albeit statistically negligible, impact on staff retention. Nevertheless, there was a notable and meaningful adverse correlation between psychological capital and the connection, and this

correlation was influenced by psychological capital. The discussion and limitations, along with future recommendations, are further elaborated upon.

The objective of this study was to examine the impact of job satisfaction on the performance of workers in private-sector organizations located in Peshawar, Pakistan (Inayat and Jahanzeb Khan, 2021). To achieve this objective, a sample of one hundred and eighty (N = 180) workers were chosen from private organizations in Peshawar. A total of sixty workers were randomly picked from three distinct kinds of organizations: hospitals, banks, and universities, with an equal number of employees from each group. A Minnesota Satisfaction Questionnaire (MSQ-short version) designed by Weiss et al. (1967) and a self-constructed Performance Evaluation version (PRF) were utilized as tools for the research. Initially, the reliability statistics of both instruments were computed to determine the relevance of the scales. The study's results indicate a considerable association between work satisfaction and the kind of profession. Furthermore, the correlation between work happiness and employee performance was also validated. Consequently, the research concludes that contented workers outperformed discontented employees, thereby playing a vital role in enhancing their organizations. Given the volatile economic and political climate in Peshawar, organizations need to implement various approaches and ways to ensure that their staff are motivated and pleased, hence enhancing their performance.

Leadership is crucial in every sector. Hence, establishing a favorable rapport between the management and the staff is vital for any organization to enhance turnover and get a reputation (Dadahol, 2018). The present research examines the leadership styles used within the Construction Industry in India. Effective leadership techniques are essential for the growth and progress of the construction sector in India. This research paper aims to achieve three objectives: firstly, to investigate the leadership styles employed by senior management in Indian construction companies; secondly, to

assess the influence of these leadership styles on job satisfaction; and third, to analyze their impact on organizational commitment.

A survey was created and conducted to evaluate the study goals (Dadahol, 2018). Sixty workers were chosen for the research. The survey participants consisted of three distinct working groups from three different construction companies: (1) senior management, (2) construction engineers, and (3) worker supervisors. The questionnaire has twenty-five questions including demographics, evaluation of leadership styles, work satisfaction, and organizational commitment. The responses of the respondents were analyzed using confidence level, mean, and standard deviation. The findings indicate that the upper-level management of firm A employs effective leadership techniques, resulting in high work satisfaction and strong organizational commitment among the personnel. Nevertheless, the workers of firms B and C expressed discontent towards the leadership styles used by the management, leading to job dissatisfaction and reduced commitment to the organization.

The objective of this research is to examine the impact of direct transformational leadership on employee motivation, job satisfaction, and employee performance (Legal and Nuriyati, 2015). The objective is to examine the impact of employee happiness and motivation on work performance, specifically focusing on the direct influence of job satisfaction on employee performance. This research also examines the impact of indirect transformational leadership on employee performance by considering employee motivation and work satisfaction. The study was done on all workers in FEB UMM. The data collection process included questionnaires using the Likert scale, whereas the analytic approach employed to address the objectives of this research was Partial Least Square (PLS). The study's findings indicate that transformational leadership has a favorable and substantial impact on employee motivation and work satisfaction. However, no significant impact was seen on employee performance. The study also demonstrates that employee motivation has a favorable and considerable

impact on work satisfaction but does not have a significant influence on employee performance. Furthermore, work happiness has a notable and meaningful impact on employee performance. Transformational leadership does not have a substantial impact on employee performance via employee motivation. Therefore, employee motivation cannot serve as a mediator for the influence of transformational leadership on employee performance. Transformational leadership has a notable impact on employee performance by influencing work happiness. In other words, job satisfaction acts as a mediator in the relationship between transformational leadership and employee performance.

This research aims to investigate the impact of servant leadership (SL) and high-performance work systems (HPWS) practices on organizational performance, specifically in terms of staff retention and employee satisfaction (Aleesha and Tennova, 2019). Information was acquired from a sample of three hundred individuals who are employed on a full-time basis at a privately owned airline firm in Jordan. Data was gathered in three iterations, with a one-week interval between each round. The researchers used structural equation modeling to examine the hypothesized connections and found that both servant leadership and high-performance work system (HPWS) practices were positively associated with employee happiness and retention, which were utilized as measures of organizational sustainability. To comprehend the impact of servant leadership and HPWS on employee happiness and retention, we conducted a study to examine the mediating effect of employee engagement. Our findings revealed that employee engagement plays a crucial role as a mechanism in this relationship. The study confirmed that servant leadership is a successful leadership trait in the Jordanian setting, consistent with previous research conducted in Western countries. Moreover, the research elucidates the rationale for the favorable results resulting from servant leadership and high-performance work systems (HPWS), since they enhance employee engagement. Hence, we ascertain that the rise in employee retention and satisfaction

may be attributed to the heightened involvement of workers, and we demonstrate that engagement can be boosted via the implementation of servant leadership and the use of High-Performance Work Systems (HPWS) in organizations. Hence, the key to enhancing the efficiency and long-term viability of aviation firms in Jordan is to prioritize the enhancement of employee engagement.

Organizational culture encompasses the long-standing ideas and values inside an organization, as well as the anticipated value of employees' work, which in turn shapes their attitudes and behavior (Tsai, 2011). Administrators often adapt their leadership style to achieve the organization's objectives, which might impact workers' job satisfaction. Hence, it is vital to comprehend the connection between organizational culture, leadership conduct, and employee job happiness. Cross-sectional research was conducted to examine hospital nurses in Taiwan. The data was gathered via the use of a meticulously designed questionnaire. A total of three hundred questionnaires were disseminated, and subsequently, two hundred questionnaires were received and deemed legitimate. The data's reliability was assessed using Cronbach's α and confirmatory factor analysis. Correlation analysis was used to examine the associations among organizational cultures, leadership behavior, and job satisfaction. There was a strong positive correlation between organizational cultures, leadership behavior, and work satisfaction. Additionally, there was a large positive correlation between leadership behavior and job satisfaction.

The persistent trend of leaving shows no signs of abating. Individuals are transitioning between occupations and sectors, shifting from conventional to unconventional positions, opting for early retirement, or embarking on entrepreneurial ventures (The Great Renegotiation and new talent pools | McKinsey). They are temporarily pausing to address their personal life or beginning sabbaticals. The significant decline in the number of employees has transformed into a substantial process of renegotiating terms and conditions. The competition for skilled individuals

continues to be intense. The obstacles to changing employment have significantly decreased for certain groups of workers. After May, the United States had a total of 11.3 million vacant positions, a significant increase from the 9.3 million vacancies recorded in April 2021. Despite companies' urgent efforts to fill these roles, the percentage of employees voluntarily leaving their jobs is 25 percent greater than the levels before the epidemic. Based on the present and anticipated rates of recruitment, resignations, and job generation, it seems unlikely that job vacancies will revert to typical levels soon. What we are seeing is a fundamental disparity between the demand for skilled workers by firms and the limited availability of people who are prepared to meet that need. Employers still depend on conventional methods to recruit and retain employees, such as offering competitive salaries, prestigious job titles, and possibilities for career growth. These considerations have significant importance, especially for a substantial workforce segment known as "traditionalists." Nevertheless, the COVID-19 epidemic has prompted an increasing number of individuals to reassess their career aspirations and life goals, resulting in a substantial group of individuals actively and potentially rejecting conventional career paths. Consequently, there is now a deficiency in the labor supply due to an insufficient number of conventional workers available to occupy all the vacant positions. Even if businesses manage to attract these personnel from competing companies, they are only rearranging skilled individuals and exacerbating pay inflation without addressing the fundamental structural mismatch.

The primary objective of this research is to examine the influence of intrinsic incentives on employee performance (Manzoor, Wei, and Asif, 2021). Additionally, it emphasizes the significance of employee motivation as an intervening element. To accomplish this goal, data has been gathered using the questionnaire approach from small and medium firms in Pakistan. Four hundred questionnaires were issued to the target demographic, and three hundred were collected. The hypotheses were evaluated using confirmatory factor analysis and structural equation modeling. The study's

primary findings indicate a substantial and statistically significant influence of intrinsic incentives on employee performance. More precisely, the research demonstrates that an employee's motivation plays a crucial role in connecting intrinsic incentives to their performance. Based on the discoveries, the consequences are delineated.

The ramifications of staff turnover extend far beyond short-term problems (Emeritus, 2023). Firstly, it is expensive. According to the Work Institute, the cost of replacing an employee range from 33% to 200% of their yearly income. Furthermore, according to the Houston Chronicle, apart from the financial expenses, the issue of excessive turnover also hurts the remaining workers and the consumers of the firm. As workers see the departure of their colleagues, their responsibilities often increase. This might result in a negative cycle of attrition and anxiety. Employees who are frustrated and overworked are less likely to achieve optimal performance, resulting in a decline in the quality of the firm's product or service. Consequently, consumers are more likely to have unpleasant experiences with the organization. The consequences are difficult to accurately measure.

In 2021, the United States saw a phenomenon known as the "Great Resignation" (Tessema et al., 2022). The largest surge of employee resignations on record occurred in September 2021, with a total of 4.4 million American workers voluntarily leaving their employment. Human resource (HR) managers need to comprehend the shifts caused by the "Great Resignation" and formulate a fresh HR strategy to mitigate the widespread departure of personnel. This paper contends that several HR policies and practices from the pre-pandemic era may not be relevant during the pandemic and post-pandemic eras, necessitating adjustments. The book explores the origins and outcomes of the "Great Resignation" phenomenon while proposing inventive approaches for organizations to keep their personnel. Lastly, this study's consequences and suggestions for further research are examined.

The suitability of a leader's leadership style for a certain situation is the determining factor in their success. It refers to the actions that exemplary leaders should do while collaborating with a heterogeneous workforce (Martins et al., 2022). To optimize their team's performance, leaders need to possess emotional intelligence, enabling them to comprehend their team members and adapt their leadership approach accordingly. Employee engagement is essential for organizations to thrive in the workplace, but several variables may influence employee motivation. The key variables that drive employee motivation are often recognized to be work engagement activities, especially those facilitated by the human resource department. Nevertheless, the COVID-19 epidemic has necessitated some adaptations. The main objective of this research is to investigate the impact of virtual human resource practices and paternal leadership on employee retention during the COVID-19 pandemic, with work engagement activities acting as a mediator. The data were collected from a sample of 250 Portuguese Professors who were instructing undergraduate students. The collection was done utilizing a survey instrument. The study's assumptions were evaluated using Smart-PLS, a method that employs partial least squares structural equation modeling (PLS-SEM). Recent findings indicate that paternalistic leadership, characterized by a benevolent attitude and provision of resources, directly influences job performance and employee retention. However, in the context of the pandemic, where the Portuguese government's support for its citizens was limited, individuals also perceived organizational leaders as opportunistic. Most paternal organizations made financial choices to protect their company rather than prioritizing the needs of individuals. The authority of the father leader in the realm of leadership is now diminishing. This novel technique will enhance the existing body of knowledge on paternal leadership.

Prior research has overlooked the leadership function within the pharmaceutical sector and has documented intricate obstacles to proficient leadership in this domain (Haider et al., 2018). Regarding this matter, the study of destructive leadership has

gained prominence as a developing field of inquiry. The objective of this research is to investigate the influence of destructive leadership behaviors on turnover intentions and deviant behavior, with the mediation of work stress among leaders in pharmaceutical firms. Data was gathered from senior executives employed in pharmaceutical businesses in Pakistan. The research is longitudinal in nature; hence, data has been gathered twice with a four-month gap. Data gathering from leaders was conducted via questionnaires. Data was gathered again from the same respondents after a period of 4 months. The statistical study used Confirmatory Factor study (CFA) and Structural Equation Modelling (SEM) methodologies. Findings from disruptive leadership practices positively and substantially increase the intention to leave and deviant behavior. The results also revealed that employment stress had a beneficial and substantial role in mediating the association between harmful leadership behaviors intended turnover and deviant behavior. The findings also revealed that the respondents' behavior towards the studied variables got more pronounced during time2 compared to time1. If firms wish to retain their workers, they must understand the dynamics of damaging leadership behaviors to prevent cost information of turnover intentions and deviance. This research offers a novel viewpoint, particularly due to its focus on the pharmaceutical sector in Pakistan.

Many firms rely on a ruthless, intense, and uncompromising culture to achieve financial success (Seppälä and Cameron, 2015). However, an extensive and expanding body of research in the field of positive organizational psychology indicates that a competitive and hostile work atmosphere not only hampers productivity overall, but also that fostering a good environment yields significant advantages for employers, workers, and overall financial performance. While it is often believed that stress and pressure may motivate staff to achieve higher levels of performance and productivity, competitive organizations often overlook the hidden expenses associated with these factors. Healthcare expenses in high-pressure corporations are around 50% higher

compared to other organizations. According to the American Psychological Association, occupational stress causes a loss of over \$500 billion in the U.S. economy and results in the loss of 550 million workdays annually. Between 60% and 80% of workplace accidents may be traced back to stress, and it is claimed that over 80% of visits to doctors are caused by stress. There is a correlation between stress experienced in the workplace and several health issues, including metabolic syndrome, cardiovascular disease, and even death. The stress associated with being part of hierarchical structures is directly correlated with illness and mortality. According to research, those with lower positions in a hierarchy have an increased likelihood of developing cardiovascular illness and experiencing fatal heart attacks. Comprehensive research undertaken by Anna Nyberg at the Karolinska Institute, with a sample size of over 3,000 workers, revealed a significant correlation between leadership behavior and the occurrence of heart disease among employees. Supervisors who cause stress having a direct negative impact on cardiovascular health.

In a competitive job market, workers in many sectors now have more leverage and are seeking organizations that go beyond offering typical rewards and salaries to fulfill their requirements (Employee Experience: Definition, Strategy and Best Practices, no date). Due to the impact of COVID-19, a considerable number of individuals experienced more flexibility via remote work, faced burnout, and reassessed their desired integration of work into their lives. The situation called for a decision between engaging in combat or escaping. Several individuals have now realized their company's identity and culture and are now determining whether the advertising they saw was truthful. For several individuals, their occupations became much more challenging. Individuals unable to work remotely want the same level of flexibility enjoyed by others. Amidst inflation and worries of a recession, leaders are grappling with the challenging task of making choices on cost reduction and employee layoffs. People in leadership positions are now facing several challenges, including the task of

guiding, and inspiring their teams among return-to-office requirements, staff reductions, difficulties in retaining personnel, exhaustion caused by constant changes, and worries for the well-being of their staff. The current situation of the agreement between workers and employers might be described as very fragile. The significance of the employee experience is being heightened, and for several organizations, it has become more intricate to manage. This represents the current state of the workplace. Past success does not guarantee current effectiveness. The objective is to achieve a harmonious equilibrium between the objectives of the firm and the desires of the employees.

Human resources executives are performing a crucial function in healthcare organizations throughout the sector (HR in the Healthcare Industry: 3 Major Challenges in 2023 | Eddy). The HR department's proficiency in recruiting and training suitable personnel, managing flexible work hours and payment schedules, ensuring compliance with regulations and laws, and enhancing patient happiness is making the department indispensable. The human resources department serves as the moral compass and vital force that unifies the healthcare sector. The company actively recruits and employs highly skilled and talented individuals, designs appealing salary and benefits plans to enhance employee loyalty and addresses any employee relations issues that impact collaboration and overall employee satisfaction. Human resources personnel in the healthcare sector don superhero capes daily to maintain sanity in the tumultuous realm of healthcare.

Organizational problems may hurt staff retention and productivity. However, there are strategies available to address these issues and improve the effectiveness of your workplace (Organizational Challenges: Definition, Examples, and Tips | Indeed.com). You may prioritize the cultivation of proficient leaders and foster the advancement of workers' careers. Understanding the typical origins of workplace issues will assist you in effectively resolving them and fostering constructive connections with

your staff. This article provides a clear definition of organizational issues and presents illustrative instances. Additionally, it offers practical advice on how to effectively address and mitigate these challenges inside your firm. Organizational challenges refer to obstacles that workers encounter, impeding their ability to achieve their objectives. Within the workplace, issues may arise in the form of environmental challenges as well as conflicts among team members and management. As time progresses, a company's operations may undergo changes, necessitating staff adapt to new rules and discover effective methods of collaboration. Although there are obstacles inside an organization, there are also effective methods to tackle and avoid their recurrence.

The phenomenon of the 'great resignation' has imparted a valuable lesson to employers: they should refrain from undervaluing their employees (PricewaterhouseCoopers). However, numerous companies are taking the chance of committing these very mistakes whether it is due to insufficiently monitoring skilled employees who are more likely to resign, neglecting to assist workers who seek personal satisfaction and purpose in their work, or overlooking chances to establish the trust that frequently results in favorable outcomes on personal, professional, and even societal levels. In this year's Global Workforce Hopes and Fears Survey, which is the third round since 2019, we delve into these and several other concerns. The concept of power is a prominent focus in the results of this year's poll, which includes data from over 52,000 employees in forty-four countries and territories, making it one of the most extensive studies of its kind. Global leaders should consider some of our findings as a wake-up call. Workers who have a sense of empowerment due to their existing circumstances, such as possessing specialist or rare abilities, are prepared to explore opportunities in the job market. Over 33% of the participants intend to request a salary increase in the next year, while 20% expressed a high likelihood of changing their current employment. Retaining these individuals requires more than just compensation;

employees who contemplate changing jobs also value meaningful work and the chance to express their true selves in the workplace.

Workforce retention is a significant challenge for enterprises of all sizes. Among the several elements that influence employee retention, remuneration has significant importance (Sorn et al., 2023). This review article analyses the evidence about the efficacy of pay in sustaining employee retention. The essay starts by addressing the significance of remuneration in the retention of employees. Subsequently, it examines the existing research on the factors that influence employee retention and the influence of salary on employee retention. The paper finishes by examining the ramifications of the findings for organizations. The data examined in this article indicates that salary plays a crucial role in employee retention. Research has shown that remuneration plays a crucial impact in the retention of employees. Higher compensation is positively correlated with employee retention. Nevertheless, organizations must prioritize other elements apart from salary. Job satisfaction, work-life balance, professional development possibilities, employee engagement, recognition, and effective communication all have a substantial influence on employee retention. Moreover, employee retention may also be influenced by factors such as business culture, leadership, and additional rewards. Competitive remuneration packages may enhance organizations' staff retention rates. Nevertheless, it is crucial to bear in mind that remuneration is not the only determinant impacting employee retention. To enhance employee retention rates, organizations should implement a holistic strategy that encompasses competitive remuneration and addresses other crucial criteria that are valued by workers, therefore fostering the retention of exceptional personnel, and ensuring long-term prosperity and viability.

Manufacturing is one of the few areas of the economy that exemplify the dynamic and ever-changing nature of the workplace (BetterWorks, 2020). Given the quick progress in technology and the significant financial and employment impact, HR

departments in manufacturing firms must adapt to the industry, their organizations, and the workforce to keep up with the fast-paced changes. Undoubtedly, the exponential expansion in manufacturing is, in several aspects, a favorable predicament to encounter. However, efficiently guiding organizations toward a profitable future is not only crucial for individual enterprises but also for the whole economy. With 11.7 million employees in America, it is essential for HR to accurately identify the issues in the accounting industry. This will allow them to take advantage of innovative possibilities and maximize the sector's significant potential and relevance. It is crucial to have a thorough comprehension of these difficulties before delving into remedies.

Based on Gallagher's 2023 U.S. Organizational Wellbeing Report, employee retention has emerged as the primary focus for both operations (51% of respondents) and HR (66% respectively) this year (Employers rank retention as top operational priority right now). In 2022, most employers (51%) had a turnover rate of at least 15%, which is a slight increase of three percentage points compared to the previous year's figure of 48%. As a reaction, employers are modifying remuneration and rewards to enhance employee retention rates. "An organization's capacity to retain employees significantly affects its financial performance as the cost of hiring and training a new employee is typically higher than retaining an existing one," said William Ziebell, CEO of Gallagher's benefits and HR consulting group. "The composition of the workforce and the requirements of employees are changing quickly," he said. Consequently, businesses must contemplate more extensive benefits and pay packages that might improve the entire employee experience. The research analyses data from over 4,000 U.S. organizations to investigate how employers are adapting their pay and benefits, as well as enhancing organizational wellness via the use of HR technology, healthcare cost management, and diversity, equality, and inclusion initiatives. In general, companies are prioritizing comprehensive compensation packages and enhancing the whole employee journey. Most firms have increased the basic salary of their current workers,

and 40% have increased variable compensation. In a similar vein, 39% of businesses increased their medical benefits, while 38% enhanced their wellness programs. Both indicators had a six-point increase compared to 2022.

The epidemic dealt a significant setback to every sector ('Most Common Leadership Challenges in 2023', 2022). The disruption caused by this had a significant impact on the company models and plans, presenting several problems for the executives. Leadership entails a multitude of issues, ranging from generating money to managing market competitiveness. To surmount leadership obstacles, leaders must first acquaint themselves with these issues, equip themselves with the necessary knowledge, and then devise appropriate methods. Below is a comprehensive overview of the primary leadership issues anticipated in 2023, which need prompt and adaptable responses. Over the last several years, particularly after the outbreak of the pandemic, significant transformations have occurred in the labor market. Identifying the ideal candidate for a position is a significant endeavor. Employing an unsuitable individual would result in the loss of a potential asset that may contribute to the expansion and achievement of the desired degree of success for your organization. The scarcity of skilled individuals in the international labor market has resulted in a predicament regarding leadership. The current phenomenon, known as the Great Resignation, is increasingly causing several obstacles for firms in their efforts to hire talented individuals. Consequently, organizations should reassess their recruiting strategy and use tougher skills assessments or interviews to tackle the problem.

