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HBCM412 - Bachelor of Commerce Honours in Management

**TITLE: THE PERCEIVED IMPACT OF LEADERSHIP STYLES ON EMPLOYEE
TURNOVER IN A PHARMACEUTICAL COMPANY IN SOUTH AFRICA**

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Abstract

Leadership is crucial for effective functioning of an organisation, though many conflicting and varying definitions and theories. Leadership styles can depend on the leader's personality and the situation at hand. The rate at which an employer gains and losses its staff is called employee turnover. Employee turnover has always been a concern for all types of organisations and poor leadership is a common marker for high employee turnover and cost the organisation time and money. This is especially relevant to the pharmaceutical industry, where employees are highly educated, undergo extensive training and the skills required to fill the positions are scarce.

The purpose of this qualitative study was to examine the perceived impact of leadership styles on employee turnover in a pharmaceutical company in South Africa. A qualitative questionnaire was conducted with four participants (all working in the human resource department). Responses were analysed using content analysis and both demographic characteristics and themes emerged. The study determined the relationship between leadership styles and employee turnover at Kahma Pharmaceutical Group. The responses indicated that most employees had a very basic understanding of what leadership actually is and a passing knowledge of the various leadership styles. From what the respondents did understand, it was clear that most consider transformational leadership style applicable to them and influence their stay at the company. The respondents had a relatively accurate understanding of what employee turnover is and reported employee turnover in their company to be low. It was clear that the respondents all considered employee turnover and leadership styles to be interconnected though they did not seem able to firmly grasp each concept.

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1. INTRODUCTION

1.1. Contextualisation/ Background

The perceived impact of leadership styles on employee turnover in a pharmaceutical company in South Africa will be examined in this research proposal. One of the most challenging problems faced by organisations is employee turnover. The number of employees leaving organisations outweighs the employee's joining; companies are losing valuable knowledge (Al-Mamun & Hasan, 2017). This study wants to gain deeper insight and understanding of the relationship that exists between leaders and their followers. Leadership styles have been one of the recognised causes of turnover but the relationship between these two variables is constantly changing and there is uncertainty on what leadership is (Ntenga & Awuor, 2018). There has not been enough evidence to guarantee that a specific leadership style can lead to low employee turnover (Ntenga & Awuor, 2018). Previous literature regarding this phenomenon indicates that turnover is mainly a result of a negative relationship between the leaders and managers in the workplace and their followers (Ntenga & Awuor, 2018). Employees also leave jobs when they have a good relationship with their employer, at the same rate as employees leave because they consider their boss as bad. If the sole reason for leaving a job is not based on the relationship between the leader and employee, what other factors are leading to the increasing rate of employee turnover (Alatawi, 2017). The gap in the literature is how leadership styles affect employee turnover in the pharmaceutical industry.

Transformational and transactional leadership styles are the two most prominent styles that impact employee turnover and the researcher will examine the validity of such assumptions (Alatawi, 2017). On the journey to building a sustainable relationship between leadership styles and employee turnover, this study will also explore the common causes of turnover. By gaining further insight into this topic it can help put measures in place to retain employees, as it is costly to replace an employee periodically (Alatawi, 2017).

South Africa, with its history of discrimination and inequality, makes for a challenging climate to research employee turnover, retention, and employment. The pharmaceutical industry is subject to strict regulations regarding demographic balances and specialised skills requirements that both increase turnover (Khoele & Daya, 2014). In knowledge-intensive industries the skills and talents required to fill the positions are scarce (Ntenga & Awuor, 2018). Although the pharmaceutical industry has lower turnover rates compared to other industries, the cost of turnover is much greater (Randstad, 2016). Demand and

competition for highly qualified employees have increased, meaning recruiting and retaining talented employees is an ever-increasing challenge (Khoele & Daya, 2014).

Additionally, the old ways of leading and influencing employees are no longer as effective. For example, according to a study by Frian and Mulyani (2018) 60% of the millennial generation intend to leave the company if they do not see opportunity and are disengaged and dissatisfied.

Thus, based on the above, in trying to examine the perceived impact of leadership styles on employee turnover in a pharmaceutical company in South Africa; this research proposal will focus on the following aspects: the relevance of this study and the research problem. Additionally, the research questions and objectives are outlined and this research report reviews previous literature on the topic and provides a theoretical framework for the study. The literature review will finally link the research problem to the following literature and concepts identified through the literature will be conceptualised.

The research methodology comprises of the paradigm and research design applicable to the study. The researcher has included detailed information regarding the population aspects, sampling method, and size. An explanation regarding the data collection method and data analysis process is motivated and discussed. The research proposal outlines the trustworthiness of the study; following this, the findings are presented in detail and the researcher concludes by relating the findings to the research objectives, outlining ethical considerations and recommendations for further research, and identifying limitations of the study.

1.1. Relevance of the study

Leadership is important for the effective functioning of an organisation and employees are the most valuable and important resources in an organisation (Ntenga & Awuor, 2018). Controlling the employee turnover rate ought to be a priority amongst the most essential organisational goals. The common denominator of high employee turnover is accredited to poor leadership within the organisation (Ntenga & Awuor, 2018). Resultantly poor leadership can cause employee turnover which is costly to an organisation as recruiting and training employees can use funds otherwise used to finance other projects in the organisation and results in a loss of intellectual capital. Additionally, a lack of employees can impact production, customer service, and efficiency (Ntenga & Awuor, 2018). Employee turnover is the rate at which an organisation gains or losses its staff and

although previous studies have shown that employee turnover in the pharmaceutical industry is low, the cost of turnover is one of the greatest among different industries (Mwita, Mwakasangula & Tefurukwa, 2018).

Previous studies have found that employees leave an organisation for various reasons, but the most frequent causes are the quality of leadership. Different leadership styles are created as a result of the leader's character traits and the situation (Ntenga & Awuor, 2018). Empirical evidence has shown that a transformational leadership style is the most effective form of leadership at organisational level (Tian, Iqbal, Akhtar, Qalati, Anwar & Khan, 2020). According to Carraher (2011) employees are more likely to remain within both private and public organisations, if the managers instil respect, pride, trust, and communicate high expectations which are all attributes of a transformational leader.

Though most of the studies found that the transformational leadership style mitigates employee turnover, there are still inconclusive and contrasting findings regarding which leadership style mitigates the effects of turnover. Consequently, it is important to study if there is a relationship between leadership behaviour and the impact on employee turnover (Carraher, 2011). According to Ntenga and Awuor (2018) studies on the causes of employee turnover have received less attention and hence the researcher attempts to bridge this gap and improve the knowledge of understanding of leadership behaviours to help leaders become more effective and efficient in retaining and attracting talented employees (Carraher, 2011). The relevance is to largely also offer advice to both middle and top managers on how to create a trustworthy and loyal, respectful environment that will help lessen their turnover intentions as many companies only take corrective action when there is already an intention of an employee to leave (Frian & Mulyani, 2018).

Even when the unemployment rate is high, organisations are concerned about retaining their best employees. According to Frian and Mulyani (2018) 12% of workers say they would quit their job because they don't feel appreciated.

The pharmaceutical industry is one of the most influential industries in the world and it contributes largely to the South African economy (Khoele & Daya, 2014). Employees working in this industry are highly skilled and undergo qualified training (Carraher, 2011). This knowledge becomes an asset to the company until the employee may later change jobs (Al-Mamun & Hasan, 2017). According to the World Health organisation the shortage of healthcare workers is a global issue. WHO in its report during the Third Global Forum on Human Resources for health projected that by the end of 2035, the world will be short

of 12.9 million healthcare workers in both developed and developing countries (Marc, Bartosiewicz, Burzynska, Chmiel & Januszewicz, 2019)

The COVID-19 global pandemic and the global financial crisis have created a wave of unprecedented challenges to the world economy and political stance. Leadership behaviours and leadership styles contribute to the adaptation of the organisation to the changing environment (Barrett, 2020). Together with the above-mentioned crisis and the ever-changing millennial generation workforce, it is important to understand the factors that lead to employee turnover.

1.2. Problem statement

The efficiency and success of an organisation are based on their capacity to retain its employees and the knowledge gap is the extent to which leadership styles contribute to an employee's decision to leave or stay at an organisation (Allen & Bryant, 2012). Although most of the studies found that the transformational leadership style mitigates employee turnover, there are still inconclusive and contrasting findings regarding which leadership style mitigates the effect of turnover especially within the pharmaceutical industry (Alatawi, 2017). It has been observed that organisations find it challenging to retain said employees and in the pharmaceutical industry, employees are resigning and jumping between companies within the same industry which results in the high cost of undertaking frequent recruitments and training (Khoele & Daya, 2014)

The problem is that the number of employees leaving organisations outweighs the employee's joining. Despite having many studies undertaken on staff turnover in pharmaceutical companies, none of the studies have managed to come up with an effective solution on how pharmaceutical companies should employ effective staff retention measures and provide a better work environment (Khoele & Daya, 2014). This has therefore created a wide knowledge gap on staff turnover management and hence created a need to conduct a study on this phenomenon.