The Pharmaceutical industry is crucial for supporting the economic growth of a nation (Parvin and Kabir, 2012). This research aims to assess the level of work satisfaction among employees in various pharmaceutical organizations. The study examines the relative significance of several elements contributing to work satisfaction and their effects on employees' total job satisfaction. The study also examines how factors such as the kind of medicine, work experience, age, and gender variations

influence opinions towards job satisfaction. The findings indicate that compensation, work efficiency, supervisory benefits, and co-worker relationships are the primary elements that significantly influence job satisfaction. The personnel in the pharmaceutical industry often have a high degree of job satisfaction. The pharmaceutical industry has seen significant changes in company operations, work culture, and levels of worker satisfaction. The business idea included a significant investment, yet the bulk of their stocks are declining, causing a great deal of concern among workers about job security. This study paper examines the issues and provides an overview of the degree of work satisfaction among employees in the pharmaceutical industry. Additionally, it discerns distinctive concerns with work satisfaction inside the organizations. Medications Companies are chosen for the study based on their ongoing growth. To attain a competitive edge and respond effectively to the rapidly evolving landscape, they must enhance management efficiency via the augmentation of employee happiness inside the firm. Therefore, this study primarily aimed to examine the importance of elements such as working conditions, compensation and advancement opportunities, job stability, equity, and interpersonal relationships with colleagues and supervisors in influencing job satisfaction. This study provides a thorough analysis of work satisfaction indicators in the pharmaceutical industry, identifies the variables that contribute to unhappiness, and offers recommendations for improvement.

The concepts of "employee retention" and "employee engagement" have significant similarities beyond their first word (The Secret to Employee Retention Is Employee Engagement, 2022). This essay examines the reasons why employee retention is a significant problem for firms at the highest level and how implementing an effective engagement strategy may have a substantial impact. Change is an inevitable and perpetual aspect of life, and the realm of employment is no exception. During the year 2021, over 47.4 million individuals in the United States voluntarily terminated

their employment, representing a significant rise from the pre-pandemic statistic of 42.1 million in 2019. This tendency is being seen in countries worldwide. In the United Kingdom, specifically, the number of available work positions reached the highest level ever recorded in late 2021. However, these numbers demonstrate the consistent frequency with which people change firms and jobs. The fates of various organizations are always changing, with new markets and sectors thriving while others vanish completely. Meanwhile, the workers, who are the driving force behind these shifts, are continuously undergoing professional and personal transformations. Hence, organizations need to possess a robust staff retention plan.

Upon completion of their job, 43% of workers experience frequent or constant exhaustion, while 78% of employees report that stress has a detrimental effect on their work performance (Managers Impact Our Mental Health More Than Doctors | UKG). The stress experienced at work has a direct influence on our personal lives, with workers reporting that work has a detrimental effect on their home life (71%), overall well-being (64%), and relationships (62%). Among those who indicate "poor" or "very poor" mental health, around 28% attribute their condition to a lack of work-life balance. In contrast, just 4% of individuals with "good" or "excellent" mental health describe the same issue. Although 90% of HR and C-suite officials hold the belief that working for their firm has a beneficial influence on workers' mental well-being, only 50% of employees concur with this viewpoint. Indeed, one out of every three individuals report that their boss does not acknowledge the influence they have on their team's mental well-being, while seven out of ten individuals express a desire for their firm and manager to provide greater assistance in promoting mental health. According to Dr. Jarik Conrad, executive director of The Workforce Institute at UKG, workers are experiencing persistent worry because of continuously dealing with successive global crises. "The state of being overwhelmed depletes human energy and has negative effects on retention, performance, innovation, and culture." Employers have the

potential to provide stability for their employees by offering them the necessary assistance and resources, based on their actual needs rather than assumptions.

Performance management (PM) is present in all organizations, either officially via an established organizational procedure or informally through everyday interaction (Brown et al., 2019). Considering its fundamental significance to the domain of Human Resource Development (HRD), we undertook an extensive examination of Project Management (PM) literature spanning over a duration of more than 11 years. This investigation revealed a total of 230 articles sourced from forty-one distinct academic publications. Our analysis indicates that the existing literature on performance management (PM) mostly focuses on the procedural side of PM, namely performance assessment (PA), rather than comprehensively examining PM. In this paper, we propose many areas of study that, when addressed, will enhance the understanding of how employee performance might be efficiently managed in the future, benefiting both HRD researchers and practitioners.

This research examines the talent administration processes and practices of 37 multinational corporations in North America, Europe, and Asia (Stahl et al., 2012). These companies were chosen based on their international reach, reputation, and long-term success. The goal is to understand how these companies develop and maintain strong talent pipelines. Thorough examinations of specific cases and an online poll of specialists in the field of human resources have identified many successful strategies that firms may use to effectively recruit, select, nurture, and retain skilled individuals. Nevertheless, the findings indicate that gaining a competitive edge is not primarily achieved through the development and implementation of superior methods, but rather through the effective internal alignment of different components within a company's talent management system. This alignment should be rooted in the firm's value system, connected to its business strategy, and globally coordinated.

Leaders have a crucial responsibility to establish an atmosphere of ethical conduct inside organizations (Mulki, Jaramillo, and Locander, 2009). There has been a growing doubt in recent years over the involvement of corporate leaders in the establishment and execution of ethical standards in company operations. The sales and marketing strategies used by corporations, namely in the pharmaceutical sector, are now under heightened scrutiny. This research elucidates a certain leadership style that may facilitate the cultivation of an ethical atmosphere inside organizations. Analyzed were the responses of 333 salespeople employed by a North American unit of a multinational pharmaceutical business to determine the influence of instrumental leadership on the ethical atmosphere. Furthermore, we analyzed the impact of an ethical atmosphere on exertion, contentment with the supervisor, and overall work satisfaction. Managerial implications are presented.

If you have a managerial or training and development role, you need specific recommendations to effectively lead your organization through swiftly changing circumstances and formidable obstacles (Yukl and Leininger, 2004). Flexible Leadership is a comprehensive framework that combines insights from several fields and over 50 years of study. It elucidates how leaders may successfully improve the overall performance of their organizations. The authors provide concrete instances of successful and unsuccessful leadership, drawing on their extensive consulting background spanning three decades in both private and public sector entities. The book provides insights into leadership and management behaviors that may effectively improve organizational performance. Methods, frameworks, and organizational structures that may be used to improve the performance of an organization. Synthesizing both direct and indirect modes of leadership. Managing the choices and conflicting needs associated with performance. Adapting leadership to dynamic circumstances. Implementing leadership practices across several hierarchical levels inside an organization. Key proficiencies essential for successful leadership.

Each day, acquiring labor talent is becoming challenging while retaining it is getting easier (Cheese, Thomas, and Craig, 2007). Organizations are being compelled to reassess their recruiting and retention strategies due to a dangerous combination of shifting workforce demographics, decreased staff engagement and alignment, and the need to acquire new skills. Organizations that fail to effectively manage and develop their personnel are certain to see a significant deterioration in company performance. The Talent Powered Organization employs a comprehensive examination of the prevailing challenges, along with a pragmatic methodology, to uncover the most effective strategies for recruiting, overseeing, motivating, and retaining personnel inside your organization. The writers, esteemed authorities in people management at the renowned global consultancy Accenture, use an extensive collection of worldwide research and analysis to uncover significant patterns influencing the processes of hiring and retaining employees. Their discoveries provide valuable understanding to help guarantee that your organization does not suffer in the competition to recruit and retain the appropriate individuals. This book offers valuable insights to help you. Hold leaders and line managers responsible for actively engaging employees, involve your entire organization in the identification and cultivation of talent. This book offers a comprehensive resource for evaluating talent inside your organization, with case studies, global research results, and practical techniques. This will enable you to comprehend the factors influencing recruiting and retention and use them for the long-term benefit of your organization and clients.

Contemporary organizations recognize that exceptional talent has the potential to provide a competitive edge in the commercial realm (Silzer and Dowell, 2009). Executives are collaborating with human resource managers and talent specialists to enhance their organization's capacity to effectively recruit, cultivate, allocate, and retain the skilled individuals required to accomplish the organization's objectives. CEOs and top executives are increasingly recognizing that robust personnel resources are just as

vital to corporate success as financial resources. This book, part of the SIOP Professional Practice Series, offers a contemporary assessment and overview of the latest and most advanced talent management strategies used by organizations. *Strategy-Driven Talent Management* is a comprehensive book that features a distinguished group of prominent experts. They offer innovative concepts, exemplary methods, and advice on effectively acquiring, choosing, integrating, nurturing, and retaining exceptional talent. The book also emphasizes the importance of aligning talent management initiatives with organizational strategy. Targeting human resource professionals, industrial-organizational psychologists, and corporate leaders, this essential reference serves as a definitive introduction to the burgeoning topic of strategic talent management. *Strategy-driven personnel Management* demonstrates the process of creating a competitive advantage by implementing a comprehensive and strategic personnel management program. Outlines the necessary steps to recruit, nurture, assign, and retain top-notch individuals to meet an organization's strategic requirements. Examines crucial matters including talent management in international companies and evaluating the efficacy of talent management initiatives. Features case studies and interviews with CEOs from prominent firms including PepsiCo, Microsoft, Home Depot, Cargill, and Allstate. These examples demonstrate how these organizations effectively integrate people management into their business strategy. This indispensable HR resource provides valuable insights into the future of strategic talent management, a comprehensive annotated bibliography, and recommendations for grooming the next cohort of organizational leaders.

2.1 Theoretical Framework

The theoretical framework of this study was based on the theories of leadership, organizational structure and the concepts of human resource management. The aim of this research was to unveil the links between the leadership challenges and employee

retention and performance in the US pharmaceutical industry. Theories of organizational behavior are a base of identifying the psychological dimensions which influence the retention, motivation, performance, job satisfaction and employee loyalty with the organization. There are various leadership theories out of which two theories are very famous first is transformational leadership and second is transactional leadership. These leadership styles provide detailed clarity on how these leadership styles will impact employees engagement for long-term. To complement these views, the concepts of human resource management are implemented to enhance the role of human resource department strategies to mitigate the risks caused by leadership challenges. Talent management and initiatives taken for the development of employees by human resource department are found very crucial to implement a positive environment for work to increase employee retention.

2.2 Theory of Reasoned Action

The relationship between employee performance, human connectedness, and implementing sound leadership has been debated since the revolutionary contributions of Sigmund Freud in the 1930's and forties. Myers Briggs went further to distinguish leadership characteristics by affirming that as leaders begin to understand themselves, they can operate within their genetically coded styles to extrapolate preferred approaches to situations to achieve successful outcomes (Henry et al.).

Leadership style metamorphosis continued into the 20th century as several researchers introduced pioneering theories that focused less on the individual leader's identity and more on the actions of what these leaders did to impact others. As leadership studies advanced, there emerged two distinctive leadership perspectives, the task-oriented and people-leadership models. (Bright ford, 1966). In the late 1970s, James Macgregor Burns' contributions intellectualized this concept further by asserting that leadership was either transformational or transactional; transactional leaders focused on vocational exchanges (reward & punishment), whereas transformational

leaders generate a following based on the ability to inspire individuals to accomplish with extraordinary results.

As leadership studies continued to advance, researchers focused on the personality and traits of impactful leaders, Situational and Contingency factors that affected leadership and behavior styles, and Transformational, Transactional, and laissez-faire leadership. At the end of the twentieth century, attempts were made to look at various models of leadership to integrate into a broader framework called the “full range theory of leadership” (Avolio, Kahari, and Dodge, 2000).

Let us take a closer look at each leadership style. The Transformational leader focuses on raising the level of consciousness of employees by appealing to their value-centered ideals rather than materialistic pursuits. This leader gains agreement through inspiration and motivation, involving individuals in the process toward collective achievement (Avolio, Kahari, and Dodge, 2000). This leadership style converts followers to perform while transcending self-interest for the betterment of the organization. There is a proclivity for this leader to promote intellectual development and confidence in the team; and build team morale and enthusiasm by motivating and encouraging the followers towards achieving collective organizational goals (Damper, 2019).

The Transactional leadership style focuses on a series of exchanges between followers and leaders often surrounding rewards or punishment (Avolio, Kahari, and Dodge, 2000). Transactional leadership is usually characterized by the proverbial instrument of coercion to achieve recognition known as the carrot and stick approach (Hassen imam, 2023). Transactional leaders expect certain work behaviors (without negotiation) from their subordinates or followers who are monetarily compensated for these behaviors; power and influence are an integral part of the transactional leadership style.

The laissez-faire leadership style is fueled by a hands-off, “non-leadership” approach because the leader has almost no influence over the group (Bass, 1999). This non-committal style makes it exceedingly difficult to distinguish the leader from the followers.

Over the years, leadership experts have theorized that when an organization's product, service, and core offering is commensurate with its ability to develop people leaders, this will in turn, reinvigorate the corporate environment by inspiring and creating employee loyalty via their managerial leadership style (Longshore, 1987).

This principle leads to several thought-provoking questions that will guide my research focus, specifically about the pharmaceutical industry. I am anxious to evaluate my initial hypothesis to determine whether there is an interconnectedness between a manager's leadership style and its impact on employee inspiration, retention, and performance (Bass and Riggio, 2006). And if this hypothesis bears fruit, what is the preeminent style of this leader? Ironically, to my knowledge, there has been no study specifically looking at the impact of full range leadership model (Transactional, Transformational, laissez-faire) in the life science (pharmaceutical) industry in the United States.

This leadership quagmire emphasizes the need to repair the breach that currently exists in the leader-employee relationship and further corroborates the necessity for organizations like the life sciences industry to provide optimal focus on providing the best full-range leadership model that will enhance productivity and retention for long-term sustainability (Charan, Dotter and Noel, 2011).

According to Statista 2021 data, the United States was the largest pharmaceutical market accounting for 50% of all global pharmaceutical sales. Although the industry's clinical advancements and revenues continue to yield record profits, there are looming concerns regarding turnover and leadership issues that should be addressed to position this industry for future success (Bryant, 2003).

Turnover costs businesses (which include the pharmaceutical industry) \$11 billion annually and the United States economy north of \$600 billion yearly primarily driven by new hire attrition and productivity losses. Higher workforce engagement seems to reverse this negative trend as highly engaged teams typically have lower turnover rates (Employee Turnover by Industry Statistics [Fresh Research] • Gentex).

Leadership also plays a pivotal role in organizational success. Sixteen critical leadership competencies were identified and ranked by pharmaceutical executives based on the level of importance and building collaborative relationships was rated the most important competency needed for successful leadership. It peaked at the list of 90% of polled executives. (Leslie and Palmisano). One potential solution to this leadership conundrum is investment in leadership development. Recruiting leaders who are more skilled at building and sustaining positive relationships with subordinates and senior leadership are most likely to create environments that breed retention and performance. A leadership style that relates to all people, treats people fairly and encourages leaning forward versus pushing back. This style of leadership holds employees accountable with integrity but not to the detriment of employee self-esteem and lack of involvement and engagement.

The gap between employee and manager continues to widen in the pharmaceutical industry, employee turnover was 10.3% in 2022 (Employee Turnover by Industry Statistics [Fresh Research] Gentex), and in organizations, it has become particularly difficult for employees to trust leadership. Employees are reluctant to make a positive investment into an eroding asset (leadership) when their cataracted view of existing leadership is one of hidden agendas and self-serving motives (Groysberg and Slind, 2012). The only way transparent, relational leadership can thrive organizationally is if each person takes the other at face value.

2.3 Human Society Theory

Human Society is a very difficult and dynamic variable that has been focused on social inquiry. Social theories give an understanding of the structure, function, and evolution of society. The most highlighted perspective of human society is structural functionalism in which society is considered as a system because all the related parts of the society work collectively to maintain a balance.

This theory includes all the social institutions such as education, family, and government which are considered a major contributor to stabilizing society. Every institution is famous for providing specific functions that create well-being in society. For example, the purpose of education is to provide knowledge and circulate cultural information to the students, in this process the families provide support and vote for socialization to those who get an education.

In comparison to human society theory, there is a conflict theory that is linked with Karl Marx which states that there are many inherent conflicts that are marked in the society for allocating resources and power among the people in the society. This view gives an analysis of the inequalities present in society along with those groups that are enjoying their strong status in society by getting extra resources and power. But, the weaker groups are paying the cost. Conflict theory displaced the contribution of power for making relationships in society and with other institutions.

For understanding human society theory there is another theory named symbolic interactionism. This theory is very influential because it focuses on minute interactions that occur in daily life. This theory also explains that people create symbols and then interoperate these symbols to make the foundation of communication and interaction in society. The focus of this theory is to highlight the purpose of attachment of people to the symbols and the influence of these symbols in their behavior and relationships.

Another theory is the pheminist theory which determines the inequalities that occur within societies based on gender it also identifies the the roles and hopes that are associated with individuals concerning their genders. It also recognizes the rights and

views of women in society. This perspective also clarifies the structure of society by focusing on gender dynamics.

2.4 Theory of Transformational Leadership

This theory explains how employees motivate and create inspiration of employees so, that they can perform well beyond the expectations. Its applications and implications help in understanding the challenges of leadership that impact the retention and performance of employees.

2.5 Theory of Transactional Leadership

This theory emphasizes the exchange of rewards and punishments between leaders and their followers. This theory further emphasizes how the pharmaceutical industry can provide incentives to employees to increase their retention and performance.

2.6 Theory of Situational Leadership

According to this theory leaders act and work upon styles according to the situation. This theory explains how leadership deals with the diverse challenges in the pharmaceutical industry to increase employee retention and performance.

2.7 Theory of Organizational Behavior

Two basic motivational theories are important in this theory first Maslow's hierarchy and the second is Herzberg's two-factor theory. These theories help to increase the performance and job satisfaction of employees. These theories also provide psychological insights into the relationship between employees and organizations.

2.8 Theory of Human Resource Management

Human resource management theories include talent management and high-performance work systems which explore the human resource management theories and impact the development, retention, and effective work of employees.

2.9 Theory of Social Exchange

This theory relies on the give-and-take relationship between employees. It creates an understanding of how much the relationship between employees and leaders influences employee retention, performance, and job satisfaction through mutual understanding.

2.10 Theory of Psychological Contract Theory

This theory explains the psychological associations of employees and leaders with each other and how they make expectations with each other. This theory further explains how psychological thoughts impact the performance and retention of employees.

2.11 Summary

In this section, a thorough literature review is given in which the challenges occur. This section highlights a thorough literature review to identify what other authors have contributed to identifying the challenges that occur towards the leadership challenges impacting employee performance and retention in the US pharmaceutical companies. The literature review is based on the work conducted by different researchers which has been published in renowned journals. All the research work mentioned in this study is authentic. these publications are impact factor publications. Moreover, a lot of work is either quantitative or focused on any specific challenge. Therefore this study covers all the leadership challenges that impact the performance and retention of employees in the US pharmaceutical industry. The related work is also supported by different theories such as the theory of reasoned action and the theory of human society.

CHAPTER III: METHODOLOGY

Research methods and research design are especially important for any research project (Abu-Taieh, Hadid, and Mouatasim, 2020). There are usually three methods of conducting any research, qualitative, quantitative, and mixed methods (Williams, 2007). When there is a need to get data through interviews, focus group discussions and observations, qualitative research is used, which mostly addresses the research questions (Slingsby, Dykes, and Wood, 2009). Quantitative research is used when hypothesis testing is required, and data is gathered from large populations (Newey and McFadden, 1994). Mixed method research is used when triangulation data is required for research (Bans-Akutey and Tiimub, 2021). For the study quantitative research is used. Research design is always dependent on the topic of research office search so, the study research design will use this result which is applicable in qualitative research design.

There are usually three approaches of research applied in different research quantitative, qualitative, and mixed methods (Williams, 2007). In qualitative research, the experience of participants is explored in two ways, first is how people perceive the meanings of a given situation and second is to identify what these meanings represent (Gelling, 2015). Human behaviors are recorded in qualitative research and hence verification is provided against the instances in which the human behavior is predicted (von Grabe, 2016). In mixed-method research, the values of quantitative and qualitative research are identified, and the quality and authenticity of this research are extracted (Gallant, Beaulieu, and Carnevale, 2002).

In this research qualitative methods are used so that different opinions of participants can be captured in detail which is not possible in other approaches. In qualitative methods, different issues are explored which are used in different phenomena of study (Levitt et al., 2021). In qualitative research, the strength of

researchers is fully recognized through which the experiences of participants are used (Goldblatt, Karnieli-Miller and Neumann, 2011) and it also provides a deep understanding of critical issues related to societies (Reeves, Kuper, and Hodges, 2008). Applying qualitative research in this study provides an understanding of the challenges that occurred vide digitalizing leadership in the financial sector of Pakistan.

In quantitative research, the phenomena of testing different goals through cause-and-effect relationships are observed. The quantifiable data is used in this research and the relationship is identified through true statistical analysis and testing (L. Haven and Van Grootel, 2019). In quantitative research, there is no need to put restrictions on the count of respondents and it also does not provide space to explain the research phenomena inductively (Morse and Mitcham, 2002). Through quantitative methods, the deep insights or experiences faced by participants cannot be observed therefore qualitative research is utilized in this study (Williams, 2007).

In mixed-method research, both quantitative and qualitative approaches are used. In this approach, data is collected for inquiring about different issues in inquiry mode (Artinian, 1988). This research is exploratory therefore, the live experiences of participants are required to establish a better understanding. So, the mixed method approach is not appropriate for this research. The objective of this study is to explore the impact of leadership challenges on the retention and performance of employees in US pharmaceutical companies.

Every researcher must follow ethical research in data collection (Facca, Gladstone, and Teachman, 2020). So, for this research approval was taken on the topic from the supervisor in the research committee before collecting data. So once approval was given, then data collection was started. Our data gathered protocol is strictly compliant with the policy and guidelines given by the research and development department of our university. Everything such as invitation of participants, consent from researchers, research withdrawal participation in research, and data confidentiality

are followed according to the strict guidelines given by the university. The ethical rules followed in the qualitative study are honesty, confidentiality, privacy rights, and obtaining stakeholders' consent at every step of research where required (Agarwal et al., 2020). In ethical issues not only, consents are covered but the protection of participants is also included in which participants are informed in case of any consequences that can happen in the results (del Cerro et al., 2011). Many authors have emphasized or followed ethical practices while doing research. The ethical codes that are followed in this research are honesty, equality, transparency, being respectful to participants, protecting participants from any negative consequences, and avoiding misleading all the relevant stakeholders. The participants should sign a consent form before taking part in this research (Barreteau, Bots, and Daniell, 2010). For this research, a consent form was signed by all relevant participants before starting this research. The consent form is attached in Appendix B, taking signatures on consent forms is especially important because this is proof that participants have given assurance and willingness that they are ready to take part in research. This will also give surety to participants that they can use their rights (Artinian, 1988).

In this research, all the participants were guided and used the consent form and the issues such as confidentiality, protection of personal data, storing information properly, and the right to withdraw from the research at any time. The withdrawal can be done through telephone calls, emails, and letters (Neale and Cardon, 2013). Ethical concerns are the baseline of any research, and they cover all the issues that a researcher can face during data collection, interview process, confidentiality, and personal data protection (Ruivo, Santos, and Oliveira, 2014). There are many other ethical issues such as data reporting, presenting a result, and providing a guarantee that the collected information is accurate (MacLean, Meyer, and Estable, 2004). In this research, all the participants were informed that their participation in this research is voluntary, and their information will not be provided to anyone.

Privacy, confidentiality, and storing data in the right places are especially important in the research (Kalu, 2017). Sometimes codes are assigned to names to protect participants' data. In this research, pseudonyms were used as codes to secure the names of participants. The code assigned P1 to P4. Our university also encourages us to store data for up to five years to ensure the data secrecy of participants. All the data gathered from interviews along with their consent from other participants' details is kept in a password-protected drive and after five years it will be destroyed. The published research will also exclude participants' names and other personal information. No monetary rewards or compensation will be provided to participants for their participation. However, upon completion of the research, the participant will get a public copy of the study.

3.1 Overview of the Research Problem

To what level do the leadership challenges faced by pharmaceutical companies in the United States of America impact the performance and retention of employees? It is critical to identify the strategies that will help mitigate these challenges. The reason for identifying the problem of this research is to identify the relationship between the leadership challenges in the US pharmaceutical industry and their influence on the performance and retention of employees. The research will investigate all the challenges faced by leaders of the pharmaceutical industry such as pressures from regulatory bodies, variations in marketing dimensions, needs for research and development, and understanding the contribution of challenges in turnover and performance issues of employees.

This research will also highlight strategies that pharmaceutical companies will be adopting to resolve these issues. The strategies will help create such a work environment to achieve employee satisfaction, employee engagement, and employee retention. Once these research problems are addressed then different insights will be

gained to suggest the proper leadership practices in the pharmaceutical industry, leading organizations toward achieving enormous success and sustainability.

The pharmaceutical business in the United States is confronted with a significant issue pertaining to retention and optimization of its personnel, mostly because of the presence of diverse leadership issues. The obstacles, including matters about the efficacy of leadership, the culture inside the organization, and external influences, possess the capacity to have adverse effects on the motivation, productivity, and overall work satisfaction of employees. Therefore, it is important to conduct a thorough analysis and comprehension of these leadership obstacles and their consequences to develop efficient methods that may improve employee performance and retention within the pharmaceutical industry.

3.2 Operationalization of Theoretical Constructs

Operationalizations of variable means the concept from theoretical framework from study gathered to connect data. In the study theory of reason actions is used to deal with the leadership challenges that impact the retention and performance of employees in US pharmaceutical companies. Following are the constructs in this study.

1. Transformational leadership – the leadership behaviors will be studied through surveys and interviews to motivate employees and make their clear vision for creating innovations and individual development.
2. Job Satisfaction – this construct will be measured by using proper scales, questionnaires and interviews which will get responses on the level of employee job satisfaction, work environment, recognition of policies, growth opportunities and contentment of employee with their jobs.
3. Commitment of Employees – this construct will be measured through surveys and interviews. It will also identify the emotional attachment of employees with their organization and their alignment with the

organizational values. It will also identify the cost of living within the organization.

4. Organizational Innovation – this will be measured through objective metrics, it will be measured with the patents and launches of products. This construct will also support the innovative culture of the organization and its impact on employees.
5. Regulatory Compliance – this construct will be measured through proper standardised documents, proper outcomes and compliance with the pharmaceutical companies.
6. Intentions with Employee Turnover – it can be measured through self reporting surveys and interviews from employees. This construct will be measuring the intentions and likelihood of employees within the defined timeframe.
7. Managing Employees – it will identify the level of employee involvement in their work through surveys and walkthroughs. It will also measure how much employees are committed towards their work and supporting their organization.
8. Practices of Talent Development – it can be identified through records of organizations, participation in trainings, feedback of employees with respect to the effective talent development programs.
9. Regulatory Challenges – these can be measured through qualitative analysis of regulatory facts, noncompliance incidents, interviews with the leaders of the organizations and pressures given by regulatory bodies.
10. Organizational Resilience – it can be measured through financial figures, surveys of employee satisfaction, and qualitatively analysing the responses to organizational crises.

3.3 Research Purpose and Questions

This research aims to identify the relationship between challenges faced by Leadership in the Pharmaceutical industry and its consequences on the performance and retention of employees in the companies. The major focus will be on the hurdles that companies are facing such as pressures from regulatory bodies, marketing dynamics, and the need for research and development.

The purpose of this research is to reduce the impact of these challenges on the workforce of employees. This research will identify both direct and indirect challenges and the consequences which leaders face, and how employees are impacted. The study will identify those factors that will contribute apart from these leadership challenges to increase employees' job satisfaction and commitment towards work.

The pharmaceutical sector in the US has immense importance, serving as a significant economic contributor and playing a crucial role in public health (Kyriakides et al., 2019). In this environment, it is crucial to thoroughly analyze the effects of challenges faced by leadership on the performance and retention of employees inside pharmaceutical organizations. The significance of leadership in influencing organizational culture, strategy, and employee engagement should not be underestimated. The difficulties have the potential to significantly impact several aspects, including employee motivation, productivity, and long-term commitment. Moreover, the pharmaceutical business is confronted with a significant challenge of the lack of skilled professionals, especially in crucial domains like research, development, and regulatory affairs. Consequently, it is important to comprehend and tackle the obstacles associated with leadership to effectively recruit and retain high-caliber personnel, so guaranteeing sustained innovation and competition in the field. Finally, the pharmaceutical industry is subject to continuous evolution, marked by shifts in regulatory frameworks, market dynamics, and technical progress. The industry's

ongoing development and profitability need effective leadership capable of navigating these transitions.

The research will propose many effective strategies and interventions to overcome the challenges. This research will give valuable recommendations to the leaders of pharmaceutical companies to reduce the future risks to leadership challenges while increasing the performance and retention of employees. The research will also provide valuable insights about the policies and practices followed by leadership in US pharmaceutical companies. This research will also contribute to the implementation of effective leadership strategies in pharmaceutical industries. The research is based on below mentioned research questions:

- RQ1: Which leadership skills are of utmost importance for retaining employees within pharmaceutical organizations in the United States?
- RQ2: How effective are current leaders within the US pharmaceutical industry at retaining their workforce?
- RQ3: What are the possible challenges and pitfalls that the industry may encounter in the future?
- RQ4: What are the specific leadership challenges faced by pharmaceutical organizations in the United States that impact employee performance and retention?
- RQ5: How do leadership challenges within the US pharmaceutical industry manifest in terms of employee performance, including factors such as motivation, productivity, and job satisfaction?
- RQ6: What strategies and approaches have pharmaceutical industry leaders employed to address these leadership challenges and improve employee performance and retention?

- RQ7: To what extent do leadership practices and organizational culture impact the turnover and retention of employees in US pharmaceutical companies?
- RQ8: How does the perception of leadership effectiveness among employees correlate with their intention to stay or leave their current pharmaceutical organization?
- RQ9: What role does leadership development and training play in mitigating leadership challenges and fostering employee performance and retention in the pharmaceutical sector?
- RQ10: Are there significant differences in the leadership challenges and their impacts on employee performance and retention between various segments of the pharmaceutical industry, such as research and development, manufacturing, or sales and marketing?
- RQ11: How do external factors, such as industry regulations and economic conditions, interact with leadership challenges to influence employee performance and retention within US pharmaceutical organizations?

3.4 Research Design

Once the appropriate research methodology is selected for addressing the problem the next step is to identify the relevant design for this research. In this study issues are addressed as they exist in the bounded system therefore, a case study is an appropriate style for conducting this research. In case studies the methods preferred for conducting the research are in inquiry mode which is applicable when the research questions are based on how and what, all the behavioral events are not in the control of the researcher, and contemporary research is preferred instead of horizontal research. In this research case study research design is used for the exploration of issues within the bounded system through this study the objective of this study will be completely

achieved. Through the proposed research design the ease of doing this research is achieved and the phenomena of real life can be developed hence achieving the real meaning of qualitative research. Through this research design, contextual information relevant to real-life phenomena is not obtained. The researchers can investigate specific studies and cases that can investigate the critical situation (Chen et al., 2024). Using case studies in this research can provide a baseline to get data from interviews, focus groups, observations, and extraction of data from different documents to interpret the answers from the research questions (Williams, 2007). Multiple case studies can be used to conduct this research so, one case study can be used to explore the events in detail by connecting different events over the period (Alessi and Kahn, 2023). Furthermore, case studies also help to enhance the ability of a researcher to enhance the data gathered from the users from different documents, observations, interviews, and artifacts. All those data can be used in support of direct interviews (Butler et al., 2023). (DeLuca et al., 2023) stated that the involvement of case studies in exploring pre-word phenomena is not very clear whenever there are unclear boundaries. The case study research design provides reasonable methods to conduct research in inquiry mode and explore financial companies about challenges that occur in the transformation of digital leadership in Pakistan. The research is usually narrated in chronological order in the form of a story so that a thematic view of the research can be viewed (Braun and Clarke, 2023). For this research, narrative research is not appropriate. There is a term called phenomenology in which the quality of living experiences and proper description of the meaning of research are identified (Fischer and Guzel, 2023). The phenomenological research design is not appropriate for this research. There is another research design named ethnography in which different groups and cultures are studied (Wanof, 2023). So far in this research, there was no intention to study cultures and individuals therefore, this design is more suitable. The main aim of this research is to identify the challenges that occur in the financial sector in Pakistan for digitalizing leadership that's why a

grounded theory approach is used for the generation of hypotheses and designing of theoretical models (Deacon and Litman, 2023). A multiple case study research design is the most appropriate method to do research in inquiry and exploratory mode. Another important reason to use qualitative research in this study is the assurance of data saturation.

Data saturation is the point when there is no new information and themes available for conducting this research (Joseph, Aboobaker, and K.A., 2021) If any new information occurs, then it means the data is unsaturated and there is a need to ask more questions from the participants (HassenYimam, 2023). If there is an existence of a large population in the research it doesn't mean that data is saturated fully therefore, the consequences of research are more important (Ali and Ullah, 2023a). Therefore, the sample size chosen for this research is the best because it will provide complete data saturation. Interviewing CEOs, Managers, and employees of various pharmaceutical companies in the US increased the data saturation. Along with this triangulation methodology and review of transcripts are also applied to increase the saturation of data.

3.5 Population and Sample

Sampling is very important in quantitative research; it helps in achieving the objective of the study (Williams, 2007). The population of the study is based on one CEO, one Manager, and two mid-career level employees of US pharmaceutical companies. All these people have been working in their respective companies for the last five years. Sample size plays a very important role in qualitative research especially when there is a need to decide on participants for the interview. When there is a case study research design applied in qualitative research the sample size can range from 1 to multiple (Bell, Bryman, and Harley, 2022). (Goddard and Melville, 2004a) stated that in qualitative research the smaller the sample size the deeper the analysis and the solution to the problem will be identified more easily. Therefore, four participants were

chosen who shared their experiences and rich information. These participants were chosen for this research because they have been serving for more than five years in their respective companies. These participants also contributed to earning profits for their companies although there is an economic rift spread in the whole country all those employees who didn't fall in these criteria were not selected in this study. All the participants who agreed to give interviews showed their willingness of giving is to give interviews. For interviews, a conducive environment was created which made participants more open, clear, and honest to share their experiences against the said topics. All the interviews were taken depending on the convenience of participants so that interruptions can be minimized.

In the study, purposive sampling was used to get information from the sample population so that the construct of leadership challenges impacts the performance and retention of employees in US pharmaceutical companies. In purposive sampling, the criteria for selecting the sample from the population depends on the knowledge and experience of participants (Creswell, 2014a). This sampling method is very useful for qualitative research when there is a need to select those participants who have a full grip on the topic (Kothari, 2004a).

The objective of purposive sampling is to identify those case studies and individuals who can share deep insights on the topic, that is under discussion, disinformation cannot be taken from the general population (Saunders, Lewis, and Thornhill, 2009a). Only those cases and participants were selected who could do value addition in the study. The cases selected for the study were rich in data, provided a comprehensive analysis and gave strength and knowledge to the purposeful sampling techniques (Sekaran and Bougie, 2016a). In qualitative study, researchers get a lot of help from the knowledge of participants to answer the research questions and propose a viable solution to the problem. Therefore, a purposive sampling technique was applied for selecting four participants from the pharmaceutical sector of the US including

CEOs, Managers, and Employees. These experiences will enrich data for the study to provide answers to research questions.

A technique named data saturation is used to ensure that the collected data is of good quality and sufficient for the study (McMurray, 2004). Data saturation is applied when no new information is taken from interviews, focus group discussions, and thematic analysis (Techo, 2016). If the sample size is large, it does not give any guarantee that the data is saturated, but the sample elements are paramount (Checkoway, Pearce, and Kriebel, 2004). The sample size used in this study is best for applying data saturation for developing and understanding the phenomena of the current study. All four people who gave responses in this study have been working for more than five years in their relevant companies which reflects data saturation.

In sample size, there must be conformance with the size of the sample and the number of participants to maintain the standards of data saturation (Bryman and Bell, 2011). The data saturation acts as a threshold which confirms that no more new information is required from data (Muriana and Vizzini, 2017). Multiple sources of data were used in this study such as face-to-face interviews, observations, and reviewing already conducted studies. The interviews once completed are compiled and sent back to participants for review and to get surety. (Sekaran and Bougie, 2016b) stated that data saturation is achieved in qualitative analysis when almost the same responses are reflected in the entire data. The same concept of data saturation is followed in this study and data is gathered till the time no new information is reflected and responses are replicated. All interviews are recorded and listened to carefully, the written notes are read several times and then they are matched with the recorded interview to make sure that all respondents have complete knowledge of the topic. This procedure helps to create familiarity with the viewpoint of participants against the topic. It was also helpful for the identification of data saturation points because no new information was

extracted from the 8th participant. Therefore, data saturation is achieved at the 4th interviewee.

3.6 Participant Selection

In this study, the process of selecting participants or respondents who will respond against the interview guide is discussed. The targeted population of this study consists of CEOs and Managers of different pharmaceutical companies as well as the employees working in these companies. The population sample size of this study is four. The companies from which the respondents belong are pharmacies, healthcare centers, and different drug regulatory and manufacturing companies in the US. The name of companies is kept confidential to secure employee and company data. All the participants have worked for more than five years in their respective organizations. Although the healthcare situation in the US is very critical, these participants are trying to be in profit despite a massive industry criticality. I chose these participants to identify the leadership challenges. Leadership challenges impact the performance and retention of employees in the US pharmaceutical industry.

Invitation letters were sent to all the participants to get their consent that they didn't have any issues with giving interviews about the said topic. An email was sent to participants containing complete details of the research and consent was also taken through emails for participation in this research. Some participants were also contacted through emails, couriers, and telephones as well. In the study (Techo, 2016), it suggested getting consent from participants by contacting them through emails. The contact list of all participants was prepared through purposeful sampling techniques and after that invitation letters were shared with participants. The invitation letters were shared with participants through emails. The letters are attached in Appendix A of this document. The reason for sharing invitations with the participants was to get their prospects regarding the research project and to get their confirmation of participation in the project. This research is presenting all the researchers and ideas to become aware

of the phenomena behind conducting a relationship and rapport with participants. (Techo, 2016) also suggested inviting participants through face-to-face meetings for trust building in making them knowledgeable about the complete research procedure. Providing relevant information about the research to the participants of this study before conducting interviews is a very important way to build rapport and trust with the interviewees. (McMurray, 2004) postulated when all the participants provided agreements to participate in this research, a working relationship was established with them by telephonic communication and emails. It was also ensured that all the participants had complete information about the research objectives, and they knew their roles in the entire research process. Rapport building with participants before conducting interviews makes participants feel comfortable and creates motivation for them to honestly share their experiences on the said topic.

(Creswell, 2014) stated in his research that it is very important to ensure confidentiality during the whole research process. A consent form must be signed by the participants before conducting the research (Kumar, 1999). So, in this research, every participant signed a consent form and gave assurance that their participation in the study is voluntary and in return, they were given surety that their details are kept confidential. Once the participants receive assurance about confidentiality and become aware of the whole confidentiality process, they will respond honestly in a more open way (Goddard and Melville, 2004). The personal information of participants was coded to intact their privacy.

All the participants were informed about their right to withdraw from this research process respectively. Participants were also informed about the reward process which will be at the end of this research, they were rewarded with certificates of thanks and told that their contributions were mentioned in the research document.

3.7 Instrumentation

As research is qualitative and applies the theory of reasoned actions, therefore, multiple instruments can be used to identify the leader's attitude, behavior, culture, and intention toward digitalization. The first instrument is in-depth interviews. This instrument will explore the perception of leader's attitudes and their experiences towards the performance and retention of employees in pharmaceutical companies in the US. In this technique, semi-structured interviews are used in which an open-ended questionnaire guide is created to get responses from participants in detail. The next tool is focused group discussions in which attitudes, beliefs, and influences by peers on the impact of leadership challenges on retention and performance of employees are discussed in groups. In focussed group discussions open-ended questions are used to carry on group discussions. Another tool is direct observations in which behaviors are observed in this study, behaviors of employees will be examined at the workplace regarding performance and retention. A checklist is maintained to document the activities related to digitalization and the strategies made by leaders in the pharmaceutical sector. Another tool is document analysis in which archived data is studied such as policies, and reports, to understand the factors that influence leadership challenges on the retention and performance of employees. The data is coded and themes are extracted to get the outcome from the data.

3.8 Data Collection Procedures

This research aims to discuss the tools and techniques for data collection. These tools and techniques will be used to gather data. (Goddard and Melville, 2004a) recommended that the use of different data collection techniques increase the authenticity of the study. The tools and techniques used for this study are semistructured interviews, direct observations, and review of documents and previously conducted studies. Wherever a qualitative study is conducted it is important to select an appropriate sample size for proper data saturation (Kothari, 2004a). Therefore, the number of participants selected for this study is 4 and their interviews were taken

respectively. This section will also provide a discussion of the data organization techniques used for this study.

Instruments for Data Collection

The primary and important instrument used for this study is interviews which were taken from the participants. In qualitative research, detailed information about the topic is gathered through interviews conducted with participants (Saunders, Lewis, and Thornhill, 2009a). According to (Creswell, 2014a) data collected from different sources increase the authenticity and credibility of data. The questionnaire guide used for data collection is comprised of 21 questions. This interview guide is used for conducting semi-structured interviews, reporting direct observations, and reporting data from different sources. (Bell, Bryman, and Harley, 2022) suggested that open-ended interview questions are very beneficial because they do not involve any influence from interviewee responses. The 21 open-ended questions for taking semi-structured interviews were designed to identify the challenges faced by leadership during digitalization in the financial industry of Pakistan and to get the point of view of different participants on this topic. Open-ended questions are always helpful in exploring what researchers want to explore and they also involve the participants in volunteer information sharing (Goddard and Melville, 2004a). Open-ended questions in a semi-structured interview usually generate responses that capture the experiences perspectives and thoughts of participants on different phenomena. They do not enforce any personal view of the researcher for the result of the study (Sekaran and Bougie, 2016a). The documentation of interviews is usually based on journals, study logs, and different devices used for recording. The semi-structured interview technique is suitable for capturing the experiences of participants and their thoughts (Creswell, 2014a). This technique increases the flexibility in research and needs dialogues open for exploration (Sekaran and Bougie, 2016a).

The sequence logic applied for obtaining the information for participants is based on the same interview questions that were used for gathering data for enhancing the consistency of research (Bell, Bryman, and Harley, 2022). (Checkoway, Pearce and Kriebel, 2004) also referred to using interview questions in the same sequence they mentioned in an interview guide to maintain the consistency of work and to capture different viewpoints. (McMurray, 2004) also stated that if all the rules for conducting interviews are followed properly then the authenticity and credibility of data will be improved. Similarly, in this research, the same sequence of questions is followed while taking interviews with all the participants and has been mentioned in an interview questionnaire guide to increase consistency. All the answers in each interview were analyzed and the complete transcript was reviewed for validating data consistency. (Sekaran and Bougie, 2016b) mentioned in their study that they conducted the interviews by following the interview data and then these transcripts were also provided to respondents for their validation. Every participant had full access to their final interview transcript for review and validation.

It is very important to ensure confidentiality, meaning that participants reply honestly to the questions asked in the interviews (Bryman and Bell, 2011). To achieve confidentiality and honesty in interviews, all participants were informed about the protocols of confidentiality and honesty in the interviews before conducting them. (Creswell, 2014b) focused on the need for confidentiality in qualitative research for data gathering. All the participants were informed that they have a complete right not to respond to any question they feel is inappropriate, or they can vacate the entire interview process without giving any reason. This awareness created a sense of honesty among participants to respond with truthfulness.

Another tool used for data gathering is to study archived documents and previously conducted studies. (Sekaran and Bougie, 2016b) also used document reviews in their studies to gather data from semistructured interviews. This study

collected data from archived documents, relevant articles, and financial reports. The relevant information is gathered from all relevant articles and the above literature. Document reviews were also considered as data sources because the information available is easily accessible and because of the volume of information available. Document reviews in qualitative research are important for increasing the reliability and validity of the study (Saunders, Lewis, and Thornhill, 2009b).

(Goddard and Melville, 2004b) mentioned that the process of recording observations of participants involves the group or any societal situation under which the researchers are aiming to conduct the study. (Bryman and Bell, 2011) also mentioned in his study that direct observations are a cause of learning in the aiming data relevant to the study, it also reveals the observations and activities that people perform in the study. (Creswell, 2014b) stated that researchers gathered data based on the observations. Therefore, direct observations are used to gather data from those participating in the study. All the relevant information related to this study is attached in the appendices.