1.3. Purpose statement

The purpose of this qualitative study is to examine the perceived impact of leadership styles on employee turnover in a pharmaceutical company in South Africa.

1.4. Research question

How do leadership styles affect employee turnover in the pharmaceutical company in South Africa?

1.5. Objectives

- To provide an overview of the concepts of Leadership, leadership styles, and employee turnover.
- To examine the link between leadership styles on employee turnover based on Literature.
- To examine the perceived impact of leadership styles on employee turnover.
- To provide recommendations to how organisations can overcome the problem of employee turnover in the pharmaceutical industry.

2. LITERATURE REVIEW

2.1. THEORETICAL FOUNDATION

In an attempt to explain and understand phenomena; theories are created to gather further insight and knowledge. Theories also challenge the generalised assumptions of ideas that predict relationships between phenomena within the limits of the critical bounding assumptions (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014). The two theories considered for this study were Fiedler's Contingency Model of Leadership and Frederick Irving Herzberg's two-factor theory.

Fiedler's Contingency Model of Leadership (1967)

Fiedler's Contingency Model of Leadership was created in the mid-1960s by Fred Fiedler who studied the characteristics and personalities of different leaders. His theory was a refinement of Hersey and Blanchard's Situational Leadership Theory; who suggests that the most effective leadership style is affected by the circumstances that the leaders are exposed to. In contrast, Fiedler's Theory focuses on identifying the situational variables which best predict the most appropriate or effective leadership styles to fit the particular circumstance (Gupta, 2009). Fiedler created three situational variables namely leader's position power, task structure, and leader-member relations (Gupta, 2009). These variables create a sense of 'leader-match theory' that reveals how close the alignment between the leadership style and the particular situation is based on Fiedler's assumption

that leadership styles are relatively stable. If the three factors match up to the style of the leader, success is projected (Gupta, 2009).

A leader's position power is the amount of power the leader exhibits to influence the behaviour and attitudes of others. A favourable condition requires a lot of power, classified as either strong or weak. Task structure is referred to as either structured (high) or unstructured (low) tasks. A leader who possesses qualities that instil trust and confidence in their teams reflects a favourable leader-member relation and the opposite shows a poor leader-member relation (Govindaraju, 2018). This theory categorises leadership styles as either task motivated, to achieve a goal, or relationship motivated which is to develop relationships between the leaders and followers (Govindaraju, 2018). The Least Preferred Co-worker (LPC) scale was developed by Fiedler. It is a list of questions presented to the leader to find out which employee they are best suited to and in turn determine their leadership style.

The two leadership styles are placed on the opposite ends of a continuum and results that reflect low LPCs are mainly task orientated; high LPCs reflect leaders who are more people orientated. Falling in the middle of the high and Low LPCs indicates being self-directed (Govindaraju, 2018).

This theory is relevant to the study as it emphasises 'matching' leaders to situations so they can thrive. A transactional leadership style is task motivated while transformational leadership style is relationship-orientated. Where the leader places on the LPC scale will indicate the leadership style best suited to the leader (Govindaraju, 2018).

This theory is also relevant to the study in that it determines which employee is best suited to the leader to make the situation favourable. If there are a good leader-follower match and mutual trust, respect, and confidence between leader and followers this can impact employee turnover.

It must be noted that the theory has been criticised for its ambiguity and limiting nature. The theory is based on the belief that leaders have a natural leadership style that is fixed (Govindaraju, 2018). This hinders the leader's ability to be more flexible as the leader is changed from the position instead of allowing the leader to adapt to the situation (Govindaraju, 2018). The volatile environment, unprecedented times such as the COVID-19 global pandemic, leaders are being forced to adapt to the changing environment for

their survival. It would be impossible to change every leader to suit a specific situation as presented by the theory. There is no “one size fits all” Leadership style (Gupta, 2009).

Hertzberg's two-factor theory

Frederick Irving Herzberg's two-factor theory developed in 1959, (also known as Herzberg's motivation-hygiene theory and Dual-Factor Theory). This theory focuses on the factors in the workplace that lead to job satisfaction while also taking into account the factors that lead to job dissatisfaction (Ntenga & Awuor, 2018). Herzberg derived both motivational factors as well as hygiene factors. Hygiene factors are factors that encompass the conditions under which the work is performed such as salary, work conditions, and supervision. Motivational factors include the work itself, achievement, recognition, responsibility, and opportunities for advancement and growth (Herzberg, 2003). All these factors relate to the intrinsic and extrinsic factors that affect motivation. If employees are dissatisfied it will increase employee turnover as the employee will seek job opportunities somewhere else (Ntenga & Awuor, 2018).

Hygiene factors, therefore, eliminate job dissatisfaction whereas motivational factors motivate people. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes but are independent phenomena (Ntenga & Awuor, 2018).

This theory focuses on the importance of job-centred factors in the motivation of employees and explains limited influence on the motivation of more money, fringe benefits, and better working conditions (Herzberg, 2003). Employees that are motivated by recognition and advancement must be placed in an organisation with a people-orientated leader, this will minimise dissatisfaction levels and in turn lower employee turnover (Ntenga & Awuor, 2018).

This theory relates to the researcher's topic as when a leader is considering an appropriate employee retention strategy to retain employees in an organisation, management must combine both intrinsic and extrinsic variables. Herzberg's theory focuses on certain factors that relate to job content and provides satisfying experiences for employees (Ntenga & Awuor, 2018). These factors can impact an employee's decision to stay at or leave their job.

Therefore these models can help identify the organisation's dominant motivator, which can be used to influence which leadership style should be implemented to achieve the highest

job satisfaction to retain their employees. According to Khoele and Daya (2014) in the pharmaceutical industry hygiene and motivational factors are used to retain their best staff.

The criticism of this theory links to the researcher's chosen paradigm as people hold different meanings when it comes to job satisfaction and what motivates them and this theory also does not take into account the external environment (Hertzberg, 2003).

2.2. REVIEW OF PREVIOUS LITERATURE

A literature review can be described as a systematic way of collecting and synthesizing previous research that relates to the problem statement (Snyder, 2019). The following themes, derived from the research question, are leadership styles and how they relate to employee turnover, employee turnover in the pharmaceutical industry and factors that impinge on employee turnover intention.

Leadership styles and how they relate to employee turnover

The role of the leader is important in the retention of employees and can contribute to the success of an organisation (Ntenga & Awuor, 2018). Organisational leaders must embrace the leadership styles that are most effective in motivating their employees. Studies have shown contradictory results regarding the relationship between the chosen leadership style and its impact on employee turnover (Domfeh, Obuobisa-Darko & Asare, 2016). For example, based on a study done on a Taiwan company to measure the relationship between leadership styles and employee job satisfaction, job performance, and turnover intention the results showed that leadership styles had a positive relationship between job satisfaction and performances; while presenting a negative correlation with turnover intention (Chen & Silverthorne, 2005). Another study between 81 nursing staff showed that leadership styles were the premise of employee turnover more than employee's attitudes (Naseer, Perveen, Afzal, Waqas & Gilani, 2017). So based on this backdrop, this section will highlight the link between leadership styles and employee turnover as shown below.

Transformational leadership style and how it relates to employee turnover

According to Long, Thean, Ismail and Jusoh (2012) James McGregor Burns developed the transformational theory in 1978. The relationship between transformational leadership and employee turnover is new age integration as in the past they were explored as two divergent search areas.

In a quantitative study on how a fit between leadership styles and followers' regulatory focus will mitigate follower's turnover intention; it showed that for highly promotion-focused followers there was a negative relationship of transformational leadership and turnover intention (Ntenga & Awuor, 2018).

To gain further insight into the relationship between transformational leadership and employee turnover Abasilim, Gbervbia and Osibanjo (2019) conducted a study that focused on the attributes of a transformational leader. The results showed that one of the characteristics of the transformational leader is intellectual stimulation which makes the followers think creatively and find solutions to difficult problems. This feeling of belongingness and that their opinions matter impact the employee turnover of the organisation (Abasilim et al., 2019). This finding is in conjunction with an earlier study done by Dimaculangan and Aguilin (2012) whose results showed that transformational leadership directly decreased the turnover intention of salespersons as a result of perceived ethical climate. Another characteristic of transformational leadership is individualised consideration and this is when transformational leaders recognise individual uniqueness, motivate employees to achieve organisational goals, and offer growth development (Abasilim et al., 2019).

The characteristics attached to transformational leadership mentioned can contribute to the employee's commitment to the organisation. Employees who are committed to their work will be more likely to remain in an organisation, suggesting that the transformational leadership style aids employee commitment which in turn encourages retention (Tian et al., 2020).

A meta-analysis study done by Long et al (2012) showed that the application of the correct leadership style to the situation is imperative. They identified that leadership styles are affected by gender in which transformational leadership is more women orientated and focused on high order needs to mitigate turnover. According to Hassan and Shafiq (2019) women are more likely to be trusted and respected as they are perceived to be more nurturing, caring and these characteristics are more aligned with transformational leadership (Mekraz & Gundala, 2016).

A transformational leadership style is most effective in organisations facing uncertainty and is most useful where employees are required to perform beyond expectations (Mekraz & Gundala, 2016).

Due to the uncertainty of the global pandemic of COVID-19; the researcher suggests that a transformational leadership style that creates innovative solutions can minimise employee turnover.

Transactional leadership style and how it relates to employee turnover.

The transactional leadership style is used as an exchange process where the leader assigns a task that must be completed and will be rewarded thereof (Sulamuthu & Yusof, 2018). Studies conducted by Aldarmaki and Kasim (2019) show that transactional leadership comprises of two factors, contingent reward where the employees are motivated by financial benefits and rewards, and management by exception, which results in the leader taking active or passive corrective measures. The problem with these studies lies with the misconceived expectations and role stressors and ambiguity which can lead to employee turnover as employees don't meet expectations and become dissatisfied with their job (Sulamuthu & Yusof, 2018).

On the other hand, if the exchange process of transactional leadership is interrupted and resultantly leads to employee turnover it can also create clarity of job descriptions and responsibilities. This can improve employee performance and subsequently decrease turnover (Ntenga & Awuor, 2018).

The researcher agrees with the study conducted by and Ntenga and Awuor (2018) that transactional leadership can bring about a positive and negative effect on an organisation. Employees who are motivated by external rewards can improve employee performance and resultantly impact the retention rate of the organisation whilst in the study done by Adekanbi (2016) it proclaims that the negative aspect is that transactional leaders are fault finders. This leadership style allows both the leader and follower a considerable amount of power and influence and the employee can use this as a means to remain at or leave the organisation.

Bureaucratic leadership style and laissez-faire leadership style and how they relate to employee turnover.

According to Nwokocha and Iheriohanma (2015) they contrast bureaucratic leadership style and laissez-faire leadership styles to employee turnover intention. Bureaucratic leadership style requires full adherence to rules and procedures, resultantly they found that this style of leadership is task orientated and does not motivate employees to grow

within the company. In the long run, this can invigorate the turnover of employees in organisations where this leadership style is practiced (Nwokocha & Iheriohanma, 2015).

Alternatively, they describe the laissez-faire style of leadership where the leader has no belief in their ability to supervise and leaves the subordinates to complete tasks in the way they choose without adhering to policies and procedures (Abasilim et al., 2019). This finding was conclusive to a study of 43 middle-level managers and 156 subordinates in the Public and Private sector enterprises in Singapore. The leaders who adopted a laissez-faire leadership style impacted follower's productivity and increased their intentions to leave the organisation (Ntenga & Awuor, 2018).

The researcher acknowledges that the laissez-faire leadership style and bureaucratic leadership style cannot be said to be operational in the pharmaceutical industry (Adekanbi, 2016).

Employee turnover in the pharmaceutical industry

The global pharmaceutical market, valued at \$1.1 trillion in 2017, is expected to grow to \$1.4 trillion by 2020. The South African pharmaceutical market was valued at \$3.2 billion in 2017, making it the biggest in Africa. More than 4.4 million people worldwide are employed in the pharmaceutical industry (Republic of South Africa, 2018).

The Randstad's Workplace Trends Study of pharmaceutical decision-makers uncovered that industry leaders are feeling the pressure of increased competition and lack of retention of qualified talent. BioSpace's Life Sciences Ideal Employer Report surveyed more than 2,400 life science professionals around the world and the results showed that employee turnover is low compared to other industries but the cost of turnover is the greatest (Randstad, 2016).

The fact that the industry is highly regulated with a highly-skilled workforce accounts for the reason that the cost of turnover is much greater than in other industries. The cost of each employee's turnover in the pharmaceutical industry ranges from 70 to 300% of the annual salary of that employee and the replacement costs are about 2.5 times the salary of the individual (Terry, 2019). According to Iqbal, Guohao and Akhtar (2017) there is a knowledge gap on staff turnover management and hence the need for more studies on the impact and long-term consequences of employee turnover.

The pharmaceutical industry has a 15% increase in knowledge workers than certain other industries conducted in a Deloitte study (Litha, 2013). Knowledge workers tend to have a higher turnover rate compared to non-knowledge workers because of their specialised skills and unique attributes (Horwitz, Heng & Quazi, 2003).

One of the defining characteristics of knowledge workers is that they are searching for growth opportunities and they develop their careers independently (Horwitz et al., 2003). Employees in the pharmaceutical industry feel their work must have value and their desire for meaning is a critical factor in retention and turnover (Khoele & Daya, 2014). Therefore when the organisation does not support such efforts, these individuals change employment. On the other hand, retaining these talented employees can be a source of competitive advantage to a company (Ntenga and Awuor, 2018).

Knowledge workers of the 21st Century are in high demand and the concern is on high mobility especially among black knowledge workers in the pharmaceutical sector (Randstad, 2016). This is as a result of companies needing to comply with the employment equity regulations and Broad-Based Black Economic Empowerment (BBBEE) targets (Republic of South Africa, 2018). Globalisation has opened the opportunity for mobility and a survey showed that 21% of turnover is a result of global mobility among knowledge workers (Khoele & Daya, 2014).

FACTORS THAT IMPINGE ON EMPLOYEE TURNOVER INTENTION

Wages, salaries, and benefits

Alatawi (2017) ascertain that wages and salaries are proven to be a significant, but complex factor in job turnover. The study incorporates Maslow's hierarchy of needs to employee turnover. The study found that money allows employees to attain their basic needs and it can fulfil the upper-level need satisfaction through promotions and bonuses (Ntenga & Awuor, 2018). Employees frequently see pay as a reflection of management acknowledging their contribution to the company. The researcher acknowledges that money and benefits play a role in reducing employee turnover and this is further examined in a study that observed the relationship between pay and employee satisfaction with the results showing that salary was a dominant indicator of job satisfaction. The study concluded that job satisfaction reduces employee turnover intention and absenteeism and on the other hand, it helps to increase employee productivity (Iqbal et al., 2017).

It must be noted that while a few professionals today take or leave a job based solely on what they are paid; it contributes to an organisations competitive advantage by attracting and retaining employees (Kebede & Demeke, 2017). However, employers are facing hardships because the pool of available workers has reduced rapidly while salaries are rising and this is creating a loss of expansion opportunities due to lack of staff that meet the requirements needed (Randstad, 2016).

Millennial generation on employee turnover

A Randstad and Millennial Branding: Gen Y vs. Gen Z Workplace Expectations study has predicted that the millennial generation is expected to increase to 75% by 2025 (Randstad, 2016). The generational differences are changing the work environment and if employers want to succeed and manage employee turnover; adaptation to the needs of these individuals and the environment is necessary. In a study by Friar and Mulyani (2018) they acknowledged the casual relationship between the rapid growth of technological development and the influx of the millennial generation.

The millennial generation expects flexible working hours, freedom, and work-life balance. A better quality of work-life gain leverage in hiring and retaining a valuable workforce (Friar & Mulyani, 2018). The millennial generation enjoys flexible time schedules and the ability to work remotely in which the advances of technology makes remote workforces much more viable, even for more traditional companies (Randstad, 2016). These unprecedented times of the COVID-19 global pandemic have created a shift into this new way of doing business; leaders are encouraged to meet these expectations to attract and retain the talent required for growth.

Job-related factors

LinkedIn data from 2017 shows a worldwide turnover rate of 10.9% and states that bad hiring decisions causes nearly 80% of job turnover. (LinkedIn, 2017). This high percentage of turnover directly impacts the morale of existing employees thereby making the hiring process a critical stage in building a good culture fit between the employee and the organisation (Iqbal et al., 2017).

The lack of training and learning opportunities affects an employee's decision to stay at an organisation. Low salaries, heavy workloads, poor supervision, and/or lack of supervision and support are job-related factors that contribute to employee turnover intention (Al-Mamun & Hasan, 2017). The researcher concedes that a little bit of job turnover is

necessary and the introduction of new employees creates new ideas and recommends new ways of implemented tasks.