Techniques of Data Collection

(Saunders, Lewis, and Thornhill, 2009b) involves several data collection methods in his study for conducting quantitative analysis. The more sources of data used in this study the more diversity in data will be achieved and the biases will be reduced (Sekaran and Bougie, 2016b). The first method used for data collection was semi-structured interviews which were conducted face to face. The second method was direct observation and the third method was reviewing the previously conducted studies and archive documents. All the data sources will be discussed in this section. Semi-structured interviews- As the interviews conducted in this research were based on qualitative research, data gathered through interviews is always considered the most suitable method for gathering data (Techo, 2016). In qualitative studies, responses from participants are taken from semi-structured interviews using purposive

sampling to capture experiences based on the common phenomenon. Semi-structured interviews were the first method for data gathering in this study. All the interviews were taken in the places suggested by the participants themselves. The interview began by including an overview of the study and provided the reason for conducting research in this area. A consent form was prepared and reviewed with the participants in which it was written that the participants could withdraw from this research anytime without any penalty. (McMurray, 2004) also suggested following the proper sequencing of interview questions in a similar sequence during interviews to maintain consistency. The same protocol is followed in this study for every participant.

All the interviews were not only recorded with the help of pen and paper but also their digital recordings was done. (Sekaran and Bougie, 2016b) mentioned in their study that recording interviews is a source of getting rich data. The same interview protocol was used in this study in which the date, time, place, and contact number of the interviewee were taken (Brawner et al., 2018). The participants were also guided about reading the consent form for the study interview document process and all the questions available in the interview questionnaire guide.

Collecting data through interviews has many advantages. Initially, interview questions were structured in a way that helped participants work through different aspects of phenomena in the study. It is also beneficial for the free exchange of information (Association, no date). In this way, a second factor is that the interviewee can focus on the topic under study (Bryman and Bell, 2011). The third factor is that the interview is always considered a source of evidence because it provides deep insight and explanations such as personal views, attitudes, perceptions, and meanings (Kumar, 1999). The researchers and the reader who will study these research findings have a comprehensive perspective because of the research topic consistent data collection methodology (Goddard and Melville, 2004b).

The data collection method via interviews also has many disadvantages. Firstly, data quality is completely dependent on the capability of the interviewer (Kothari, 2004b). Secondly, there are chances of biased responses if questions are not explained properly (Saunders, Lewis, and Thornhill, 2009b). The third point is reflexivity in which respondents give those responses which are required by the interviewer. The fourth point is analysis contains biases because researchers don't articulate the importance and frequency of interview responses (Saunders, Lewis, and Thornhill, 2009b). (NVivo) informed that in qualitative research data validity, robustness, and accuracy are very important in qualitative study. All the participants were allowed to review their responses to provide information if anything was missing. NVIVO software was applied to the data gathered through interviews to extract meaningful claims regarding the topic.

Direct Observation- This process is an extension of the interview process. A lot of participants were observed who were facing challenges while digitalizing leadership. (Henri, 2020) mentioned that evidence based on observations provides extra information on the topic under study. (Morse, 1991) suggests maintaining a journal during the entire process. In this study, a journal was maintained during the entire process. The process of data gathering through observation involves proper maintenance of field notes which focus on the challenges faced by leadership. It was observed that the observation recorded by one participant was also observed by other participants as well. In this study, observation protocol was used for the validation of responses gathered through semi-structured interviews. The advantages of this protocol are that it covers all the events that are relevant to the study in real-time, researchers claim to have a broad review and new insights because they can ask any relevant questions that are not defined in advance, and the research conducted through this method is natural and does not depend on any artificial situation which is created by some methods like questionnaires (Sekaran and Bougie, 2016b). The

disadvantages of this method are that including outside observers in the study can cause observer effect, participants only act real when they are observed and the data collection and interpretation can only be done concerning the observer (Techo, 2016). In this observation protocol regarding multiple tasks through which effective observations were obtained, this process takes approximately 40 to 60 minutes per participant.

Document Review- In this method data is collected and gathered through archived documents to get an understanding of the phenomena. In this study, data was also collected through secondary data along with semi-structured interviews, direct observations, and face-to-face conversions (Checkoway, Pearce, and Kriebel, 2004). The process of document reviews included employee handbooks of companies, company policies, annual reports, magazines and journals, research articles, white papers, etc. This method is applied in qualitative research and has several advantages like getting information that is difficult to access publicly, document reviews giving strength to the information taken from interviews, and in case the data gathered from the documentary review is different than that of interview data then it is a sign that the problem must be explored further. There are also disadvantages of this technique where sometimes it is not possible to get confidential data (Goddard and Melville, 2004b), and incomplete/inaccurate or obsolete information (Checkoway, Pearce and Kriebel, 2004). In this study, this method is used to review the triangulation interview and observe data for improving creditability dependability.

3.9 Data Analysis

The process of qualitative analysis involves huge amounts of data therefore the analysis process is very complex (Bryman and Bell, 2011). The analysis of data involves methodological triangulations and there are four methods used for these triangulations named as data triangulations, investigative triangulations, theoretical triangulations, and methodological triangulations (Morse, 1991). The data analysis

technique applied in this research is methodological triangulation. This technique uses data from different sources such as interviews, direct observations, focus group discussions, and archive documents to answer research questions (Brawner et al., 2018). The data sources used in the study are semi-structured interviews, direct observations, and document reviews.

In this study, a thematic analysis of coded data was done for the identification of leadership challenges that impacted employee performance and retention in the pharmaceutical industry of Pakistan (Henri, 2020). For this analysis, the data was first coded and then thematic analysis was applied to the codes (Kothari, 2004b). (Brawner et al., 2018) gave a five-step approach for thematic analysis which included compiling data, data disassembly, data reassembling, data interpretation, and concluding data. In this study, the first step was to compile data and make it into codes and groups. In the second step data was disassembled to remove various themes. In the third step data was rejoined in its core theme. In the next step, data patterns were checked concerning interviews, observations, and documentary reviews to make interpretations of data, in the last step the data was summarised into a description. The responses of participants were also analyzed in the interview questions notes taken from observations and information taken from document reviews and all the meaningful and common themes were extracted regarding the challenges that leaders face during digitalization.

For analysis, NVIVO is used for data management and analysis. NVIVO is used for qualitative analysis it provides coding from different thematic categories and extracted themes from qualitative data (Izza and Mi'raj, 2023). Qualitative data and data coding analysis is done through NVIVO (Xin, Ting, and Teng, 2023). This software provides a lot of flexibility in the whole analysis process starting from node identification, matrix creation, and reflection of knowledge on the topic (Limna, Kraiwanit, and Siripipatthanakul, 2023). In this study, a proper procedure was followed through which all the data based on common themes and trades was eliminated. In the

first step, the compiled interview data, observation nodes, and reviewed document data were uploaded into NVIVO. Then data was organized and coded, and a little manipulation of textual data was also made to display codes properly. The coding of data involves applying self-explanatory names and words for data labeling and arrangements (Xin, Ting, and Teng, 2023). This step is very important for arranging data into smaller, meaningful, and manageable groups: different categories of data reviewed linked and reconvene with the themes. The attributes of nodes were also applied in NVIVO for the identification of the same data and common themes. In the end, data was arranged on nodes and divided into categories from the generation of themes.

Instead of using predefined themes the recurring themes were grouped and rearranged in different categories in nodes. The pattern for creating themes in codes of data was based on the analysis done on interview data, collecting of information, and documentation review. Data arrangements in different categories identify different trends and links within the nodes which ensures different categories originated from the done analysis. Primary themes extracted from data analysis were the effect of digitalization on leadership, the effect of digitalization on employee performance, leadership practices for enhancing digitalization, challenges faced by leadership during the adoption of digitalization, overcoming leadership challenges, and effective leadership practices. Different themes taken from the conceptual framework in the literature review are combined for performing data analysis. Leadership strategies were a conceptual framework for this study (Paynter et al., 2023). Introduce the concept of different leadership theories. The original theory of leadership was modified by many authors and provided four dimensions of leadership which included analyzed influence, inspirational motivation, intellectual stimulation, and individualized consideration. The themes that emerged from data analysis are aligned with the conceptual framework.

Techniques for Data Organization

In qualitative research, data organization is very important it includes data checking, maintenance of logs using software, field evaluation, etc (Bryman and Bell, 2011). The same pattern for data organization is followed in the study (Brawner et al., 2018). ('Panel Data Basics: One-way Individual Effects', 2019) mentioned in this research that arrangements of data in important themes and codes are dependent upon a very important part of the qualitative research process. (Morse, 1991) used different coded themes in a qualitative study to ensure the privacy of participants. Instead of mentioning the original names of participants in the research, the respondent numbers are assigned to participants to ensure their privacy. The contact details of participants are stored separately and kept hidden in the secrecy of participants information. Confidentiality is always considered the basic essential of qualitative research (Muriana and Vizzini, 2017).

All interviews were recorded and proper notes were taken. (Creswell, 2014b) emphasized that it is important to maintain consistency in qualitative research data collection. (Sekaran and Bougie, 2016b) suggested that taking notes for interviews is very important to maintain that consistency. In this study interview recordings were also done for proper extraction of themes. (NVivo) used NVIVO in qualitative research for managing and organizing data to extract themes, words, and phrases. NVIVO can increase the consistency of data (Saunders, Lewis, and Thornhill, 2009b) have already mentioned that the data is gathered from interviews document reviews, and uploaded into the software to help in organizing data patterns. All the signed consent forms and information taken from interviews are kept safe place and in computer the record is stored in a password-protected drive. The data will be kept stored for five years and then it will be destroyed.

Reliability and Validity

Qualitative research is considered authentic when the results of the study are considered valid and reliable (Cheung and Tai, 2023). Reliability means that the results

gathered from different studies and data analysis are consistent and repetitive. Validity means to ensure that the results and findings are accurate (Khoa, Hung, and Hejsalem-Brahmi, 2023). The review of interviews and transcripts participants checking and trinagulation of data are important factors for ensuring reliability and validity (Cheung and Tai, 2023). The same are applied in this study to ensure reliability and validity. To ensure reliability and validity in qualitative research the results are credible, transferable, confirmable, dependable, and trustworthy (Jenkins, Monaghan and Smith, 2023).

Dependability- In qualitative research dependability means that the data has a lot of strength that the whole research can rely on that data (Brawner et al., 2018). The interview questions in this study were relevant to the purpose of the study. The questions were approved by my supervisor and these were sent to companies before the date of interviews. The internal consistency of interviews was maintained by using the same sequence of questions mentioned in the interviews (Bryman and Bell, 2011). The sequence of interview questions in this study followed the same protocol. The questions were mentioned in an open ended interview guide and all the participants responded primarily to these questions. The review of transcripts involves taking interviews from the participants and then providing them for review and validation in the form of printed copies. (Goddard and Melville, 2004b) highlighted the dependability factor as an important point for achieving quality and dependability in this research. Continuous inferences were made in the study throughout the whole interview process to improve the dependability factor.

Credibility- (Creswell, 2014b) highlighted the requirements to improve the credibility of the research by confirming that all the difficulties that occur during qualitative research are due to internal issues that happened due to unexpected patterns. In this study, credibility was followed using suitable procedures to get a high level in my degree. The research guidelines given by the university helped remove the biases.

(Kothari, 2004b) provide suggestions on increasing the credibility of qualitative research. In this research, credibility was achieved by applying proper research methodology, research design, and research instrument.

(Goddard and Melville, 2004a) mentioned in his research that credibility is achieved by spending reasonable time in the study area by using multiple sources of data. The credibility of this research is achieved using triangulating the methodology, reviewing transcripts, and lengthy descriptions. Triangulation means using different data sources to ensure the data reliability and validity of the study (Cheung and Tai, 2023). The data sources used in the study were semi-structured interviews, direct observations, and a review of archived documents. The detailed work on the topic calls for data analysis and corroboration which proves a similarity between the findings and the reality of participants (Chen et al., 2024). For this study, a sufficient amount of time was spent gathering data from different sources and getting a complete understanding of the topic. Credibility increases when responses match the literature outcomes and observations. It is known as pattern matches and it involves the credibility of doing research (Cheung and Tai, 2023). The use of NVIVO software increases the credibility of data through its data processing and analysis techniques (Hatch, 2023). In this study, NVIVO is used for data analysis theme creation, and data coding which will aid findings and strengthen the reliability and credibility of the research. Themes extracted from collected data will also add credibility to this research.

Transferability- It means to make relevant statements in qualitative research which can also be applied to other populations (Devlin and Wight, 2023). In case transferability is enhanced in the study it means that the research is consistent and its findings can be transferred to other populations (Creswell, 2014b). In this study, transferability increased by doing proper documentation and explanation of the complete research process. The complete research process has been prepared and prevented with the help of proper frequency so that readers can relate this process to

their setting. The research process is carried out frequently such as data collection, data organization, performing data analysis, and gathering data. The open-ended questions used in the interview questionnaire guide which is very helpful for the participants to provide complete information (Morse and Mitcham, 2002). In this study, the interview guide will also comprise open-ended questions (Verd, 2023). (Sekaran and Bougie, 2016b) suggested that the description of the research should be enough so that readers can identify and map the research findings to their situation. The same is followed in the study.

Confirmability- Confirmability and dependability are related to each other because they ensure the neutrality and accuracy of data (Brawner et al., 2018). Confirmability means convincing the readers that the study has mapped the responses of participants accurately without any biases (Xin, Ting, and Teng, 2023). All the participants in this study received their interviews for data validation. To properly implement confirmability in qualitative research the processes and evidence must be given in research properly to support the study (Slingsby, Dykes, and Wood, 2009). In this study, proper evidence is given which supports this study.

Data Saturation- It means to collect data in sufficient quantity so that no new information is extracted and data supports the study (Creswell, 2014b). Data saturation occurs when new information is extracted from interviews, focus group discussions, observations, and document reviews (Bryman and Bell, 2011). If the sample size is larger it doesn't mean that the data is situated (Sekaran and Bougie, 2016b). In this study, the sample size chosen is considered the best size which has ensured data saturation. Interviewing eight people increased the data saturation of the study so the sample size provided the number of participants to ensure data saturation. Data saturation is a threshold that shows no more increase in the information gathered for conducting this study. The information gathered in this study was face-to-face interviews, direct observations, and document reviews. Initially, the interview

responses were reviewed by us and then it was circulated to the participants for their verification. (Hicks, Green, and Beevers, 2023) stated that data replicates in the responses during qualitative research chose that data saturation exists. The same protocol is followed in this study. All the recorded messages and written notes were attentively checked multiple times to get an understanding of every participant regarding the research. The similarity regarding the response of each participant was attained and it was found that no new information was extracted at the 5th iteration.

3.10 Research Design Limitations

Every research design has some limitations which are very important to address these limitations effectively. Through qualitative research, we get very deep insights about the topic of study but the findings cannot be mapped on the entire population in a generalized way. As this study is focused on the leaders of the finance sector this study cannot be implemented in any other domain. Qualitative research always brings certain biases because the background, experience, and position of researchers influence data collection of analysis therefore, it is very important to deal with these biases during research. In qualitative research, the sample size is usually small as compared to quantitative research which creates limitations to transfer the findings. Therefore, it is very important to select participants carefully. In qualitative research, in-depth interviews and focused group discussions are time-consuming and require a lot of resources which sometimes create limitations in getting in-depth knowledge of the study and the number of participants. Participants usually give those responses which are according to the desire of society instead of providing true opinions so this bias can be removed if the research environment is conducive for respondents. Usually, qualitative research is conducted to understand the relationship of causation to identify different associations that are not making cause-and-effect relationships. There is a lot of dynamicity in the technology and pharmaceutical sector therefore, the research should be executed in a way that should not affect the basic practices of the technology

and pharmaceutical sector. The research design can be affected by self-selection biases because in one way there are very few leaders who are responding to this research but there are also some other leaders whom the researchers have not selected for participation. The whole crux of qualitative research is dependent upon the interpretation of data. Different researchers interpret data differently which affects the credibility of research. It is very important to maintain confidentiality and privacy of people participating in this research therefore, ethical standards must be followed..

3.11 Conclusion

This chapter identifies the steps following which the research is conducted. The research was cross-sectional and qualitative. To conduct this research, an interview questionnaire guide was developed to get responses on the leadership challenges impacting the performance and retention of employees in US pharmaceutical companies. There were 4 respondents in this research which was selected through data saturation. Face-to-face interviews were conducted, and the responses were noted and recorded as well. The data gathered from interviews was then analyzed in NVIVO. Additionally, interviews and other data collection techniques were also utilized like focus group discussions and document analysis (already conducted studies, papers, reports, journals, etc.). The next section will identify the results of this research.

CHAPTER IV:

RESULTS

This chapter represents the results extracted after analyzing the data gathered through different interviews, observations, and archived documents. The tool used for analyzing data is NVIVO version 14. NVivo is a software program designed for qualitative data analysis. It is widely used by researchers in fields such as social sciences, business, health, and education to manage, analyze, and visualize qualitative data such as interviews, focus groups, surveys, and audio and video recordings. NVivo allows researchers to organize their data in a variety of ways, including by themes, concepts, or categories, and to explore relationships and patterns within the data. The software also offers a range of analytical tools, such as coding, text search, and visualizations, to help researchers uncover insights and make sense of their data.

NVivo is available in different versions, including NVivo for Windows and NVivo for Mac, and offers various pricing plans based on the number of users and the features required. The software also provides a range of training and support resources to help users get started and make the most of its features. Here are some of the main analysis types that can be run on NVivo:

Coding: NVivo provides a range of coding tools, including manual coding, auto coding, and coding on the fly, which allow researchers to identify and label themes, concepts, or categories in their data.

Text search: NVivo's powerful search tools enable researchers to find specific words or phrases in their data, and support more advanced search techniques, such as proximity searching and regular expressions.

Querying: NVivo allows researchers to run a range of queries on their data to explore relationships and patterns, including word frequency queries, matrix coding queries, and coding comparison queries.

NVivo offers a range of visualizations, such as word clouds, charts, and graphs, to help researchers gain insights from their data.

Memoing: NVivo allows researchers to write notes and reflections on their data, which can help to identify patterns and insights and inform future analysis.

Team collaboration: NVivo offers collaboration features that allow multiple users to work on the same project simultaneously, with features such as project merging and commenting.

Matrix Coding

Matrix coding is a method used in qualitative data analysis to organize and analyze qualitative data based on multiple variables or themes simultaneously. It involves creating a matrix that displays the intersections between different themes or categories and allows researchers to compare and explore relationships between them. The matrix consists of rows and columns, where each row represents a specific theme or category, and each column represents another theme or category. The cells of the matrix contain coded segments or data excerpts that are relevant to the intersection of the corresponding row and column. The process of matrix coding typically involves the following steps:

Identifying themes or categories: Determine the key themes, variables, or categories that you want to explore in your data. These could be concepts, ideas, opinions, or any other relevant elements.

Coding the data: Go through your qualitative data, such as interviews, focus group transcripts, or documents, and assign codes to relevant segments based on the identified themes. This involves labeling or categorizing the data to reflect the themes or categories of interest.

Creating the matrix: Once you have coded your data, you create a matrix with the identified themes as rows and columns. The matrix may also include additional

information, such as demographic data or case characteristics, depending on the research objectives.

Populating the matrix: For each intersection of a row and column, populate the corresponding cell with the relevant coded segments or excerpts from your data. This involves systematically going through your coded data and placing the appropriate segments in the corresponding cells.

Analyzing the matrix: Once the matrix is populated, you can analyze the data within it. You can look for patterns, compare relationships between themes or categories, identify co-occurrences, or explore any other insights that emerge from the matrix. This analysis can help you gain a deeper understanding of the relationships between different themes or variables in your data. Matrix coding allows researchers to visualize and analyze qualitative data in a structured and comparative manner. It helps identify connections, patterns, and associations that may not be immediately apparent when analyzing data thematically or individually.

Text Search Query

Text search queries in NVivo are structured search commands or queries you create to look for particular words, phrases, or patterns in your textual data sources. You may specify your search parameters and obtain pertinent data from your data collection using the text search query. For more complex and accurate searches, NVivo offers several search query possibilities. When creating a text search query in NVivo, you may utilize the following typical components:

Keywords and Phrases: You may define one or more keywords or phrases to search for in your data by putting them in the box provided. You may look for terms like "climate change," "customer satisfaction," or any other word that applies to your inquiry.

Logical operators: NVivo allows you to focus your search by using logical operators like AND, OR, and NOT. Use "AND" to find papers that have both

"customer" and "satisfaction," or "OR" to find documents that have either "climate" or "change."

Wild Cards: NVivo enables the use of wildcards to stand in for unidentified characters in a search string. The asterisk (*) and question mark (?) are the two most widely used wildcard symbols. Like "income," "incomes," "incomplete," etc., "income" will also match these terms.

Proximity Operators: NVivo provides proximity operators to search for words or phrases that appear a specific amount of time or space apart. For instance, you may look for occurrences of the word "apple" that appear within three words of the word "orange" by searching for "apple" NEAR/3 "orange."

Exclusions: Use the "NOT" operator to filter out certain words or phrases from your search results. NVivo, for instance, will find papers that just mention "marketing" when you search for "marketing NOT social media," but it will not find any documents that also include "social media."

Case Sensitivity: Whether the search should be case-sensitive or case-insensitive may be specified using NVivo. The search will not discriminate between capital and lowercase letters, depending on this setting.

Word Cloud

The Word Cloud function in NVivo displays the frequency of terms within a chosen set of textual data visually. Researchers can rapidly spot recurring themes, subjects, or trends since it provides a visual overview of the words that appear most frequently in a book or collection of texts. To give researchers a visual representation of the textual data, NVivo's Word Cloud highlights the relative importance of certain terms depending on how frequently they occur in the text. The following are some major goals and advantages of using NVivo's Word Cloud feature:

Data exploration: Using word clouds, researchers may visually examine their textual data. Researchers may rapidly spot the most common themes, concepts, or

subjects in their data by using the Word Cloud, which highlights frequently used terms in their data by making them bolder or bigger in font size.

Key Terms Identification: Researchers can use word clouds to find relevant keywords or phrases that often appear in their data. This can aid children in developing a basic knowledge of the primary topics or recurrent ideas in their literature.

Comparative analysis: NVivo's Word Cloud tool enables researchers to assess the frequency of words in various data subsets or sources. Researchers might study variations in themes or subjects by producing Word Clouds for certain papers, interviews, or sources to compare or contrast word usage patterns.