2.3. CONCEPTUALISATION

Conceptualisation is the process in which the researcher specifies and interprets key terms and concepts relative to the study (Bryman, 2012). The following concepts of leadership, leadership styles, and employee turnover are concepts that require clarification concerning this study.

Leadership

Many definitions and theories around leadership have been researched and analysed as there is no universally agreed-upon understanding and much uncertainty of what leadership truly is. Leadership involves an influence relationship between leaders and followers who desire to reach group or organisational goals (Iszatt-White & Saunders, 2017). The view as postulated by Northouse (2010) aligns with the above definition as he defines leadership as a "process whereby an individual influences a group of individuals to achieve a common goal". Leadership affects employee motivational levels and therefore impacts employee turnover (Iszatt-White & Saunders, 2017).

Leadership styles

A leadership style is a way in which the leader provides direction, implements plans, and motivates their followers to achieve the organisation's goals (Ntenga & Awuor, 2018). Transformational and transactional leadership styles will be conceptualised. According to Long et al (2012) the concept's relation to the study is to understand the relationship between these leadership styles and employee turnover by observing the leader-follower relationship.

Transformational Leadership style

A transformational leader is a leader who influences and inspires his or her followers or employees to strive beyond their expectations to accomplish their best and is a leader-follower exchange (Ntenga & Awuor, 2018). According to Iszatt-White and Saunders (2017) transformational leadership style is a mutual relationship of stimulation and elevation that has the potential to convert followers into leaders and leaders into moral agents. The parties involved aim to motivate each other to higher levels (Gyensare, Kumedzro, Sanda & Boso, 2017).

Transactional Leadership style

Transactional leaders have expectations of their employees or followers to perform tasks and express these expectations and the contingent rewards for completing the tasks (Ntenga & Awuor, 2018).

The relationship between the leaders and followers is treated in terms of an exchange, if the follower achieves the desired organisational goals they will be rewarded in terms of what they value such as pay or promotion to (Iszatt-White & Saunders, 2017).

Employee Turnover

Employee turnover is when an employee takes action to quit their job or conducting their work in the manner of intending to leave the job. An example of this could be by withdrawing from their job (Al-Mamun & Hasan, 2017). It is also the rate at which an employer gains or losses staff members (Mwita, Mwakasangula & Tefurukwa, 2018).

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research Paradigm

A paradigm is another world view, a shift in thinking of something (Du Plooy-Cilliers et al., 2014). It is a "set of assumptions or common beliefs" that influence what should be studied and how research should be done (Bryman, 2012). There are 3 commonly known research traditions namely Positivism, Interpretivism, and Critical realism (Maree, 2019).

Interpretivism refers to theories concerning how we gain knowledge of the world and this can be understood by interpreting and comprehending the meanings that human beings attach to their actions (Du Plooy-Cilliers et al., 2014). It is based on a naturalistic approach to data collection. This study is qualitative so it used a qualitative questionnaire with open and closed-ended questions, and the use of content analysis to make such observations. Interpretivism is subjective in nature and data generated cannot be generalised as it is based on personal viewpoints and values (Maree, 2019).

Ontology is the researcher's beliefs concerned with the nature of reality and existence (Maree, 2019). The creation of reality is through human interaction and can be adaptable and subjective.

Epistemology is the knowledge about reality and a way of understanding and explaining how we know what we know (Saunders, Lewis & Thornhill, 2012). It looks at the knowledge that counts as acceptable and how it should be acquired and interpreted.

Interpretivism has been influenced by several intellectual traditions, such as;

- Hermeneutics: concerned with the theory and method of the interpretation of human actions (Bryman, 2012).
- Phenomenology looks at how individuals comprehend the world around them. It allows the participants to describe the content of a real-life issue through their own opinions, beliefs, and perspectives (Du Plooy-Cilliers et al., 2014).
- Symbolic integrationists argue that human activity has little inherent meaning, but that humans can read meaning into one another's actions because they share a meaning system such as language (Du Plooy-Cilliers et al., 2014).

The purpose of this qualitative study was to examine the perceived impact of leadership styles on employee turnover in a pharmaceutical company in South Africa. Interpretivism fits best with this study as it included individuals who explained this phenomenon through their own experience. Interpretivism aims to gain an in-depth understanding of human behaviour and the aim is not to scientifically quantify (positivism) or emancipate consumers from their perceptions (critical realism) (Saunders et al., 2012). The study aims to demystify and understand the employee's perceptions (Du Plooy-Cilliers et al., 2014). The participants involved deal with leadership and employee turnover daily. The study, therefore, focused on these individuals, working in the human resource department, to understand their thoughts and feelings regarding the research topic. From placing individuals in their social contexts; patterns, trends, and themes emerged as Interpretivism is socially constructed (Maree, 2019).

3.2. Research approach and design

A research design is a plan or strategy chosen based on underlying philosophical assumptions. These assumptions are about what is considered 'valid' research, and which data gathering method/s are to be used to analyse the data (Maree, 2019).

There are three ways of data analysis; qualitative, quantitative, and the mixed-methods approach (Du Plooy-Cilliers et al., 2014). A qualitative approach is used to capture the participant's subjective beliefs and thoughts that answer the research question. Qualitative

research seeks to understand the meaning of perceptions from the various participants. The study is qualitative as it examines the perceived impact of leadership styles on employee turnover from the perspective of the employees in the human resource department.

Therefore quantitative research does not apply to this study, as quantitative attempts to predict and describe research objectively and statistically (Du Plooy-Cilliers et al., 2014).

This qualitative research assisted the researcher in solving the research problem as it offered a detailed description of the participant's feelings and experiences and on the other hand, this approach sometimes omits contextual sensitivities and focuses more on meaning and experiences than the actual issue (Creswell, 2007)

Exploratory research is exploring a sample or a problem that has not been studied or been thoroughly investigated in the past (Maree, 2019). The study is exploratory and the researcher conducted the study to have a better understanding of the existing problem of leadership styles and employee turnover. This phenomenon is complex and the research proposal is not undertaken to provide a conclusive result.

Inductive theorising involves reasoning from specific assumptions to general assumptions. This approach normally starts with a question instead of a particular hypothesis (Du Plooy-Cilliers et al., 2014). The findings are applied to more abstract theoretical constructs as there are many theories on leadership and motivation. These theories are becoming outdated as new theories and models are being introduced due to leaders adapting to the changing work environment.

This study used inductive theorising by observing the different leadership styles used in today's era and the perceptions of the employees added to the building of existing theories (Saunders et al., 2012). This is compared to deductive theorising which reasons from general assumptions to more specific assumptions (Du Plooy-Cilliers et al., 2014).

For this research, a cross-sectional survey design was used and the survey chosen was a qualitative questionnaire with open and closed-ended questions. A cross-sectional survey collects data once and is used to create an overall picture of a phenomenon at a specific point in time (Creswell, 2007). The qualitative questionnaire was emailed to the employees only once as the style of leadership is normally fixed and does not change over a short

period. A cross-sectional survey design is appropriate as the researcher is not observing the gradual changes in the employee's perceptions.

3.3. Population and Sampling Methods

3.3.1. Population

In research terminology, the population is the totality of all the subjects or a comprehensive group of individuals, institutions, objects that conform to similar characteristics (Du Plooy- Cilliers et al., 2014).

3.3.2. Units of Analysis

The units of analysis are the smallest elements to be analysed and investigated (Du Plooy-Cilliers et al., 2014). It can either be an individual, a group of individuals, or social artefacts that are used to gather the data that will be researched (Du Plooy-Cilliers et al., 2014). The unit of analysis for this study is the individual employees.

3.3.3. Target and Accessible Population

The target population is everyone and everything that fits the description of the entire group of objects or individuals that the researcher wants to generalise their findings to (Du Plooy- Cilliers et al., 2014). The target population for this study was all the employees that work in the pharmaceutical industry worldwide. It is therefore impossible to include all these employees in the study.

The accessible population refers to the units of analysis in the target population which the researcher has access to (Maree, 2019). The accessible population fits the population parameters and is the population the researcher includes in the study. The accessible population was those employees of the Kahma Group that fitted within the population parameters which the researcher had access to.

3.3.4. Population Parameters

Population parameters suggest the nature, size, and characteristics of the study's population (Du Plooy- Cilliers et al., 2014). The researcher considered the individuals from the accessible population that acquired the following characteristics

- They are current employees in the selected pharmaceutical company;
- They are full-time workers in the human resource department

- They work at the head office branch of Kahma Group (pty) Ltd in Midrand Johannesburg

3.4. Sampling

Sampling is a method used by researchers to deduce information about a population based on the results from a subset of the population (Maree, 2019). A sampling method is a procedure for selecting sample members from a population. There are two types of sampling methods namely probability and non-probability sampling (Du Plooy-Cillers et al., 2014). A non-probability sampling method was chosen for the study.