Data Visualization: Word clouds are a visually appealing approach to deliver textual data to team members or stakeholders when using data visualization. A clear and succinct overview of the main themes or subjects in the data may be provided by the visual depiction of word frequencies, which can aid in communicating findings.

Hypothesis Generation: Word clouds can be used as a jumping off point for the creation of research questions or hypotheses. Researchers can find patterns, trends, or links that may direct additional research by looking at the terms that appear most frequently.

Data Cleansing and Pre-processing: Word clouds may be used for data cleaning and pre-processing to find common stop words or unnecessary items that may need to be eliminated from the dataset. This aids in the reduction of noise in the following analysis phases and lets researchers concentrate on the important material.

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4.1 Research Question One - Which leadership skills are of utmost importance for retaining employees within pharmaceutical organizations in the United States?

The text search query is applied to answer research question one. The below figure shows the quality of leaders such as leaders should encourage innovations in terms of technology, processes, and the wellbeing of employees and adapt them accordingly. The leaders must have clear objectives and encourage collaboration. Leaders should actively support training and development. They develop a productive, healthy, and friendly culture in their offices which has a positively significant impact on employees. Leaders should adopt a compensation structure for employees. They should communicate openly in their organization against different decisions and strategies. Leaders should address the challenges and enforce quality of work. Leaders should make decisions on ground realities and put the impact of policies on the commitments in the organization. Pharmaceutical companies focus on supply chain management. They prioritize the future related to the pharmaceutical industry. They should develop training and skill-related courses for employees so that employees can perform well and their retention level increases. Leaders must boost the morale of said employees. They should follow in the footsteps of transformational leaders and motivate employees. After implementation of these initiatives, a significant positive impact will be made on the pharmaceutical industry.

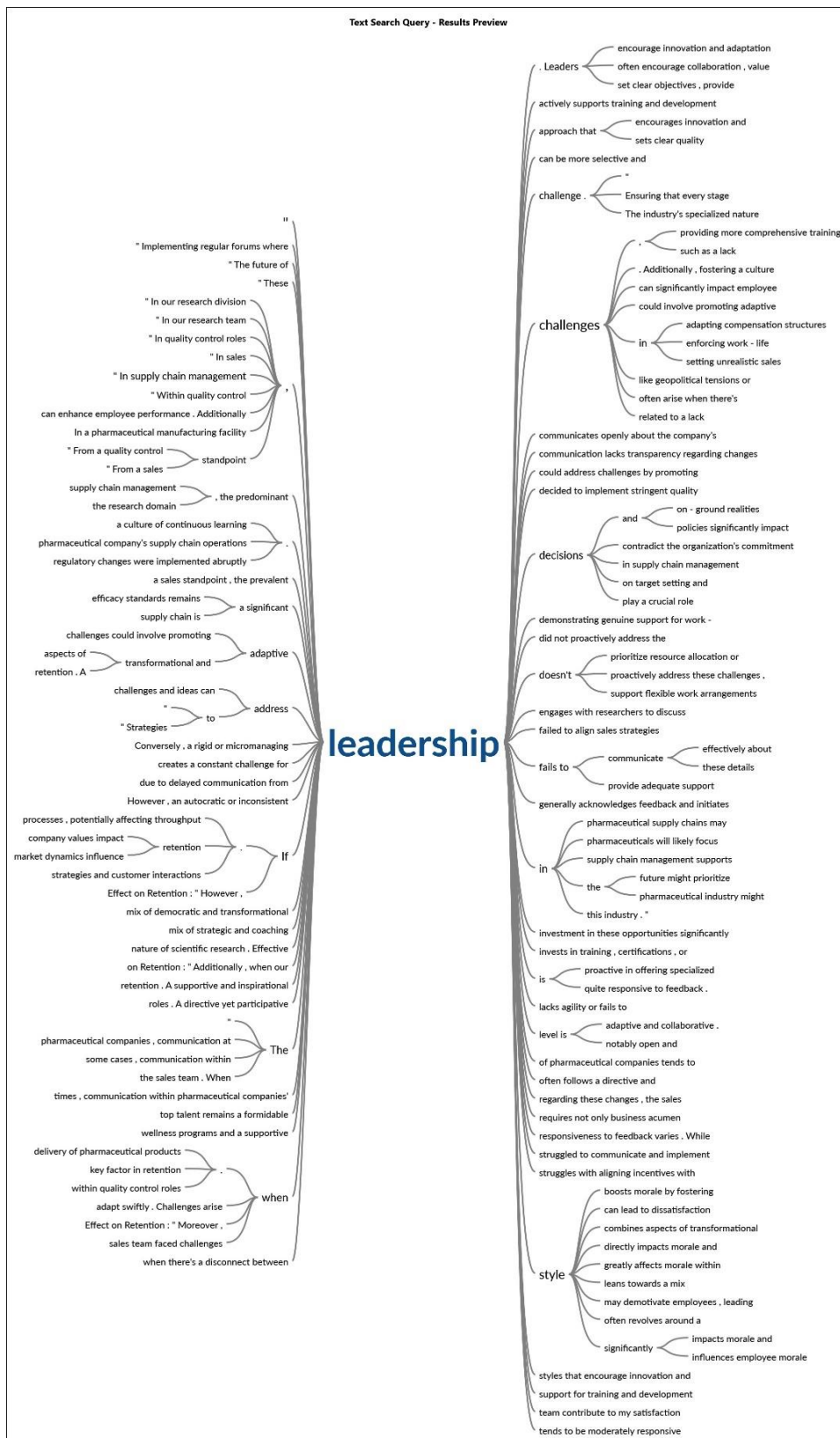


Figure 1: Important Leadership Skills

To retain employees, it is important to boost their self-confidence. Leaders should listen to the concerns of employees and give valuable suggestions to resolve them. Leaders should empower employees to give them value and learn from them. Leaders should maintain a work-life balance for employees and give them time for their commitments. Employees feel demotivated from micromanagement so leaders should not perform micromanagement tactics or behaviors. Leaders should have regular team meetings and use proper feedback forms and digital platforms to take their feedback and conduct a feedback cycle biannually.

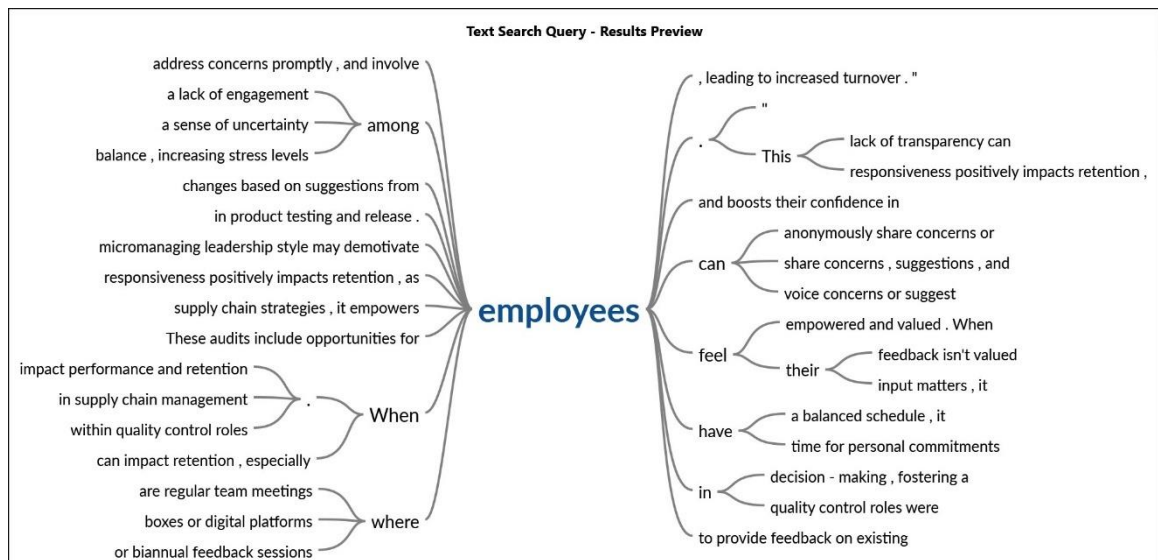


Figure 2: Leadership Skills with respect to employees.

The human resource department has a strong perspective of recruiting those employees who have a specific skill set and retain top talent.

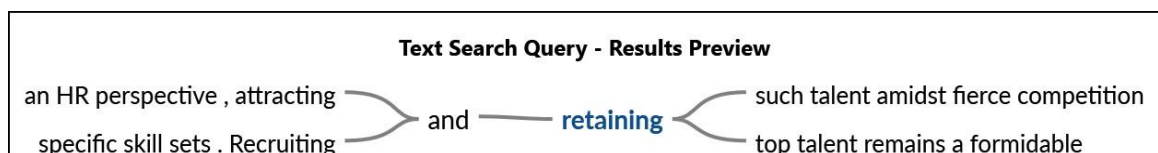


Figure 3: Employee Retention

It is especially important to arrange skill enhancement activities for skillful employees while creating a competitive environment for them to thrive.

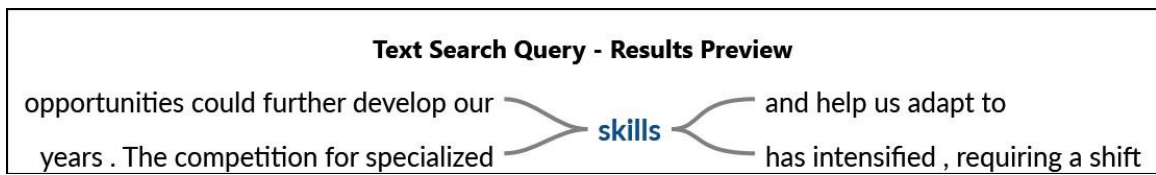


Figure 4: Employee Skills

The career growth of employees in the organization is directly linked with their retention. If an employee feels they are growing in the organization, they will remain in the organization for a longer period. Organizations must be committed to making policy changes that enhance the overall welfare of employees which will result in retaining more employees.

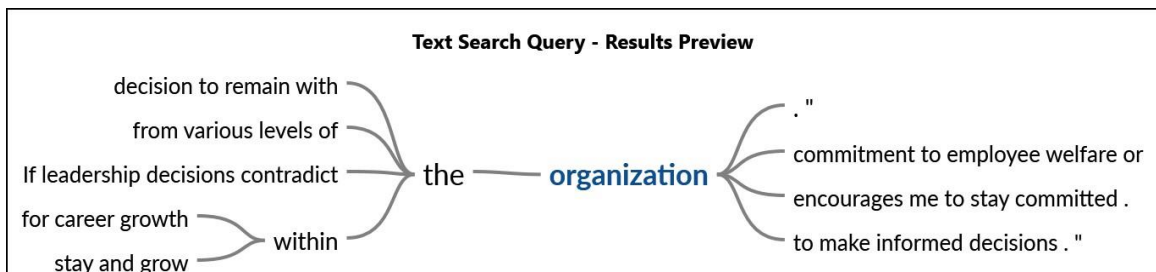


Figure 5: Organizational Behavior of Employees

4.2 Research Question Two - How effective are current leaders within the US pharmaceutical industry at retaining their workforce?

The biggest challenge that arises in an organization is cultural shift. It is the responsibility of leaders to overcome these challenges. Resistance to change is a critical factor which makes people believe that if change occurs, people will lose their jobs. Leadership is facing a myriad of challenges in the US pharmaceutical companies such as supply chain, growth opportunities, retention of employees, etc. All these challenges can be overcome to create an effective organizational culture focused on the growth of employees, retaining them, thus increasing the demand of the workforce. Leadership should boost employee confidence by handling challenges more effectively.

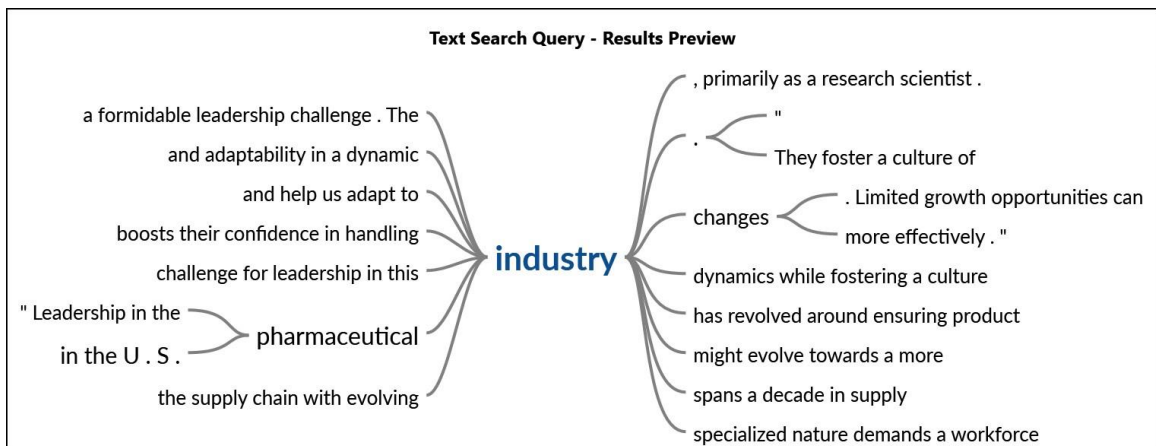


Figure 6: Leadership Effectiveness with Respect to Industry

The pharmaceutical industry demands a specialized natured workforce because employees work in shifts so strategies should be designed accordingly. Specific skillsets are required for the pharmaceutical companies based on which recruitment strategy is needed.

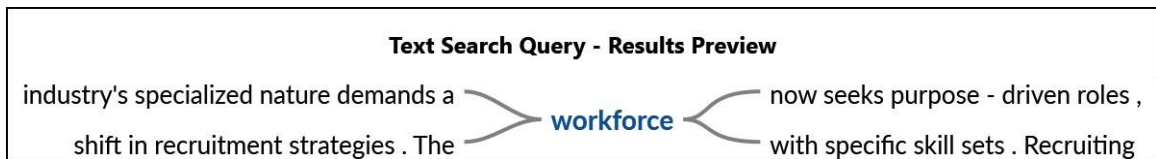


Figure 7: Leadership Effectiveness with Respect to Workforce

Effective communication is especially important to achieve quality and increase the performance of employees. Effective leadership is not only required in business but has its usefulness in most every vocational field.

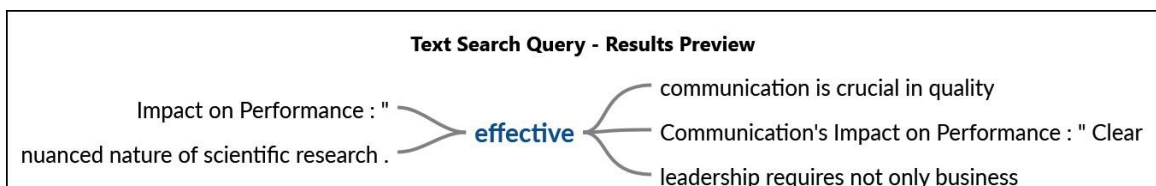


Figure 8: Leadership Effectiveness

4.3 Research Question Three - What are the possible challenges and pitfalls that the industry may encounter in the future?

The challenges that the pharmaceutical industry may encounter in the future are the performance of suppliers that maintain the supply chain. There must be a culture in the organization through which the sales team can achieve its goals and implement the strategies successfully. There must be processes implemented in the organizations that anticipate disruptions and then adapt ways to restore those disruptions. Leaders should encourage feedback and reviews from employees. Another major challenge is that leadership lacks agility so they must have capabilities to fulfill them. Employees usually are not encouraged to participate in the decision-making processes of the organization, which hurts the performance of employees if they do not feel valued. Another challenge is to maintain a work-life balance for employees. There should not be unrealistic but achievable sales targets. Employees should have reasonable compensation structures with the help of which their lives can become easier. Another challenge is maintaining the quality of processes designed to ensure seamless organizational efficiency.

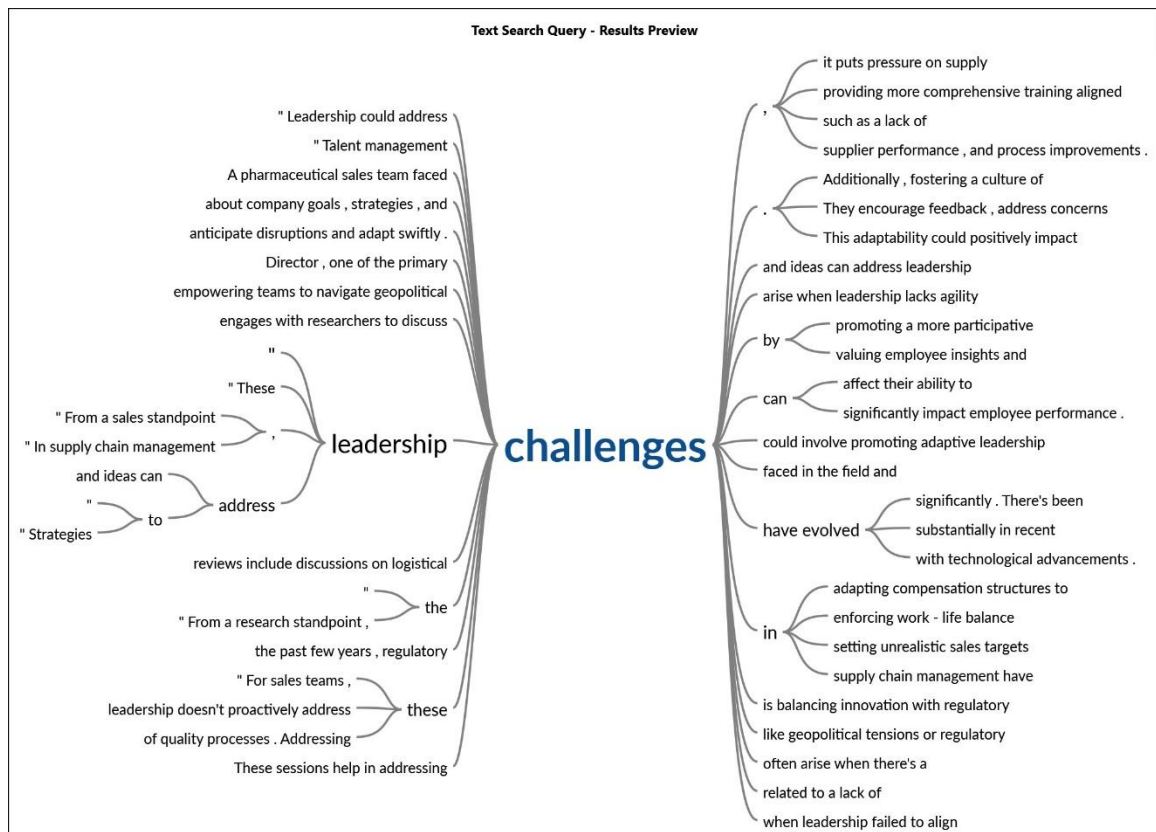


Figure 9: Industrial Challenges

4.4 Research Question Four - What are the specific leadership challenges faced by pharmaceutical organizations in the United States that impact employee performance and retention?

The major leadership challenge that affects the performance and retention of employees is that they are dissatisfied with their employees. This in turn makes employees demotivated and hence they put forth less effort in their work productivity and switch their jobs more often. If there are any budget constraints in the organization, they will directly impact the career development opportunities of employees. The resource limitation also affects the performance and retention of employees. Regulatory pressures directly impact the performance, morale, and well-being of employees. Lack of effective communication, work-life balance policies, geopolitical tensions, and regulatory complexities also impact the performance and retention of employees, which also create hurdles in the growth of leadership. Another factor is that leaders contradict

with their decisions so tensions are created between leaders and employees and thus it is difficult to retain those employees in the company. The decisions of leadership and policy significantly affect the supply chain efficiency, the entire process of the supply chain, and employee work-life balance.

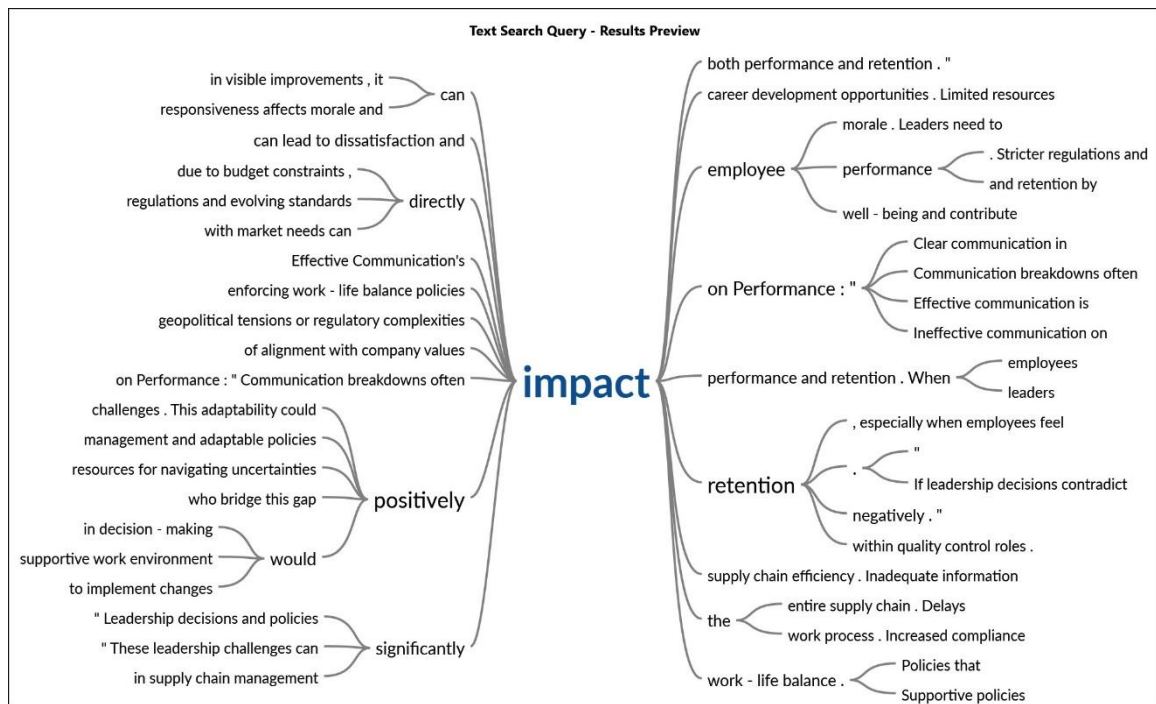


Figure 10: Impact of Leadership Challenges on Pharmaceutical Companies

4.5 Research Question Five - How do leadership challenges within the US pharmaceutical industry manifest in terms of employee performance, including factors such as motivation, productivity, and job satisfaction?