3.4.1. Sampling Methods

The two types of sampling methods are probability and non-probability sampling. Probability sampling is when every unit in the population has an equal chance of being chosen to be a part of the sample; whereas, in non-probability sampling, every unit does not have an equal chance of being selected as part of the sample (Du Plooy-Cillers et al., 2014).

This is a qualitative study and the type of sampling method used in this study is non-probability. The study used a non-probability sampling method as the participants did not have an equal chance of being selected. Non-probability sampling involves the researcher's bias because not all units receive an equal opportunity to be a part of the sample. This is due to time constraints and a limited amount of resources (Du Plooy-Cillers et al., 2014). The researcher used this sampling method as the findings cannot be generalised to all the employees in the pharmaceutical industry as it is based on perceptions.

The researcher was able to gain an in-depth understanding of the perceptions of the employees in the human resource department of the Kahma Group regarding the research problem. The pharmaceutical industry is highly regulated and is divided into different departmental operations. South African regulations can differ from other country's regulations as well as each department is lead differently and needs to be looked at in isolation. For this study, the employees that work in the human resource department were used.

3.4.2. Sampling method

There are several non-probability sampling methods that the researcher can use. These can include purposive sampling, purposive random sampling, convenience sampling, and snowball sampling (Cresswell, 2007).

The researcher used a purposive random sampling method as the preferred method to purposefully select the individuals from the human resource department in the Kahma Group headquartered in Midrand, Johannesburg (Du Plooy-Cilliers et al., 2014). The researcher purposively obtained the email address of the head of the human resource department from the CEO of the company and to zoom down to the respondents the researcher worked closely with the head of human resources who took on the responsibility to randomly distribute the questionnaires amongst three employees in their department who were willing and able to take part in the study.

The advantage of using this method is that it ensured that each element of the sample will assist with the research as each element fits the parameters of the study (Du Plooy-Cilliers et al., 2014).

3.4.3. Sample Size

The sample size is the group of subjects that are chosen from the population and are representative of the real population, it measures the number of individual samples observed that are used in the study (Du Plooy-Cilliers et al., 2014).

In this study, the sample size was given to the researcher from the Independent Institute of Education (IIE) and the sample size given was four respondents. The researcher resultantly used four employees working in the human resource department of the Kahma Group.

The aim of the study is not to generalise to a broader population or present statistical data. The four employees are chosen from the human resource department as part of their job description is dealing with employee turnover. The information obtained from this sample size assisted the researcher to gain a better and thorough understanding of the research problem. Due to the COVID-19 global pandemic, four employees were a manageable sample size.

3.5. Data Collection

3.5.1 Data-collection Method(s)

Data collection is the process of collecting and measuring information on the variables congruent with the research. It enables the researcher to answer research questions, hypotheses, and evaluate outcomes. There are several methods the researcher can use to gather qualitative data; examples are interviews, focus groups, and questionnaires. For this research proposal, the researcher used a qualitative questionnaire (Du Plooy-Cillers et al., 2014).

A qualitative questionnaire is a form of research instrument that contains a series of questions to gather information from the participants. The use of this data collection method was best suited for this study as it documents and collects material about everyday life. Questionnaires measure the behaviours, perceptions, and intentions of the subjects in a cost and time-effective way and this was done through email which is within budget and time constraint (Maree, 2019).

The limitation of using a questionnaire is that interviews can convey more precise information as face-to-face interactions enhance the emotions and feelings of the participants. On the other hand, interview questions may be double-barrelled, biased, and carry judgement (Du Plooy-Cillers et al., 2014).

Social distancing as a result of the COVID-19 global pandemic made a qualitative questionnaire a more viable option for this study. The researcher compiled a qualitative questionnaire with 15 open and closed-ended questions to gather the necessary data. The reason for using open-ended questions was to gain a deeper insight into the employee's perceptions as open-ended questions bring to the forefront their experiences and perspectives. The underlying feelings and perceptions could not be determined by only using closed-ended questions being the reason both open and closed-ended questions were used which facilitated the choice of content analysis as the chosen data analysis.

A questionnaire was used to gain a deeper understanding of the research question and the research problem and this data collection tool was beneficial as it obtains both qualitative and quantitative data. The choice of a qualitative questionnaire as the data collection tool was useful as it simplified the participant's responses which helped the researcher interpret the data (Maree, 2019).

3.5.2 Application of Data-collection Method(s)

The researcher compiled a qualitative questionnaire consisting of 15 open and closed-ended questions that were created on Google Forms, a platform for creating surveys to collect information from the respondents. The benefit of creating the questionnaires on Google Forms was that it is online and once the participants submitted their answers, it automatically notified and provided the researcher with the data, presented in graphs. The open-ended questions were presented in a uniform way of comparing each respondent's answers by providing a summary of all four respondents' answers to each particular question. The use of Google Forms made the data collection a simple and time-effective process for the researcher as a result of the advancement in technology in today's era.

Before the global pandemic, the researcher met with the CEO of the Kahma Group to explain what the study is about and what would be required from his team. A consent form explaining the purpose of the study and how it will be conducted was signed by the director and returned to the researcher. The attached ethical clearance certificate with regards to the questionnaire as well as the consent form to which the director is a signatory was attached to an email to the head of the human resource department, whose email was provided to the researcher by the director. The researcher was provided with the email of the head of human resources to not get management involved during this data collection process. The reason was to make the employees feel more comfortable about answering these questions more honestly.

Due to the COVID-19 global pandemic, the questionnaires were sent online to eliminate face-to-face contact. These unprecedented times have necessitated the use of technology as a communication tool and a questionnaire can be completed at any time and any place due to technological advancements.

On the 12th of August 2020 the researcher composed an email to the head of human resources entailing a description of the data collection tool provided with an explanation of how to complete the questionnaire and submit on Google Forms. A link was attached to the email which directed the respondents to take the questionnaire, the results were automatically sent back to the researcher once being submitted on Google Forms which required no further participation from the respondents. The respondents were informed that the responses to their questionnaire will be kept anonymous and they are under no obligation to participate in the research and are allowed to withdraw but within a notice

period. The entire questionnaire was simple, precise, and informed the respondents that the entire questionnaire should not take much longer than 10 minutes.

The researcher worked closely with the head of the human resource department who distributed the questionnaire to three other employees in their department via email with the attached ethical documents, description and purpose of the study, and the link to the qualitative questionnaire on Google Forms. The head of human resources communicated that the questionnaires will be emailed to the remaining participants as a result of the COVID-19 as some employees are working remotely.

The data was collected from Google Forms no later than the 18th of August 2020, giving the respondents 6 days to complete the questionnaire. On the 17th of August and the 18th of August the researcher sent out a reminder email to both the CEO and the head of human resources, resultantly receiving completed questionnaires shortly after enquiry. The researcher collected the data from their home in Randburg, Johannesburg.

3.6. Data analysis

3.6.1 *Data Analysis Method(s)*

This research study required a qualitative data analysis method to bring structure and meaning to the data collected. Content analysis focusing on the use of discourse analysis was used for this study as it is a research tool used to determine the presence of certain words, themes, or concepts within texts. According Maree (2019) content analysis is used to identify and explore covert and overt themes and patterns embedded in a particular context. It is not restricted to the domain of textual analysis but can also be presented in the form of statistical data through graphs (Maree, 2019). Unique themes are formed that show a variety of the meanings of phenomenon.

The use of open and closed-ended questions allowed for the collaboration of qualitative and quantitative data analyses. This method is relevant to the study as it deals with human interaction and participants can perceive situations differently. Qualitative data is broad-ranging, not statistical, and exploratory while quantitative data is statistical and for this study was used to observe the demographic characteristics of the qualitative respondents. The combination of these two kinds of data helped the researcher gain an overall picture of who the employees were and examine their perceived impact of leadership styles on employee turnover in their pharmaceutical company in South Africa.

The researcher used an inductive approach to qualitative content analysis as this approach is related to an interpretivistic paradigm that uses inductive reasoning where themes and categories emerge from the data. The researcher used the raw data within their analysis to develop themes without using a preconceived conceptual framework.

The steps of content analysis

- Prepare the data

There are various ways in which the data for qualitative content analysis can be collected. The researcher began by preparing the data from the qualitative questionnaire obtained from Google Forms and organised and transcribed all the raw data. Through the cutting and sorting it becomes clear what data was relevant and useful (Maree, 2019).

- Coding the data

Coding involved organizing the data by identifying the coding units developed that are descriptive labels for the condensed meaning units. These coding units can either be individual words, phrases, symbols, or sentences (Du Plooy-Cilliers et al., 2014).

This step made the data more manageable as it picked up recurring words and themes (Maree, 2019).