The motivation of employees is directly linked to performance. Boosting the confidence of employees increases the retention, performance, and growth of employees. Effective communication is especially pivotal regarding product development and supply chain effectiveness. If communication is ineffective regarding a new product offering, it could result in failure across the board. Additionally, mentorship programs must be developed to enhance the performance of employees. The data further postulates that employees feel that leadership trust and openness to

feedback is paramount. Career development plans enhance the performance of employees and aid in retaining employees. Feedback mechanisms also enhance the performance by providing a framework for innovation and communication.

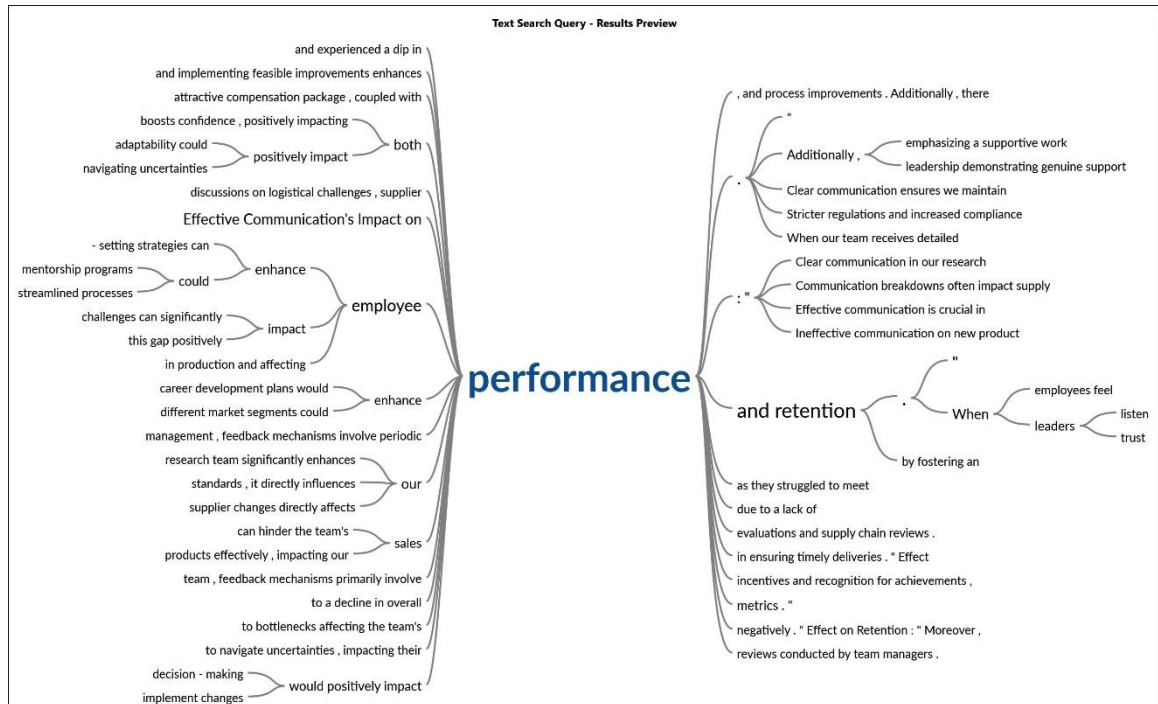


Figure 11: Employee Performance

To motivate employees' leaders should implement structured work-life balance initiatives, enact policies that focus on time management, reduce stress, enhance motivation, which will positively impact employee's commitment to their work.

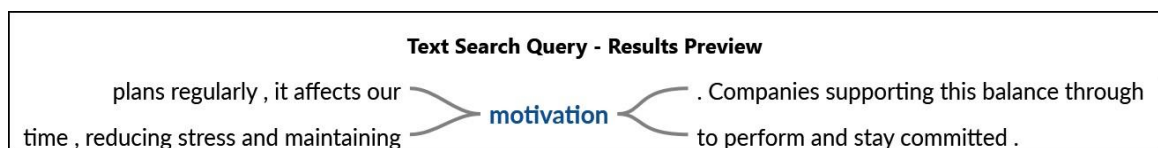


Figure 12: Employee Motivation

There are two major factors which can play a key role in retaining employees, recognition, and compensation. If these factors are not woven into the fabric of an organization's structure, employee retention will erode over time.



Figure 13: Factors.

Communication directly correlates with high productivity. Combining core research activities at a steady pace impacts productivity positively, increases morale and enhances job satisfaction.

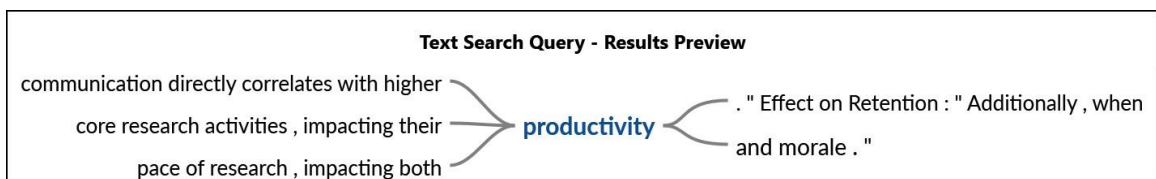


Figure 14: Employee Productivity

Work-life balance is a key contributor to overall employee job satisfaction. Leaders should encourage development and a growth mindset to increase the job satisfaction of employees. Leadership should acknowledge the contributions of the team because it enhances loyalty via appreciation, employee satisfaction with their jobs, and as a result, performance will be increased.

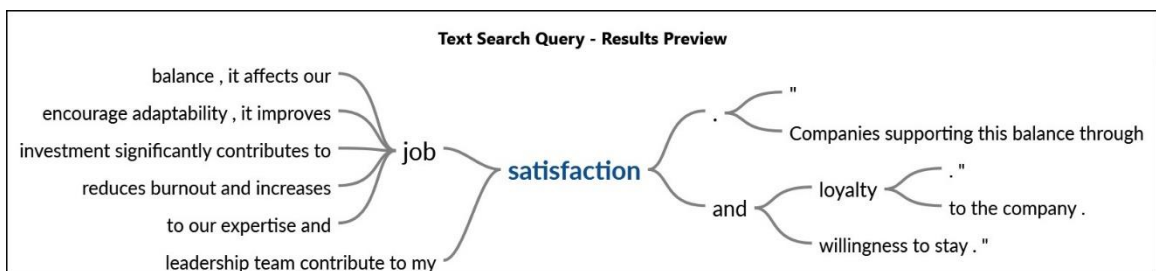


Figure 15: Job Satisfaction

4.6 Research Question Six - What strategies and approaches have pharmaceutical industry leaders employed to address these leadership challenges and improve employee performance and retention?

The major approach of pharmaceutical companies is to fulfill the career expectations of deserving employees. Leaders must have innovative ideas to increase career growth and job satisfaction of employees.



Figure 16: Approaches.

There are three main strategies used in the pharmaceutical industry: supply chain strategy, marketing strategy, and sales strategy. The main purpose of supply chain strategy is to maintain the supply chain and design strategies that do not disturb supply chain efficiency. When developing marketing strategies, certain tactics must be engrained to ensure healthcare professionals can easily interact with external stakeholders, especially customers. Healthcare professionals must be provided with tailored training to enhance the performance of employees. In the sales strategy, employees must have clinical and product knowledge expertise and be able to guide individuals accurately on a specific product and as a result, changes in the market can be addressed properly. Salespersons should align their pharmaceutical products with their tailored strategies which may resonate with the market realities and address the leadership challenges.



Figure 17: Strategies.

4.7 Research Question Seven - To what extent do leadership practices and organizational culture impact the turnover and retention of employees in US pharmaceutical companies?

Demotivated employees always find other job opportunities. Failure to engage employees in the decision-making process increases turnover. Whenever employees feel a sense of organizational stagnation the turnover ratio increases. Uninformed policies and procedures also lead to disgruntled employees and impact the turnover ratio.

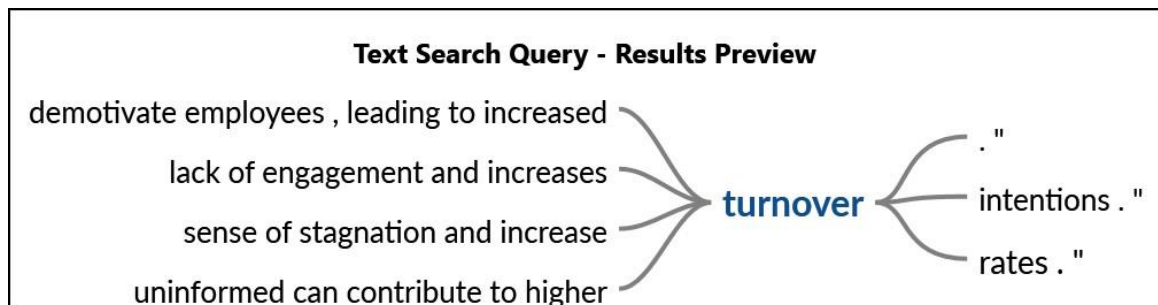


Figure 18: Employee Turnover

Technology trends are surprisingly important considerations for companies as they have an impact on employee psyche and satisfaction. The communication effectiveness among leaders can increase job satisfaction, reduce stress, maintain motivation, and improve mental health. When companies invest in the growth of employees and support their balanced and realistic approach, turnover is reduced. Companies should prioritize the work-life balance for employees. To make a company a good pharmaceutical company, it is especially important to have good leadership to maintain employee growth and retain them.

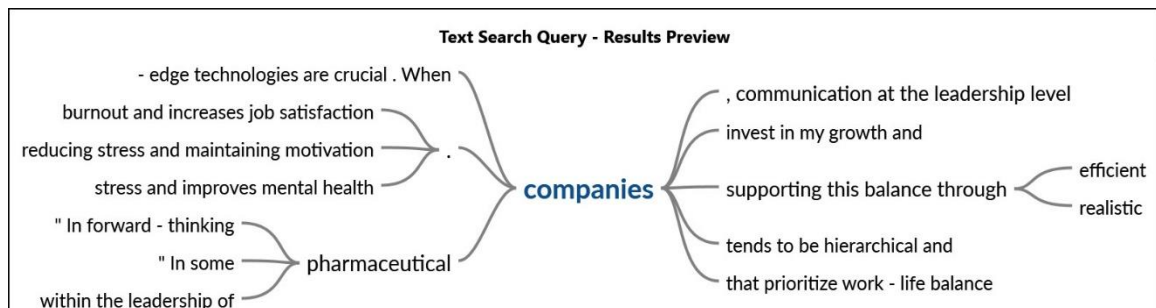


Figure 19: Companies.

In any organization, one of the most crucial factors is decision making. The data suggests that leaders should involve employees in their decision-making process, take continuous constructive feedback, and work to find reasonable improvements. Leaders should enhance collaboration with employees and encourage open dialogue with employees. A company grows when there is a culture of trust and positiveness. The culture of the company must reflect its vision, so it is a continuous improvement process.

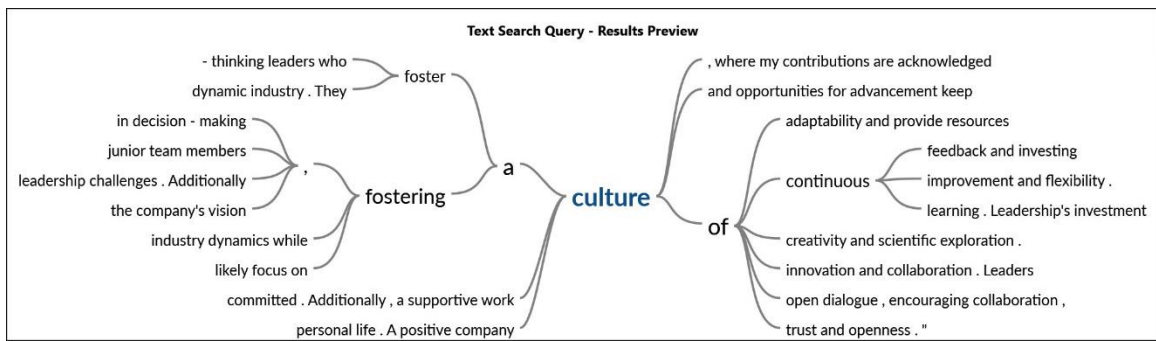


Figure 20: Culture.

4.8 Research Question Eight - How does the perception of leadership effectiveness among employees correlate with their intention to stay or leave their current pharmaceutical organization?

When employees are valued, their motivation and job satisfaction increases, and they are more willing to stay employed in pharmaceutical companies. Even if propositioned with other lucrative offers, employees will remain committed to their current company motivated to contribute to the organizations vision and mission while advancing in the process. Loyalty is a major factor in an organization that encourages employees to remain steadfast toward working in the organization long term.

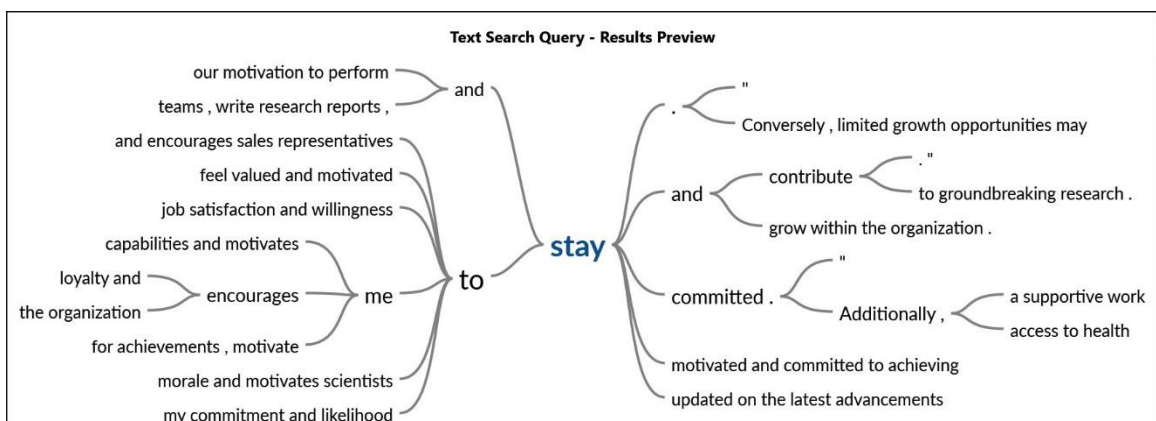


Figure 21: Stay.

4.9 Research Question Nine - What role does leadership development and training play in mitigating leadership challenges and fostering employee performance and retention in the pharmaceutical sector?

In pharmaceutical companies the major leadership development is to focus on creating an innovative culture, execution of marketing strategies, market introduction for the enablement of new product promotion, overcoming budgeting constraints, and executing optimal resource utilization. Other focuses include sales and development training of their representatives to increase product sales and company profitability. These factors illustrate an organizational investment made into pharmaceutical employees which in turn creates a sense of employee belonging and commitment to the company.

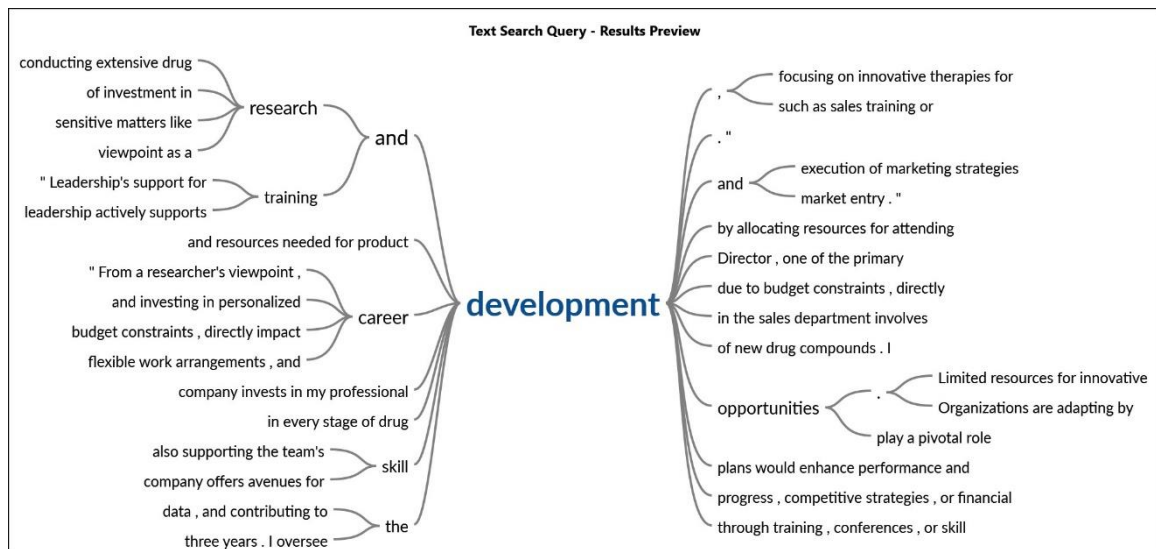


Figure 22: Employee Development

Leadership should develop a culture in the organization to increase and improve the learning and development of employees. Leaders should take continuous feedback so that the needs of workers can be identified and met. The employees must be involved in decision-making to create an environment designed to enhance the performance and retention of employees. A sense of security must be inculcated among employees by giving them a positive environment and winning their trust. The leadership of pharmaceutical companies should focus on creating an environment that fosters maintaining good relationships with healthcare professionals and resolves supply chain issues.

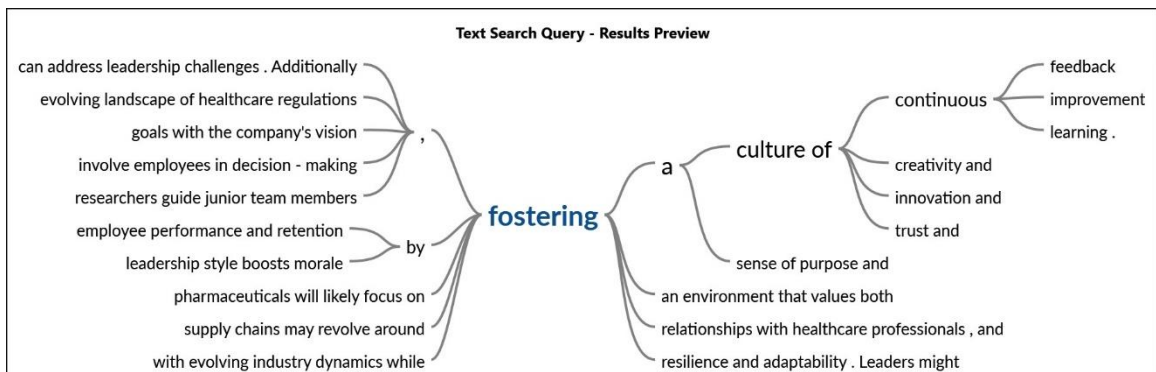


Figure 23: Fostering Culture

Competitive compensation and benefits play a key role in the retention of incredibly talented employees in the pharmaceutical industry. Pharmaceutical companies must provide career development opportunities such as training, certifications, education, internal promotions, and work-life balance. Work-life balance maintains a healthy relationship between employee responsibilities and company expectations. The value and culture of companies is also integral in the enhancement of employee motivation and fostering open communication. An employee recognition and reward policy must be implemented to increase employee morale towards work-related tasks.

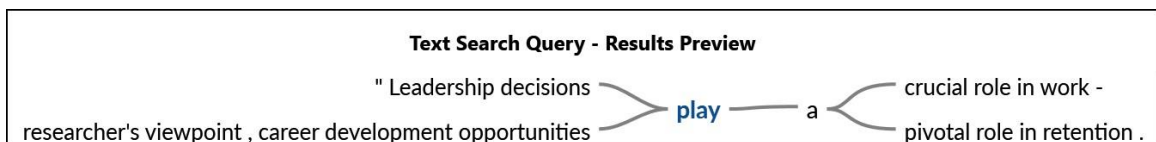


Figure 24: Role Playing

Training plays a very crucial role in the retention and skill enhancement of employees. There are many facets of training like technical skill training designed specifically for pharmaceutical employees for the quality control procedures and understanding of laboratory processes. There are many product training offerings such as disease state knowledge and clinical benefits of products. Sales and marketing training is especially important to increase the skill and aptitude for pharmaceutical sales professionals. Effective communication, customer relationship management, and

innovative sales and marketing training classes can increase employee job satisfaction. There must be proper leadership level training developed that focuses on motivating and coaching all levels of employees which will contribute to establishing an engaging corporate environment for employees that recognizes top performance and reduces turnover.



Figure 25: Employee Training

4.10 Research Question Ten - Are there significant differences in the leadership challenges and their impacts on employee performance and retention between various segments of the pharmaceutical industry, such as research and development, manufacturing, or sales and marketing?

Regulators have made various regulations in pharmaceutical companies and good manufacturing practices play a crucial role. GMP focuses on three things first is quality, then safety, and last is efficacy of the medicinal products. Each product developed by US pharmaceutical companies must be compliant having met with very stringent regulatory requirements. Much like the US has an organization that ensures the quality of food prepared for consumption is safe, the Food and Drug Administration

(FDA) also ensures pharmaceutical companies meet safety and regulatory requirements.

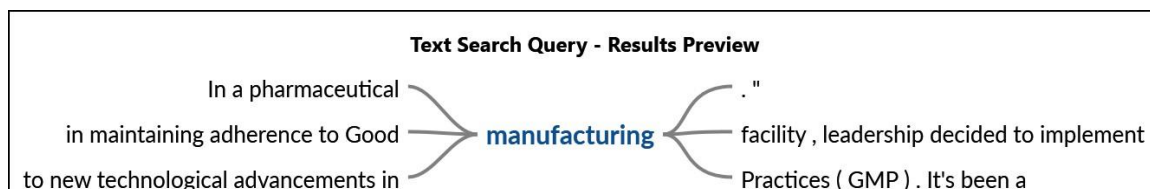


Figure 26: Pharmaceutical Manufacturing

The US pharmaceutical industry plays a crucial role in product promotion and awareness, differentiation of brand building, educational initiatives, relationship building with healthcare professionals and the medical community.

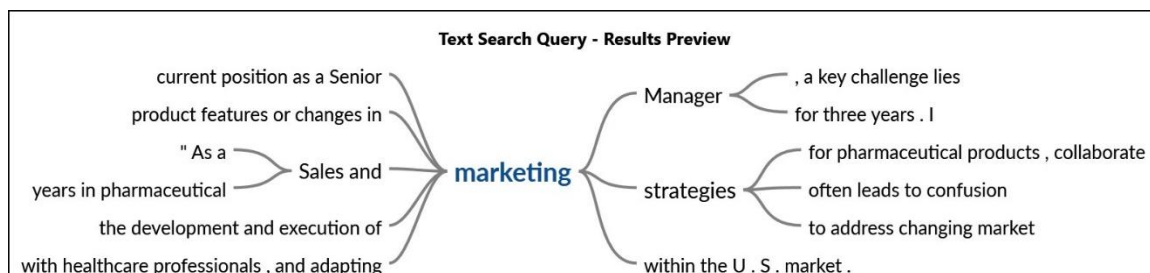


Figure 27: Pharmaceutical Marketing

Research in the pharmaceutical industry plays an especially key role in gaining advanced scientific knowledge, developing new therapies, enhancement of existing treatments, and addressing the current needs of the medical community. Pharmaceutical research in drug discovery and development is working exhaustively and represents a combination of competition modeling, high throughput screening, medical chemistry, and biological testing. It also helps in the critical clinical trials of new drugs. The FDA is solely responsible for taking care of these procedures. Pharmaceutical companies are also involved in precision medicine, also known as personalized medicine. It aims to treat medical patients according to their disease state and diagnosis, respectively.

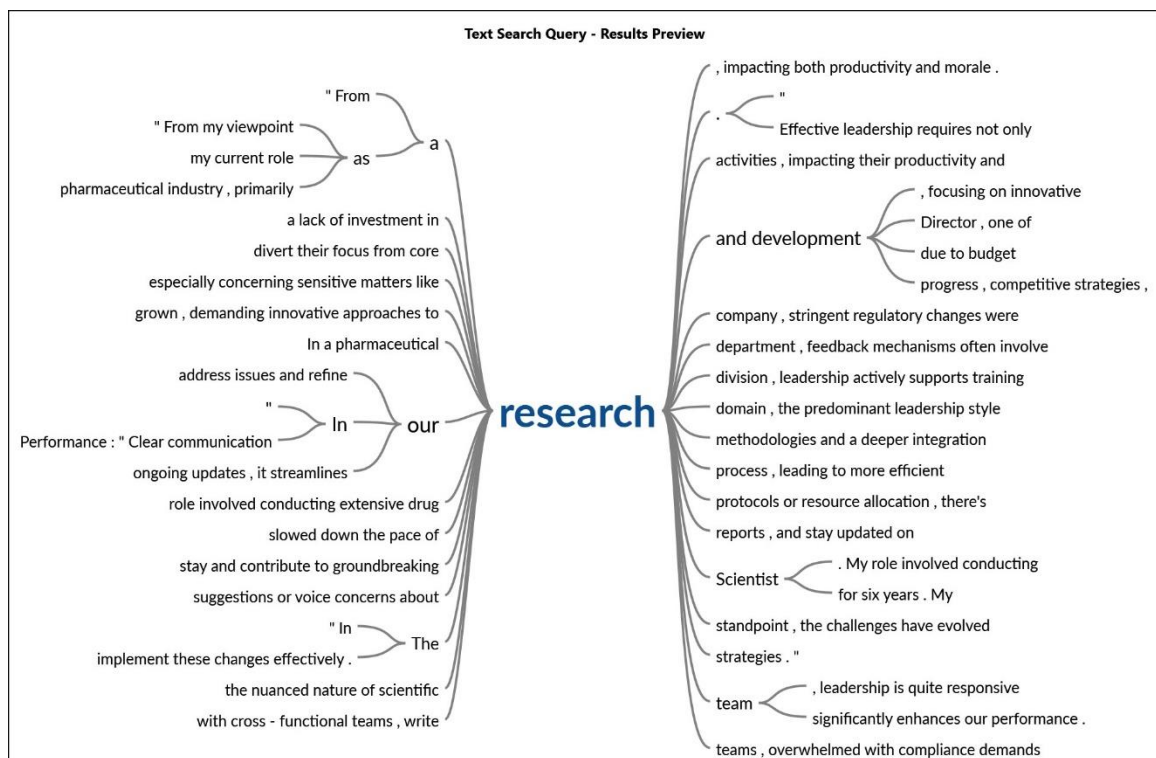


Figure 28: Research and Development

Sales are a vital aspect of a pharmaceutical company's long-term survival. It is a process of marketing medical supplies to the healthcare community. Sales procedures ensure the availability of drugs to healthcare professionals for the purpose of patient treatment which in turn, provides revenue for the pharmaceutical companies. The sales department of pharmaceutical companies hires sales representatives who are known as pharmaceutical representatives. Sales representatives have the responsibility to promote pharmaceutical products to healthcare professionals. It is important to engage relationship-building techniques with healthcare professionals including physicians, pharmacists, and nurses, and build company trust in credibility with stakeholders. Pharma representatives promote product education and disease state awareness. It provides scientific data, peer reviews, and publication data. Another aspect is key account management in which sales teams are engaged in establishing partnerships with healthcare institutions, group practices, and organizations to establish formulary drug

access for future patients. Sales teams collaborate with payer organizations to get market access and reimbursements.



Figure 29: Sales.

4.11 Research Question Eleven - How do external factors, such as industry regulations and economic conditions, interact with leadership challenges to influence employee performance and retention within US pharmaceutical organizations?

For retaining employees in pharmaceutical companies, leadership considers many external factors including a highly competitive job market. There is a high demand for skilled professionals in pharmaceutical companies who can conduct research, development, manufacturing, sales, and marketing. Leaders should provide

competitive compensation, sales incentives, benefits, and career development opportunities. Leaders should consider investing in training programs that engage employees in emerging technologies. Additionally, a strong culture of diversity should be established to provide global experience opportunities for all employees. To galvanize employee loyalty, a company’s vision and strategic focus must be communicated effectively. Organizational focus should also include prioritizing employee interests and developing initiatives designed to promote employee wellbeing. Leaders should champion organizational changes and address employee job security concerns which will transparently communicate their commitment to sustainability regarding attracting and retaining talented employees.

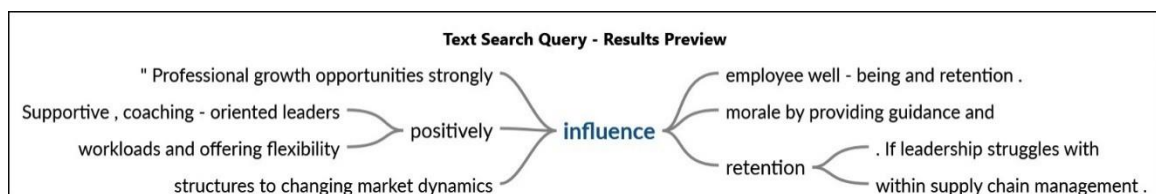


Figure 30: Influence of External Factors

CHAPTER V: DISCUSSION

5.1 Discussion of Results

The purpose of this study was to identify the leadership challenges that impact the performance and retention of employees in US pharmaceutical companies. The nature of the study was qualitative. Data was gathered through semi-structured interviews in which a questionnaire guide was prepared containing all relevant questions that addressed the topic. There were a total of four respondents and a 30-minute interview was taken from each respondent. Along with semistructured

interviews, data was also collected through direct observations and reviewing the previously published archived documents. There were several themes which were originated from data analysis. The first theme was creating a direction for employees which includes the establishment of pathways to create communication and vision among employees so that they can get direction and improve their performance and retention by overcoming the leadership challenges. The second theme was based on leadership challenges encountered by leadership. This theme will identify all the challenges that are faced by leadership when they bring digitalization into the company. The third theme is to inspire and motivate employees to work in the pharmaceutical sector for a longer period of time.

This theme identified those aspects that will create a sense of motivation among employees to adopt change and improve their performance. The fourth theme was to increase the awareness of leaders so that when they advance to higher level positions within the corporate hierarchy they understand the implications of poor leadership and its impact on employees. Poor leadership leads to demotivated employees and becomes a catalyst for increased employee turnover. The last theme is for current pharmaceutical leadership to effectively use leadership competencies in their respective companies to increase the skills sets and aptitude of their employees. These themes will help leaders achieve sustainability and growth by adopting strategies to identify and avoid challenges that increase employee turnover and performance. The research questions for this study were which leadership skills are of utmost importance for retaining employees within pharmaceutical organizations in the United States. How effective are current leaders within the US pharmaceutical industry at retaining their workforce, what are the possible challenges and pitfalls that the industry may encounter in the future. What are the specific leadership challenges faced by pharmaceutical organizations in the United States that impact employee performance and retention, how do leadership challenges within the US pharmaceutical industry manifest in terms of employee

performance, including factors such as motivation, productivity, and job satisfaction. What strategies and approaches have pharmaceutical industry leaders employed to address these leadership challenges and improve employee performance and retention, to what extent do leadership practices and organizational culture impact the turnover and retention of employee in US pharmaceutical companies. How does the perception of leadership effectiveness among employees correlate with their intention to stay or leave their current pharmaceutical organization. What role does leadership development and training play in mitigating leadership challenges and fostering employee performance and retention in the pharmaceutical sector. Are there significant differences in the leadership challenges and their impacts on employee performance and retention between various segments of the pharmaceutical industry, such as research and development, manufacturing, or sales and marketing. How do external factors, such as industry regulations and economic conditions, interact with leadership challenges to influence employee performance and retention within US pharmaceutical organizations.

The themes identified in this study based on these research questions were creating a direction for employees and underscoring leadership challenges faced by employees. This includes inspiring and motivating employees, raising other leaders, and leaders effectively using leadership competencies.

5.2 Discussion Theme 1 – Creating a Direction for Employees

According to respondents, creating a direction by proper framing of vision and inculcating a sense of commitment to achieve goals among employees is very important for increasing employee retention and performance. Leaders must lead with conviction and should set proper examples for leading their employees and running their company. (Martono, Zainal and Hakim, 2023) identified different roles and responsibilities performed by leaders in their companies, the leaders must create a vision and mission to direct their employees to adopt those strategies that can help retain employees in their

methods of execution that facilitate beneficial change inside the organization (Latiep, 2023). Participants agreed that effective CEOs lead in generating momentum and directing personnel toward achieving specified goals, objectives, and strategies. According to 60% of the participants, a CEO must possess conviction and a steadfast drive to define direction. This conviction stems from a personal sense that the problem is worth pursuing. An Effective CEO must demonstrate proactivity to shield themselves from daily operational tasks and possess the ability to envision the organization's overall strategic direction. Upon evaluating the public speeches and business newsletters of participants, I discovered that accomplished CEOs effectively design a course of action by using a combination of strategic foresight, adaptable tactics, positive outlook, and wit to ensure the continuous expansion of the organization.

5.3 Discussion on Theme 2- Inspire and Motivate Employees

Motivating workers was the second focus. Leadership involves inspiring and encouraging subordinates, participants agreed. This motif emerged in my investigation, supporting previous research. According to (Silva, 2023), good leaders inspire workers by setting objectives and vision. In the same way, (*The Relationship between Change Leadership, Prosocial Motivation, and Employee Commitment in Small to Medium-Sized Enterprises (SMEs) in the United States - ProQuest*) said that leaders inspire workers by becoming moral exemplars and serving the organization. Participants said good CEOs inspire workers, altering their beliefs, perceptions, and attitudes to motivate them to achieve better.

The findings revealed that effective CEOs deploy inspiring leadership based on principles, humility, wisdom, bravery, generosity, and genuine concern for their staff. The participants' remarks aligned with the results (Wei *et al.*, 2023) that successful leaders could influence, persuade, and modify workers' behaviors by creating a precedent via their exemplary conduct. (Xiong, 2023) argued that leaders may motivate staff to meet specific performance objectives by clearly articulating and effectively

I discovered that participants actively sought advice to motivate personnel to carry out their given jobs. Nevertheless, the CEOs cautioned against excessive deliberation, as it may undermine staff motivation and project a perception of weakness in the CEO. Participants observed that although the capacity to make and uphold judgments is crucial, the willingness to admit and rectify mistakes when decisions have shown to be erroneous is a rare display of leadership. The findings revealed that openness plays a crucial role in leadership, and motivating individuals to perform at their best entails making choices that are clear, honest, and collaborative.

An additional topic that arose was the cultivation of leadership in others. Every participant agreed that a crucial aspect of successful leadership is the cultivation of leaders, rather than followers. As reported by the participants, when followers see that a leader desires to promote subordinates to leadership roles, these workers are more inclined to develop loyalty and dedication towards the leader. Participants said that leaders who possess a fervent dedication to cultivating other leaders are more inclined to earn the admiration and allegiance of their subordinates. Participants corroborated the findings of prior literature sources on the issue. The author argues that good leaders enhance workers' skills, ensure that their roles are well-aligned, apply motivational leadership techniques, and provide a structure that fosters the development of leadership talents among employees in the organizational hierarchy. Similarly, according to (Ikendi and Retallick, 2023), a leader who demonstrates genuine care for people and dedicates effort towards enhancing their skills and abilities gains more than just enhanced performance. As per the reference, the leader acquires a dedicated follower who has the potential to evolve into a future leader within the organization.

Upon reviewing corporate materials such as CEO addresses, employee manuals, and leadership development policies, it became evident that to prepare people for leadership positions, leaders must demonstrate tolerance by allowing subordinates to

make errors and subsequently learn from them. The findings revealed that leaders must exhibit patience when it comes to cultivating the growth and development of individuals. The development of this theme aligns with the assertion that innovative leaders cultivate the value systems, ethics, and higher needs of their followers, thereby inspiring them to change their goals and beliefs, transcend self-interests, and rally behind the leader in pursuit of organizational objectives. Two participants groomed their subordinates for leadership roles by assigning them the responsibility of leading meetings that included the CEOs. Once subordinates get comfortable chairing meetings internally in the CEO's presence, they no longer have any difficulties conducting meetings in other settings. These workers acquire the self-assurance to conduct meetings and deliver presentations, which are integral components of leadership training aimed at cultivating future leaders. As per the reference, when leaders intentionally work on developing the leadership skills of their subordinates, it is likely to increase the emotional connection, dedication, and identification of workers with the leader. When workers preside over meetings in the presence of the CEO, it fosters a robust connection between the leader and the subordinates, instilling a sense of mutual success and collaboration. (Saxena, Sharma and Jora, 2023) said that competitive advantage may be derived from the caliber of the leadership talent pool, which can be cultivated via consistent training and development efforts. Participants use leadership development policies to cultivate workers for leadership roles. (Jun, Hu, and Sun, 2023) said that CEOs should prioritize leadership development as a continuous effort to enhance the leadership skills of their workers. The (Yasin *et al.*, 2023) study supported the advantages of using leadership development strategies in an organization. Every participant requires workers to attend systematic leadership training once they reach a management position.

5.5 Discussion Theme 4 – Effectively using the Competencies of Leadership

Participants emphasized that a CEO must possess the aptitude to guide a pharmaceutical institution along the trajectory of enduring expansion and success. Transformational leadership is a kind of effective leadership technique and it is stated in (Saha et al., 2023), relies on the leader's ability to bring about change by clearly communicating an inspiring vision and setting ambitious objectives. (Bajis et al., 2023) argued that to effectively lead in today's more complex global business, a leader must possess both competence and tenacity. Participants emphasized that a skilled leader fosters the admiration, assurance, reliance, and allegiance of the workforce. Participants observed that the competence of a leader catalyzes motivating staff to operate with inspiration and enthusiasm. (Ikhile et al., 2023) suggests that there is a growing need for leaders who possess global leadership skills for effectively managing organizations in the global market. (Jandhyala and Rout, 2023) said that competencies such as moral self-regulation, authenticity, emotional intelligence, and problem-solving are crucial factors in evaluating the effectiveness of leadership performance.

A leader of the financial sector must possess candor, which is characterized by transparency, integrity, honesty in interpersonal dealings, and the ability to confront reality with discipline. Participants held the belief that honesty and openness are fundamental qualities of effective leadership in prosperous organizations. (Thomas and Liao, 2023) said that transformative leaders serve as moral paragons. (Ali et al., 2023) proposed that transformational leadership is contingent upon the leader's personality and capacity to initiate change via sincere communication with their followers. Hence, the participants' claim is consistent with the existing literature on the topic. The findings revealed that effective CEOs demonstrate honesty and foster trust to achieve outstanding outcomes. Participants corroborated the claim that genuine and ethical leaders exhibit constructive behavior, enhance a pleasant work environment, and enhance workers' performance. Participants further stated that workers value leaders who demonstrate authenticity.

(Ali and Ullah, 2023b) proposed that strong leaders exhibit the ability to proactively devise strategies that go beyond a narrow emphasis on immediate gains, and instead prioritise the long-term sustainability of their enterprises. (Bates et al., 2023) said that effective executives must possess the skill to proactively implement strategies that prioritize the cultivation of flexible enterprises. Participants use proactive strategies to maintain competitiveness in an increasingly volatile environment. Participants emphasized that uncertainty is a major challenge in business, and suggested that a proactive strategy to handle it is to minimize uncertainty by actively identifying and addressing different situations. The findings revealed that a leader must possess the ability to thoroughly examine the corporate landscape, predict possible obstacles, and actively create strategies to tackle these issues. According to (Etukakpan et al., 2023), problem-solving is a behavior shown by leaders that is focused on completing tasks. Participants said that the primary aspect of organizational leadership duty is the act of resolving problems.

When workers see a leader as a problem solver, they are more inclined to disclose more information to the leader. This fosters a collaborative issue-solving approach inside the organization.

5.6 Discussion Theme 5 – Challenges Faced by Leadership

From the responses of participants and analysis conducted on those responses, it is found that the infrastructure in pharmaceutical companies of the US must be upgraded to fulfill the requirements accordingly. This inadequacy of infrastructure has created challenges for leadership to increase employee performance and retention. It is very difficult to do seamless and transparent integrations with the legacy systems deployed in pharmaceutical institutions. The current regulatory framework of the US should be extended more to handle the challenges and difficulties that increase the retention and performance of employees. Due to these issues with the regulations,

leaders cannot fully implement the technological solutions and also lack innovations in their companies. Furthermore, leaders also face compliance issues.

Everyone is dependent on digital platforms to accomplish their routine tasks, and with the increase in the use of technology, cyber security threats emerge as a challenge. It is the responsibility of leaders to make cyber security issues and challenges a top priority to increase the performance and retention of employees by increasing their work security. This will increase the security of pharmaceutical data and maintain the trust of customers by addressing all the risks. For the proper implementation of digitalization, it is very important to have a skilled and competent workforce who have a strong grip on blockchain, artificial intelligence, machine learning, and data analytics. It is found that in the pharmaceutical sector of the US, there is a gap in technical skillsets, therefore leaders face challenges in various processes like recruitment, employee training, employee retention, and judging the skillset of employees.

The expectations of customers change accordingly with the emergence of new technologies. Therefore leaders must welcome the new changes and perform proper change management activities to implement the new requirements of customers to achieve customer satisfaction. Leaders must ensure that their team works around those effective practices that give customers a secure, transparent, seamless, and user-friendly digital experience to perform transactions related to pharmaceutical processes. If leaders resist change in their organizational culture and structure, it can reduce the progress in the implementation of effective strategies that can be retained in the organization and increase employee performance in the organization. Leaders should focus on innovation, and collaboration and perform digital practices through digitalization. These are ways through which leaders can overcome these issues and implement effective strategies in their organizations effectively.

The biggest concern of financial companies is to gain return on investment and that is why they avoid investing in digitalization because the employees and

management are not tech savvy. That is why instead of increasing efficiency in work, their productivity gets affected negatively. Leadership should allocate separate budgets for digitalization and circulate the benefits of digitalization among teams. The integration of systems with digital platforms in the pharmaceutical sector must ensure interoperability and transparency. It is a big challenge to ensure interoperability, transparency, and seamless integration among the systems. All those systems which are working in silos must be integrated into a single platform and compatibility issues occur during the integration to enjoy the full benefits of digitalization.

Risks that occur with leadership are related to operations, technical implementations, regulatory measures, and cyber security. These risks can be mitigated by implementing effective strategies and risk management factors. The establishment and alignment of effective practices with different marketing trends and customer requirements are very important. Leaders should have a strong vision and must work according to the vision and mission related to digitalization and different business objectives with proper growth and sustainability.

5.7 Conceptual Framework

The research is based on the conceptual framework of effective leadership techniques. The notion of leadership practices was developed by (Pires and Sousa, 2023). Researchers have revised the initial premise of the different leadership theories, leading to the emergence of four distinct aspects throughout time. The four components are (a) idealized influence, (b) inspiring motivation, (c) intellectual stimulation, and (d) individualized concern. The research identified many themes that connect with different components of the conceptual framework. These themes include setting a direction, inspiring and motivating people, raising other leaders, and using leadership abilities.

Imagined leadership refers to the actions of leaders who serve as role models, demonstrating passion, bravery, and a personality that inspires people to imitate them (Despott et al., 2023). The results in theme 1 demonstrated a correlation with idealized influence. Participants emphasized that leaders ought to take the lead in generating momentum and directing staff toward achieving stated goals. Participants also disclosed that CEOs must possess conviction, which is a resolute resolve stemming from a genuine feeling that a task is worthwhile.

Participants observed that the CEO plays a crucial role in guiding the direction of all firms and setting a positive example of behavior that motivates staff to achieve exceptional performance. Inspirational drive is a leadership trait that involves effectively expressing a well-defined vision, conveying expectations to employees, exhibiting dedication to goals, demonstrating optimism, and excitement, and maintaining a positive attitude. These findings are connected to themes 1 and 2, which are associated with inspirational motivation.