- Establishing categories

The next step the researcher underwent was to sort the codes into categories (Maree, 2019). The researcher did this by comparing and grouping related coding words to form categories with the same characteristics.

- Testing your coding scheme on a sample text

The researcher then tested that the units show clarity and consistency in a sample of their data (Du Plooy-Cilliers et al., 2014). The researcher conducted a pilot test with other honours students to check the validity.

- Drawing conclusions from the coded data (Interpreting the data)

This step required the researcher to interpret the themes and categories to create a conclusion on the findings of the study (Maree, 2019).

- Assessing your coding consistency

Once the coding was completed for the example question below; thereafter the researcher rechecked the consistency with which the coding was conducted (Du Plooy-Cilliers et al., 2014).

3.6.2. Data analysis application

This research study called for a qualitative data analysis method because the researcher analysed text from the transcriptions taken from the qualitative questionnaire created on Google Forms. The qualitative data analysis method used was content analysis focusing on the use of discourse analysis (Maree, 2019). The researcher defined the coding unit by obtaining dominant themes identified in the theoretical framework, literature review and qualitative questionnaire. The coding was not restricted to the domain of textual analysis but was also presented in the form of statistical data through graphs (Maree, 2019). Once the data was collected it was recorded in different tables where the researcher coded and decoded the large quantity of raw data received and was presented in both a qualitative and quantitative manner. The application of statistical data methods was used for all closed-ended questions.

Once the researcher had analysed the example of the quantitative demographic characteristics of the qualitative respondents the researcher focused on the qualitative side of content analysis.

The researcher identified and contextualised data according to the framework in order to answer the research study objectives and the research question (Du Plooy-Cilliers et al., 2014). The researcher tested the coding framework across all transcriptions and assessed the consistency and drew conclusions from the coded data. These findings refer to the data collected from the qualitative questionnaire completed by the four respondents

4. DATA ANALYSIS, FINDINGS AND INTERPRETATION OF FINDINGS

This section will look at the presentation and interpretation of findings that relate to the questions asked in the qualitative questionnaire and how they relate to literature and the objectives.

Table 1: Presentation of findings based on objectives where particular questions are shown in the table below

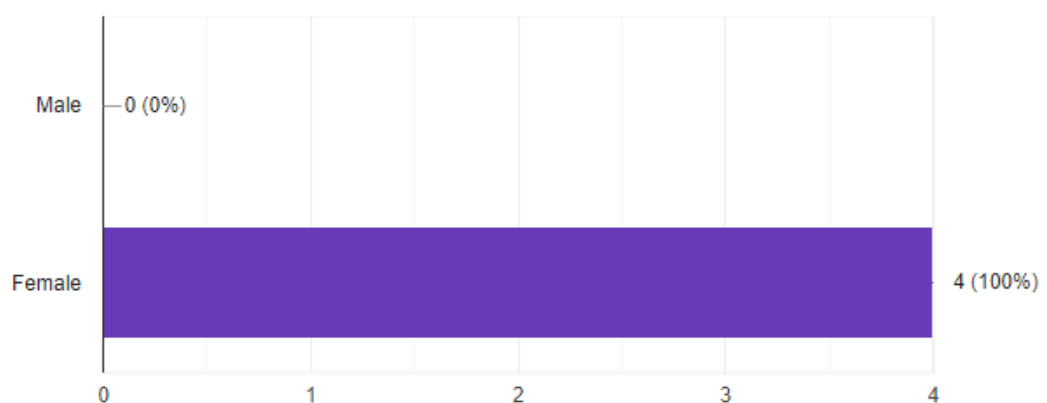
Objectives	Items from the questionnaire
To provide an overview of the concepts of Leadership, leadership styles, and employee turnover.	Qn4; Qn5; Qn6; Qn7,
To examine the link between leadership styles on employee turnover based on literature.	Qn9; Qn10
To examine the perceived impact of leadership styles on employee turnover	Qn11;Qn12;Qn13
To provide recommendations to how organisations can overcome the problem of employee turnover in the pharmaceutical industry.	Qn14; Qn15

However, before going into detail, the distribution of the respondent's demographic characteristics will be presented first then the findings as per the objectives.

Distribution of qualitative respondents by demographic characteristics

Question 1: Please specify your Gender

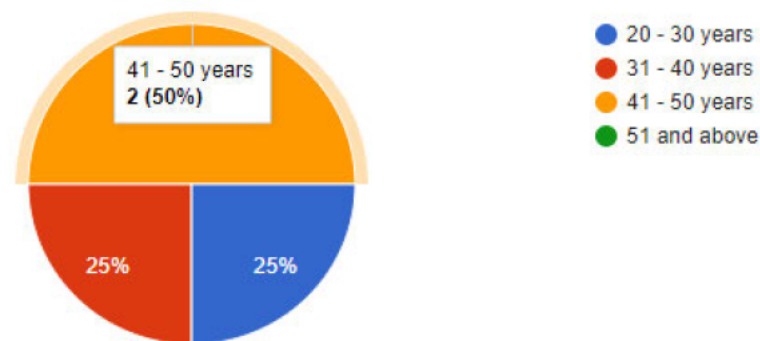
4 responses



100% of the respondents included in the study were female.

Question 2: Please specify your Age

4 responses



The largest percentile of the qualitative respondents was between the ages 41-50 which constitutes 50% of the respondents. 25% were between the ages of 20-30 whilst the remaining 25% were between the ages 31-50.

Question 3: Please specify your year(s) of experience in your current position:

4 responses



50% of the respondents had 2-5 years of experience and 50 % have been practicing in this field for more than 10 years.

From the above demographic questions, it can be deduced that all the respondents are female, whereby majority are between the ages of 41-50 and based on the above there was an even split between the number of years' experience in the respondent's current position with 50% of the respondents having over 10 years' experience.

This finding is synonymous with Ntenga and Awuor (2018) finding that the pharmaceutical industry has a low employee turnover and these findings align with the literature that most females work in the human resource department.

Objective 1: To provide an overview of the concepts of leadership, leadership styles, and employee turnover.

As shown in the table above, Qn4; Qn5; Qn6; Qn7, were asked to address this objective and the findings are as follows:

Question 4: How would you describe the term leadership?

From the above question, 75% described leadership as a form of direction and leading a team to meet organisational goals whilst the other 25% described it as a form of influence and empowerment of people to make decisions by themselves with limited guidance.

With one particular respondent stating that “leadership is someone who can inspire a group of people she/he is working with to help them realise their potential while still making sure company objectives are met”

From the above, it can be deduced that there were divided responses and the respondents had different interpretations of the concept of leadership.

According to the literature, there is no universally agreed-upon understanding of what leadership is and the uncertainty has resulted in various definitions (Daft and Pirola-Merlo, 2009). According to Northouse (2010) leadership is a process whereby an individual influence a group of individuals, the minority of the respondent's answers aligned to the literature.

To try and probe further into their understanding of the concept of leadership and if the respondents know the difference between leadership and leadership styles the following question below was asked.

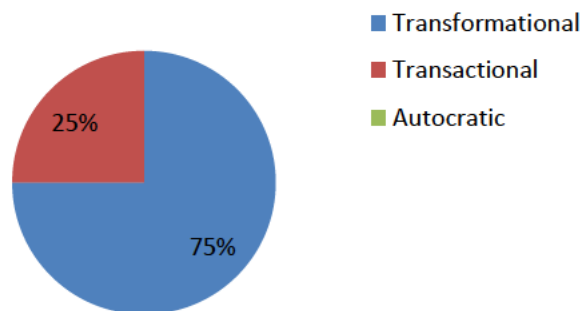
Question 5: Would you say there is a difference between leadership and leadership styles?

Based on the above question 100% of the respondents said there is a difference between leadership and leadership styles.

Looking at questions 4 and 5 above it is clear that although there were different definitions, all the respondents could tell that there was a difference between leadership and leadership styles, although they could not tell you exactly what the difference is.

Question 6: Which of the following leadership styles applies to you and why? Transformational, Transactional, or Autocratic.

4 Responses



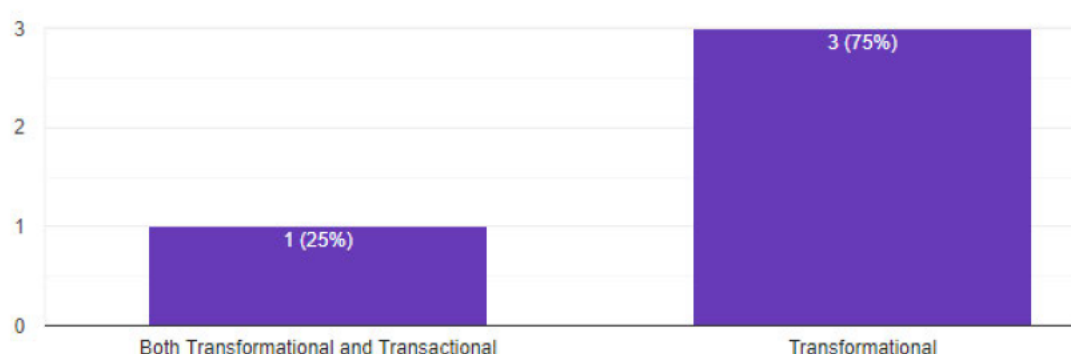
Based on the above, 75% of the respondents chose transformational leadership as the leadership style that applies to them whilst 25% said transactional leadership style applies to them.

Based on the above it is clear that the majority believe that the transformational leadership style applies to them. The follow-up question of “why” was not answered by any of the respondents and this further justifies the findings above from question 4 and 5, that the respondents could not tell the difference between the leadership styles.

To understand further if the respondents know what leadership style is used in their company and if there is an alignment in the responses from question 6, the following question was asked

Question 7.What leadership style does your Manager Display?

4 responses



From the above question, 75% of the respondents said their manager displays a transformational leadership style and 25% said their manager displays a combination of transformational and transactional leadership styles.

It can be deduced that the majority said their manager applies a transformational leadership style. This finding aligns with the findings in Question 6 where the majority of the respondents said transformational leadership applies to them.

According to Domfeh et al (2016) transformational leadership style is the most effectively adopted by managers and this aligns perfectly well with the respondent's responses.

Question 8. How would you describe employee turnover?

When asking to describe employee turnover there was a divide in their responses with 50% describing employee turnover as low and 50% of the respondents described it as the number of employees that leave or join an organisation within a certain period.

One particular respondent stating that: "employee turnover is the number of employees that leave the company after a number of years".

From the above, it can be deduced that 50% of the respondents ranked employee turnover as low instead of describing what employee turnover is whilst 50% of the respondents did know what employee turnover is. There was alignment between half of the respondent's descriptions of employee turnover and what the literature says. According to Mwita et al (2018) employee turnover is the rate at which an employer gains or losses staff members. The findings show that the employees working in the human resource department should know what employee turnover is.

Objective 2. To examine the link between leadership styles on employee turnover based on Literature.

As shown in the table above, to probe further into their understanding of the concept of leadership styles and employee turnover and if they know whether there is a link/relationship between leadership styles and employee turnover, Qn9; and Qn10 were asked and the findings are as follows:

Question 9. Do you think there a link between leadership styles and employee turnover?

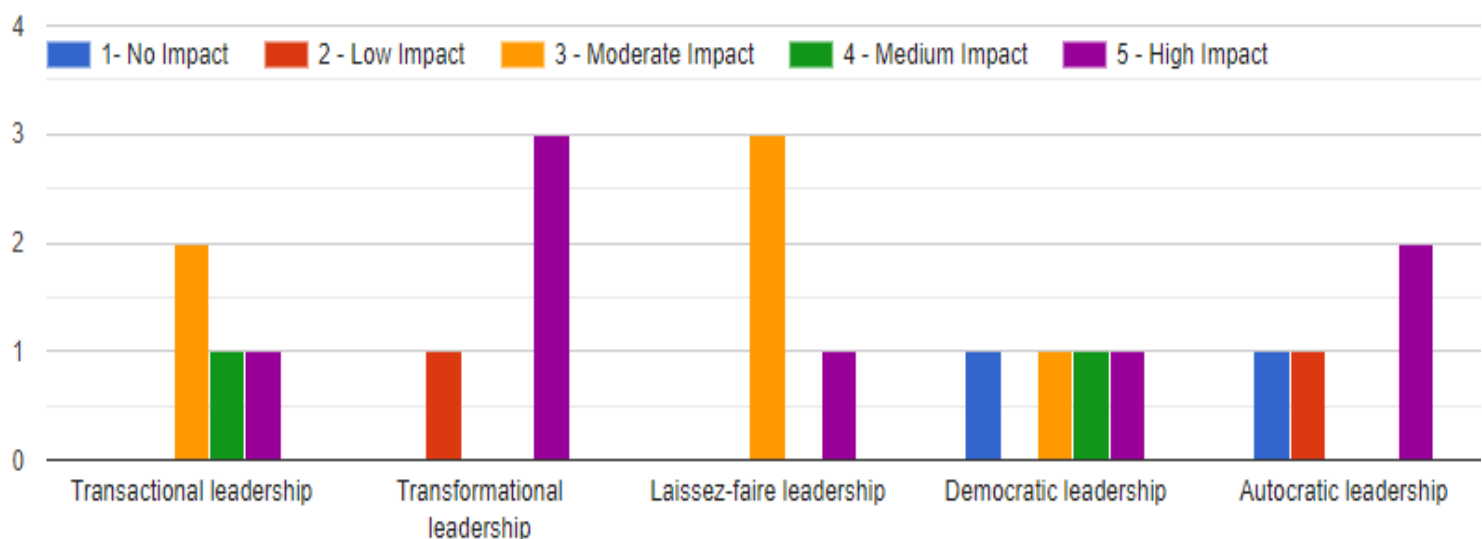
4 responses



100 % of the respondents answered yes that there is a link between leadership styles and employee turnover

From Questions 8 and 9 above, although half of the respondents ranked employee turnover instead of described it, all the respondents think there is a link between leadership styles and employee turnover.

To further understand if the respondents can rate the impact of the various leadership styles on employee turnover, the below question was asked.

Question 10. On a scale of 1-5, where 1 = No Impact, 2 = Low impact, 3 = Moderate Impact, 4 = Medium and 5 = High impact. How would you rate the impact of the following leadership styles on employee turnover?

According to the question above 50% of the respondents said transactional leadership style has a moderate impact on employee turnover whilst 25% of the respondents said it had a high impact and the remaining 25% said transactional leadership has a medium impact on employee turnover.

75% of the respondents said the transformational leadership style has a high impact on employee turnover compared to 25% who said it has a low impact.

With regards to laissez-faire leadership style, 75% of the respondents said it has a moderate impact and 25% of the respondents said it has a high impact on employee turnover

According to the question above 25% of the respondents said democratic leadership has a high impact on employee turnover, 25% of the respondents said it had no impact whilst 25% said it has a moderate impact and the remaining 25% said it had a medium impact on employee turnover.

Taking autocratic leadership style into account 50% said it has a high impact on employee turnover, 25% said it has a low impact and 25% said it has no impact on employee turnover.

The data above shows that the transformational leadership style has the highest impact on employee turnover; following the autocratic leadership style which also shows a high impact on employee turnover whilst laissez-faire leadership style shows a moderate impact together with democratic and transactional leadership styles. These findings are favourable to the literature which suggests that the transformational leadership style aids employee commitment which in turn encourages retention and lowers employee turnover (Ntenga & Awuor, 2018). Surprisingly some said autocratic leadership style had no impact on employee turnover

When looking at the findings of democratic leadership, interestingly, the average of the respondents being 25% each had four different answers when looking at the link between these concepts. The contrast is as big as one respondent saying it has no impact in comparison to the other respondent who said it has a high impact. This could be attributed to a misunderstanding of what democratic leadership is, alternatively what is meant by the impact of a leadership style on employee turnover.

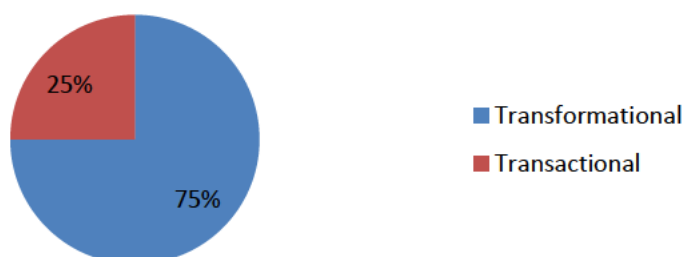
This finding is synonymous with the above findings that the respondents know that there is a link between such concepts but there is a lack of understanding of what leadership styles are and this creates the problem when asked to show the impact of each leadership style on employee turnover. This relates to the research problem that there is a lack of research on the link between leadership styles and employee turnover in the pharmaceutical industry. This leads to the research question; how do leadership styles affect employee turnover in the pharmaceutical company in South Africa?

Objective 3: To examine the perceived impact of leadership styles on employee turnover.

To address this objective, questions 11, 12 and 13 were asked and the findings are as follows.

Question 11. In your opinion, which leadership style is the best to use in an organization with high employee turnover?

4 responses



75% of the respondents said that the transformational leadership style is best used in an organisation with a high employee turnover whilst the perspective of 25%, said transactional leadership style is best used in an organisation with high employee turnover.