Theme 1 results revealed that all participants effectively set goals by developing captivating visions and effectively communicating them throughout their organizations, hence motivating staff to achieve higher levels of performance. According to theme 2, the findings showed that CEOs saw every communication as a chance to promote a vision, enhance a connection, and stimulate and encourage personnel. Participants solicit feedback before making choices to motivate staff to carry out responsibilities.

Cognitive stimulation is a form of leadership that engages people in decision-making, fosters innovation and creativity by challenging assumptions, and redefines challenges. Themes 2 and 3 demonstrate these behaviors. In topic 2, the findings showed that participants provide workers the authority to make choices and promote

innovation and creativity inside the organizations. Theme 3 studies revealed that participants enhance the empowerment of workers, hence increasing their level of trust, independence, creativity, and innovativeness. Therefore, the additional assurance fosters work contentment and elevated levels of efficiency inside the organization.

Individualized attention is a leadership approach that entails the leader closely attending to and showing interest in workers' requirements for coaching, development, and success (Kiles, Hamilton, and Hohmeier, 2023). Themes 3 and 4 are closely related to individualized behavior. Theme 3 involves the delegation of connecting leadership to subordinates to enhance leadership skills and cultivate future leaders. Theme 4 results revealed that participants engage in mentoring and coaching activities with their direct reports to enhance the pool of potential leaders.

5.8 Discussion on Analyzed Literature Review

The outcomes demonstrated consistency with prior research on the topic. According to (Hope et al., 2023), a successful leadership strategy relies on the leader's capacity to bring about change by clearly communicating an inspirational vision and energizing objectives. (Soubise et al., 2023) said that leaders who apply effective leadership styles inspire their people by effectively communicating a common vision and persuading followers to prioritize the organization's interests over their own. The findings revealed that participants were able to motivate staff to achieve exceptional outcomes by using inspiring behaviors. The findings revealed that the participants used a combination of transformational and servant leadership approaches. Effective leaders prioritize leadership training and development to inspire and enhance good workforce performance. Every participant expressed their support for organized leadership development training to address the requirements of employees and prepare subordinates for leadership roles. Transformational leadership reshapes

workers' perspectives, and values, and alters their expectations and goals. Participants observed that the CEO plays a crucial role in guiding the direction of all firms and setting a positive example via their behavior, which in turn motivates staff to achieve exceptional performance. Leaders fulfill strategic functions, which become evident when they effectively convey a suitable vision and purpose (Antey et al., 2023). Participants emphasized that leadership revolves around formulating and implementing a vision, which serves as the foundation for all other aspects. Participants emphasized that a CEO plays a crucial role in guiding and motivating staff to attain predetermined objectives for the expansion and long-term viability of the organization. The findings revealed that the CEO has the duty of seeing a future state and communicating this vision to the organization.

Leaders must possess the unwavering will to overcome organizational issues, rather than being consumed by uncertainties that might undermine staff motivation (Soubise et al., 2023). The findings suggest that possessing a strong belief and conviction is crucial in leadership. In cases when a leader lacks such conviction, the company must replace the leadership. Effective leaders possess the inclination to exert influence, convince, and modify workers' behaviors by demonstrating exemplary conduct (Kunming et al., 2023). The findings revealed that effective CEOs include inspiring leadership behaviors based on principles, humility, knowledge, bravery, as well as generosity and concern for their people. Competent leaders construct an effective communication structure that ensures easy access to information, fosters an atmosphere of trust, and promotes candid feedback from workers. The findings revealed that CEOs saw every communication as a chance to promote a vision, enhance a connection, inspire, and encourage staff. A competitive advantage may be derived from the exceptional quality of leadership talent, which is cultivated via continuous leadership training and development (Dwaipayana, Damayanti, and Lionardo, 2023). Every participant incorporates efficient leadership training plans to develop leaders

inside their organizations. Participants require workers to undergo leadership training whenever they reach a management level in the banking sector. Effective leaders cultivate and enable their people to guarantee the uninterrupted operation of the organization and foster long-term expansion (Rusti Awan et al., 2023). The findings revealed that participants dedicate a substantial amount of effort to managing the firm while also prioritizing the development of future leaders. To effectively lead in the current complex global economy, a leader must possess both competence and tenacity (Lee et al., 2023). The findings demonstrated that a capable CEO fosters admiration, assurance, reliance, and allegiance among the staff.

5.9 Suggestions for Professional Leaders

The initial focus was on setting a course, including the development and transmission of a collective vision, and motivating people to prioritize the organization's interests above their own. The second subject revolved around the notion of fostering inspiration and motivation among workers. Efficient organizational systems CEOs serve as catalysts, motivating workers to transform their beliefs, perceptions, and attitudes, resulting in a heightened degree of performance. The third element is cultivating and nurturing other individuals to become effective leaders. An essential aspect of the effective leadership approach in companies is the cultivation of workers' leadership capabilities to bolster development and long-term viability. The previous topic was on the use of leadership qualities. Now, I will analyze how the results may be applied to professional practice.

The act of establishing a vision, mission and strategic direction is often used in the professional world of business. Business leaders can establish a course of action by fostering dedication to either an established or a novel vision. Business leaders must establish an unobstructed vision for their organization and effectively communicate the direction, purpose, goals, and priorities to their workforce. Business leaders must imbue work with significance while cultivating an understanding of

purpose and tactical scope within the organization. The data indicates that having a vision alone is not enough; company leaders must also establish clear objectives and methods for execution to drive the intended outcome.

While it may be beneficial to express a persuasive vision, the impact of this vision on employee motivation relies on their level of confidence in its achievability. Business executives must ensure that their vision is precise, attainable, quantifiable, feasible, and constrained by a defined time. A strong correlation must exist among the vision, mission, objectives, and viable tactics, as well as an actionable strategy for execution. Business executives must also delegate decision-making authority to staff. The CEO's demonstration of self-confidence and conviction is crucial for employees to have trust in achieving the objective. The CEO's day-to-day interactions with workers and other members of the organization should demonstrate a strong dedication to the organization's goals and values via exemplary behavior.

The performance showed that motivated and inspired personnel improve commercial performance and organizational efficiency. Thus, corporate leaders should prioritize employee empowerment, professional growth, change of jobs, flexible working hours, and competitive pay when influencing employee behavior. Motivation determines how hard a team works to attain its goals. CEOs must be good listeners, show empathy, and connect emotionally with workers. Business leaders may inspire staff to greatness by being genuine and interested in the well-being of others. Business leaders must be assertive, communicate well, collaborate, and show selfless consideration to influence. Finally, corporate leaders must control their emotions and exemplify humility while influencing others. An educated comprehension of the results may help company executives motivate personnel and boost productivity.

Business practice may benefit from developing high-flying people into leaders. Based on the research findings, corporate leaders might create potential managers by (a) recognizing high-flying individuals, (b) generating growth

opportunities, (c) co-developing individualized growth in leadership strategies, and (d) following through. Business leaders can also help employees develop by (a) offering career advice, (b) providing relevant training, (c) giving assignments for growth that allow them to learn from experience, (d) coaching and mentoring, and (e) offering possibilities to apply new skills. Results showed that leaders are found at every level in an organization. Thus, company leaders should provide leadership development to all staff. Business executives should encourage high-flying personnel to make use of seminars, coaching, mentorship, and challenging job responsibilities to improve skills and aptitude. Strategic human resource strategies may also help corporate executives create a steady stream of future leaders.

Exploring different leadership techniques and strategies were at the forefront of the study's framework. Effective leaders have several skills that leaders in pharmaceutical companies need (Irby et al., 2023). The study's findings should help corporate executives establish transformational leadership focus and culture. These traits may help pharmaceutical companies' CEOs lead successfully, reducing corporate failures on various levels while maintaining infectious organizational development. Ineffective business executives may harm culture, morale, consumer trust, and business success (Malodia et al., 2023). The research may help such leaders build essential leadership characteristics. Mental agility, preparing scenarios, systems thinking, self-awareness, and introspective cognitive analysis are examples. Business executives navigate a volatile business landscape where organizations must continuously adjust, create, and transform. Hence, business leaders need to possess adaptability and cultivate the skills to acquire knowledge from past encounters and adjust to evolving circumstances. Business leaders must recognize that the capacity to acquire knowledge and adjust is crucial for the long-term efficacy of their leadership.

CHAPTER VI:
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The research problem of this study was that leadership challenges impacted the retention and performance of employees in US pharmaceutical companies. The study was qualitative and its purpose was to explore the leadership challenges impacting the performance and retention of employees in US pharmaceutical companies. The sources from where data was gathered were semistructured interviews, focus group discussions, walk-through sessions, and extracting meaningful data from the archived documents published on the internet.

While conducting this study, the theory of transformational leadership along with the theory of reasoned action and human society theories were kept in mind. There were a total of 8 respondents who were considered for participation in this study. The participants included CEOs and employees of pharmaceutical institutions in the US. For data analysis, NVIVO software was used and the basic themes were analyzed on NVIVO. This analysis was done to answer the research questions of the study. Data saturation and triangulation prove the validity and reliability of the data gathered. The implications of this study are due to the societal impacts which help leaders to develop an understanding of the sustainable leadership practices for the implementation of digitalization and keeping in view the needs of society in this regard.

The purpose of this analysis was also covered in the methodology section and the results of the data analysis were also mentioned in the results section. In results, the applicability of this research was discussed and it was also discussed how these methods can be applied professionally, along with recommendations and reflections leading to a spirited conclusion. The results established a better understanding of how leaders should apply more effective leadership practices for increasing performance and

retention of employees. This research also provides the implications of change at a professional level.

6.2 Implications

The implications created by societal changes provide a better understanding of leadership practices implemented by leaders in the pharmaceutical sector of the United States. There are also implications for the professional growth of leaders, by developing the organization on social grounds. This research is also giving financial profits and earnings knowledge to business professionals so they can expand their businesses accordingly. When business leaders expand their businesses they increase jobs and thus employment opportunities increase in their respective markets. Another implication is that leaders should focus less on serving themselves and more focus on the internal and external stakeholders who are linked with their companies on multiple levels. Leaders can use this study to effectively implement the characteristics of effective leadership identified in the study for bringing digitalization and growth to the organization. Leaders can also leverage this study to effectively implement its learnings based on the individual and corporate needs of society.

The business leaders will use the results of this study to teach the upcoming leaders those leadership practices that help build innovative culture and attract top talent to their companies. The US pharmaceutical sector is facing many leadership challenges, ups and downs, and scandals that originated from corrupt leadership, smuggling, money laundering, and other issues that have destroyed the trust of customers (Arıca et al., 2023). Leadership must create a reliable environment across the company to foster a valuable, cohesive and motivated team of employees. This will help in regaining the trust of customers and promote the pharmaceutical institutions in society. The focus of researchers is on the role of ethical leadership which will increase the trust of customers and inculcate the corporate mode of work across the company. The results of this study

will bring positivity to the business leaders to use proper leadership practices in the business community and society respectively.

For sustainability and growth in the financial sector, CEOs and leaders should evaluate the leadership practices which have been identified from the themes of this study. The leaders of the pharmaceutical sector should implement digitalization effectively by using effective leadership skills to increase employee performance and retention, a growth mindset, and sustainability of companies. The steps that are used for overcoming the challenges faced by leadership in pharmaceutical companies need to give direction to employees in hopes of gaining the trust of the workforce in the company. Leaders should motivate and attract employees towards digitalization while challenging other leaders to leverage digitalization to improve overall performance in the company, which in turn will enhance organizational competencies of leadership.

The leaders of pharmaceutical institutions should establish a vision or mission of digitalization. The creation of a vision and mission starts and ends with the concepts leaders have conceptualized cerebrally. Business leaders should introduce visions that reflect organizational needs and these will aspire to the needs of digitalization. Visions die when there is an environment of status quo, dissatisfaction, and fearful perceptions. Employees must be given a chance to participate and grow from the visions set by leaders. Visions can only become successful when employees are motivated to become empowered. Leaders must make sure that the vision constructed has credibility, content, and context. Leaders should create a vision in collaboration with their greatest asset, their employees. If employees maintain an understanding of the vision and the rationale behind its inception, then the likelihood of accomplishing the task is improved with digital tools. Leaders should approach digitilization with an open mind and include it in the process of formulating vision, implementing feedback inputs from those who are working on the implementation of digitalization in the company. The vision should be very clear with a defined timeline. Leaders must create a link between vision, mission,

goals, objectives, and strategies for implementing digitalization with conviction while striving to attaining results accordingly. Employees must exercise patience and have belief in their leaders who are working to implement digitalization.

The leaders of companies should take proper steps to motivate employees towards digitalization to improve their performance. Leaders must ensure a clear alignment between employees, decisions, and digitalization to improve their career paths and the prospects of the organization. The leaders of the company must pursue digitalization with a focus which is for the best interests of their companies. Digitalization makes accountability for the personal and professional aspects of the organization. The leaders of the companies must act as role models for their employees and sources of circulating energy, and passion to work and accelerate the organization. CEOs must galvanize very strong technical teams that will possess enhanced capability technically and have a strong understanding of leadership in order to implement digitalization effectively. Leaders must use open-door policies and be accessible to all employees and encourage employee participation in the decision-making process. For example, leaders may introduce work-life balance related initiatives to employees, and implement digital tools that help enhance them, which in turn, will have a positive impact on employees without disrupting corporate deliverables, timelines, etc.

CEOs have an obligation to prepare the next generation of leaders; realizing that leaders guide, coach, mentor, and develop employees who are committed to taking a leadership role to increase sustainability by selflessly investing in others. Leaders must conduct the hiring process very carefully, employ the right employees, and assign critical tasks to them very responsibly. Structured leadership should be developed in companies organically. CEOs must have the potential to identify the right employees for the implementation of digitalization across the organization. These employees should not only implement digitalization but also educate other employees as well in this regard. This will include developing mentorship and leadership classes to

implement digitalization in organizations. This level of coaching aims to highlight the vision of digitalization among leaders in the organization. CEOs must switch the roles of employees so that everyone that is aware of digital practices can be involved in those practices. This will also be completed by implementing a proper feedback mechanism.

Leaders must be technically sound, trust their employees, and also respect their vision. CEOs must be committed to the evolution of innovation and this can be best achieved they are technically sound. Leaders should work with those who can accomplish their tasks independently. Leaders must be compelled to read biographies of those leaders who have worked and excelled with digitalization. Leaders ought to increase their networking skills and take courses to increase awareness of digitalization. Leaders should finally seek proper guidance on the implementation process of digitalization at their respective companies.

6.3 Recommendations for Future Research

In this study, recommendations for future research have been examined. The practices required from leaders for implementation of digitalization in order to overcome challenges are underway. The limitation of this study was that data was taken from only 4 participants including leaders, employees, and CEOs. The data saturation level was achieved so no additional leaders were interviewed in the study. Another limitation was that data was taken from only those people who work or worked in the United States pharmaceutical industry and companies like pharmacies, hospitals, and medical clinics.

If any future research is conducted in this field, they can remove these limitations by increasing the sample size, the variation of companies for data collection, and expanding the geography beyond the United States to cover various world regions so that the research can be applied to different regions globally. The researchers can explore the practices followed by leadership in different pharmaceutical companies in the US, but not limited to the pharmaceutical sector. This research will also provide

benefits for international pharmaceutical practices and applications of healthcare globally. The researchers should also focus on the strategies followed by leadership in different organizations across the country.

An important finding of the study was that leaders must be competent enough to lead the organization. Therefore, in the future, the research must be conducted in a way that will prioritize the competencies that might be reflected in leadership that are effective in multiple situations in the company. Companies conducting business remotely were not a part of this study. However, future research might be constructed in a way that can cater to the prospects of companies working remotely in the research. The strategies required for leaders heading remote companies are also required to be addressed in future research. Since management and leadership practices are intertwined, the interconnection between the practices of leadership and management has created more refinement in the studies by identifying the impact of leadership on the decision-making in organizational processes. As discussed, the qualitative research method is used in this study. In the future, perhaps mixed-method research using qualitative research and quantitative research will be applied. In the future, perhaps the perspective of leadership and employees on the increase in employee performance is recommended for study.

6.4 Conclusion

The purpose of this qualitative research was to explore the leadership challenges impacting the performance and retention of employees in the US pharmaceutical industry. The data gathered for this study were semistructured interviews, focus group discussions, walkthrough sessions, and reviewing the archived documents which are published and openly available on the internet. The themes extracted from this study were used to identify challenges along with recommendations to overcome these

challenges. The themes are providing a direction for leaders, creating inspiration and motivation for employees, measuring the competencies of leaders, and grooming leaders to adopt transformational leadership techniques. Analyzing these themes created an understanding for leaders of the pharmaceutical industry of the United States to overcome the leadership challenges impacting the performance and retention of employees.

In conclusion to this research, the leaders must articulate a strategic vision and flexible tactics including motivation, compassion, trust, appreciation, humor and optimism, so, that clear leadership visibility of employee value and understanding environment can be created in the organization. CEOs and leaders who will articulate these characteristics will be able to set clear goals and expectations, consequently, because of this commitment by leadership, employees will also be able to commit to the achievement of goals in a long term manner.

CEOs who became successful while providing proper care and support to individuals in their companies inspire their followers to perform at extraordinary levels. Transformational leaders give directions to their companies to achieve sustainable growth by adopting leadership techniques that are employee value centered in nature. These transformational leaders increase the sustainability of employees, increase the competencies of employees, the role alignment of employees, and the implications of effective leadership strategies. The results of this study are of great benefit for increasing employee performance and retention in US pharmaceutical companies.

APPENDIX A
SURVEY COVER LETTER

Dear (Participant, Name)

My name is Ivan Ross Blacksmith. I am pursuing a Doctor of Business Administration (DBA) through Swiss School of Business and Management. My doctoral research topic is “Leadership Challenges Impacting Us Pharmaceutical Industry (Companies’) Employee Performance Retention In The United States”. As a leader of the industry, you are best placed to help me with this study because you are working in US pharmaceutical sector. The interview will be limited to 30 minutes and will be scheduled at your convenience. Your participation and information will be protected consistent with School of Business and Management’s confidentiality guidelines. Your participation will be instrumental in providing the required data to best analyse the practices/strategies required to enhance employee retention and performance by reducing leadership challenges in pharmaceutical sector of US. If you decide to participate, I will send you a consent form via email that dictates your rights during the process and the purpose of the doctoral study. I will conduct interview through face-to-face or telephone. At the end of this study, I will share results and findings with participants, scholars, and other stakeholders. Participation in the interviews will be voluntary, and the right to decline to take part or stop at any time during the interview will be respected. Please advise if you have any questions or require any additional information. My contact information is XXXX or XXXX. Thank you for your time and consideration.

Ivan Ross Blacksmith (Swiss School of Business and Management).

APPENDIX B
INFORMED CONSENT

You are invited to participate in a research study focusing on the leadership challenges impacting the performance and retention of employees in US pharmaceutical sector. Before deciding to participate, it is essential to understand the purpose of the study, the procedures involved, and your rights as a participant.

The purpose of this study is to gain insights into the specific challenges, perspectives, and experiences of leaders impacting the retention and performance of employees in US Pharmaceutical Industry. Your participation will involve responding to a series of questions based on a structured interview questionnaire guide. The interview will be conducted at a location and time convenient for you, ensuring confidentiality and privacy throughout the process. The estimated duration of the interview is approximately 30 minutes.

Participation in this study involves minimal risks, including potential discomfort while discussing certain professional experiences related to employee retention and performance. However, all efforts will be made to maintain confidentiality and respect your privacy. The potential benefits of this study include contributing valuable insights to academic research and informing industry practices and policies.

All information collected during the interview will remain confidential and anonymous. Your responses will be coded, securely stored, and only accessible to the research team. Any identifiable information will be removed to ensure anonymity, and findings will be reported in aggregate form.

Your participation in this study is entirely voluntary, and you have the right to decline to answer any questions or withdraw from the study at any time without consequence. Your decision to participate or decline will not affect your current or future relationship with the researcher or affiliated institutions.

If you have any questions or concerns about this study, please feel free to contact the principal investigator, Ivan Ross Blacksmith, at Irossblacksmith@gmail.com or by telephone at (248) 790-0880. Additionally, if you have any questions about your rights as a participant, you may contact the Institutional Review Board (IRB) or the relevant ethical review committee.

By signing below, you acknowledge that you have read, understood, and voluntarily agree to participate in this study based on the interview questionnaire guide. You have had the opportunity to ask questions, and any concerns have been addressed to your satisfaction.

Signature: _____ Date: _____

Participant's Name (Printed): _____

APPENDIX C
INTERVIEW GUIDE

- Can you provide an overview of your experience in the U.S. pharmaceutical industry?
- How long have you been in your current role, and can you briefly describe your responsibilities?
- In your opinion, what are the key leadership challenges currently facing the U.S. pharmaceutical industry?
- How have these challenges evolved over the past few years?
- How do you believe these leadership challenges impact employee performance within pharmaceutical companies?
- Can you share specific examples or instances where leadership challenges affected employee performance?
- What factors do you think contribute to employee retention within the U.S. pharmaceutical industry?
- How do leadership challenges influence these retention factors?
- How would you characterize communication and transparency within pharmaceutical companies at the leadership level?
- Can you provide examples of how effective or ineffective communication has influenced employee performance and retention?
- How are employee feedback mechanisms structured within pharmaceutical companies?
- Do you believe that leadership is responsive to employee feedback, and how does this impact retention?
- How does leadership support training and development opportunities for employees?

- In your experience, how does the availability of professional growth opportunities influence employee retention?
- How would you describe the predominant leadership style within the U.S. pharmaceutical industry?
- In your view, how does leadership style impact employee morale and, consequently, retention?
- How do leadership decisions and policies contribute to or hinder work-life balance for employees?
- What impact does work-life balance have on employee well-being and retention?
- From your perspective, what changes or strategies could be implemented to address these leadership challenges and enhance employee performance and retention?
- How do you envision the future of leadership within the U.S. pharmaceutical industry in relation to employee performance and retention?
- Is there anything else you would like to add regarding leadership challenges and their impact on employee performance and retention in the U.S. pharmaceutical industry?

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