From the above, it can be deduced that the majority believe that transformational leadership style is best used in an organisation with high employee turnover. According to Dimaculangan and Aguilung (2012) transformational leadership directly decreases turnover intention and the findings above align with the literature.

Question 12. Do you think the leadership style of your supervisor has influenced your stay and your job satisfaction in your current position in the company?

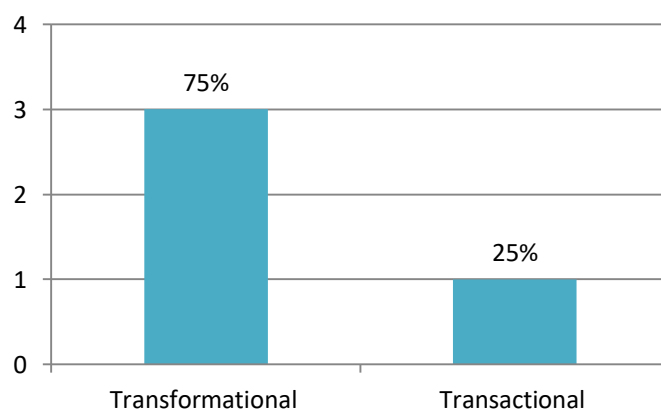
4 responses



100% of the respondents answered yes that the leadership style of their supervisor has influenced their stay and job satisfaction in their current position in the company.

To investigate further if the respondents perceive transformational leadership to have the highest impact on employee turnover, the below question was asked

Question 13. Name the one leadership style that would encourage you to keep working in this current position?



75% of the respondents said that a transformational leadership style would encourage them to keep working in their current position whilst 25% said a transactional leadership style would encourage them to stay at their current position.

In answering the perceived impact of leadership styles on employee turnover, transformational and transactional leadership styles were most prominent in the findings, and both impact employee turnover. However, the majority of the respondent's responses linked the transformational leadership style to have the highest impact on employee turnover by encouraging them to stay at their current position.

Objective 4: To provide recommendations to how organisations can overcome the problem of employee turnover in the pharmaceutical industry.

To address this particular objective, and to further investigate the style of leadership that best encourages employee retention in the pharmaceutical industry, questions 14 and 15 were asked and the findings are as follows.

Question 14. What changes do you believe can be made within your company that may improve employee turnover?

From the above question, 75% of the respondents believed that the change must happen at the lower management level and by employees themselves to take advantage of the transformational leadership style to grow. 25% of the respondent's believed no change is needed as the employee turnover in their company is low.

With one particular respondent stating that "The culture of our organisation is that of encouraging growth so what I would like to see change is employees taking the opportunity and advantage of our transformational leadership style so they can grow".

The responses were divided but the majority of the responses are conducive to the findings above that transformational leadership style has a high impact on employee turnover in the pharmaceutical industry as such knowledge workers are searching for growth opportunities to develop their careers. The minority of the respondent's responses aligned to literature as according to Randstad (2016) the pharmaceutical industry has low turnover rates compared to other industries, but the cost of turnover is much greater.

To examine further to see if the participants are aware of other measures that can be used to overcome the problem of employee turnover in the pharmaceutical industry, the following question was asked

Question 15. Propose 3 ways other than leadership styles in which your company can overcome the problem of employee turnover?

From the question above 75% of the respondents said communication and work incentives can help overcome the problem of employee turnover in their company whilst 25% said a change in the corporate strategy of the company can help overcome the problem of employee turnover.

From the above, it can be deduced that the respondents believe there to be other ways other than leadership styles to overcome employee turnover in the pharmaceutical industry.

Questions 14 and 15 address the research problem that despite having many studies undertaken on employee turnover in the pharmaceutical industry, none of the studies have managed to come up with an effective solution on how pharmaceutical companies should employ effective staff retention measures and provide a better work environment. These findings show that transformational leadership style and communication and benefits will impact employee turnover.

5. VALIDITY AND RELIABILITY / TRUSTWORTHINESS OF FINDINGS

Trustworthiness of findings

Trustworthiness

Trustworthiness was applied to this study as it is qualitative in nature and it is divided into the concepts of credibility, transferability, dependability, and conformability

Creditability is the accuracy that is attached to the interpretation of the data provided by the participants (Du Plooy-Cilliers et al., 2014).

The level of accuracy has been increased by the researcher in ways such as adopting previously well-established research methods. Before the COVID-19 global pandemic, the researcher had meetings with the CEO of the Kahma Group to get his perception regarding the phenomenon as to see both perspectives and eliminate any bias. Since the Kahma Group is listed on the JSE, the researcher was given Annual Reports from 2011 until 2019 to make various comparisons about the employee turnover figures. The researcher allowed each employee to refuse the quest and this helped the researcher gain genuine responses.

Transferability is the extent to which the results can be applied to a broader context and produce the same or similar results (Du Plooy-Cilliers et al., 2014). The findings can be transferable to other pharmaceutical companies listed on the JSE as their information is available to the public and it can add to their knowledge of employee turnover in their industry. This study took place during unprecedented times and all leaders can take benefit from the results.

Dependability is the cohesion and process of integration that takes place between the data collection methods, data analysis, and the theory generated from the extracted data. The researcher used a qualitative questionnaire with open and closed-ended questions derived from the theories and themes of the study.

Conformability refers to how well the data collected supports the findings and interpretations of the researcher (Maree, 2016). Conformability is the way outsiders look at the data and come to the same conclusions as to the researcher.

6 CONCLUSION, SUMMARY OF THE FINDINGS AND LIMITATION.

Summary of findings as they relate to the research question, problem, hypotheses or objectives

As shown in the table 1 above, to address the main research questions, which was how do leadership styles affect employee turnover in the pharmaceutical company in South Africa as well as the main objectives of the study various questions were asked and the key findings are as follows.

Findings 1: There were divided responses and the respondents had different interpretations of the concept of leadership, leadership styles and employee turnover. Additionally, although all the respondents could tell that there was a difference between leadership and leadership styles, they could not pin point on what exactly was the difference.

Findings 2: The respondents could not distinguish between the different leadership styles although the majority of the respondents said transformational leadership style applies to them and is the leadership style adopted by their manager.

Findings 3: Majority of respondents ranked employee turnover as low instead of describing what employee turnover was, whilst some did know how to describe employee turnover.

Findings 4: All respondents said there is a link between leadership styles and employee turnover. Which was surprising and most could not distinguish between the two concepts.

Findings 5: According to this research transformational leadership style was seen as having the highest impact on employee turnover; followed by autocratic leadership style. Laissez-faire, democratic and transactional leadership styles were seen to have a medium impact. Surprising enough some saw autocratic as having no impact.

Findings 6: Both transformational and transactional leadership were proposed as the ideal leadership styles if one is to reduce employee turnover. 75% of the respondents said that the transformational leadership style is the best to use in an organisation with a high employee turnover and has the highest impact on employee turnover. Lastly all respondents were of the view that the leadership style of their supervisor had influenced their stay and job satisfaction in their current position in the company.

6.1 contribution of the study (Implications of findings)

The purpose of this qualitative study is to examine the perceived impact of leadership styles on employee turnover in a pharmaceutical company in South Africa. This study sought to close the knowledge gap in the relationship between leadership styles and employee turnover. This was done by providing a study that addressed employee's perceptions of leadership styles and the impact they have on employee turnover. The researcher investigated the effectiveness of leadership styles within the pharmaceutical industry by analysing leader behaviours perceived to contribute to employee turnover. The contribution of the study was the finding that a transformational leadership style has a high impact on employee turnover in the chosen pharmaceutical company.

These findings answered the research question of how leadership styles affect employee turnover in the pharmaceutical company by confirming the assumption that the transformational leadership style can reduce employee turnover. By looking at the attributes of what a transformational leader is, these attributes can be used in organisations to decrease employee turnover. In the pharmaceutical industry, the transformational leadership style that is best suited to highly educated employees and shows how leaders can manage their employees in order to retain them.

A transformational leadership style should be adopted by all levels of management in the pharmaceutical industry to keep employee turnover low, especially as knowledge workers of the 21st century can now benefit from global mobility and are in high demand as according to Marc et al (2019) the world will be short of 12.9 million healthcare workers in both developed and developing countries

Pharmaceutical industries must implement such benefits as communication, employee engagement, promotions, bonuses, and/or work/life balance to meet societies changing needs. The pool of available workers has reduced rapidly while salaries are rising and this

is creating a loss of expansion opportunities due to lack of staff (Randstad, 2016). It should be imperative for employees working in the human resource department to know what the difference between leadership and leadership styles are. The employees in the human resource department should attend a course to broaden their understanding of leadership and leadership styles.

6.2. Ethical Considerations

While conducting a research study the researcher must adhere to ethical considerations. These ethics and codes of conduct act as guidelines to determine whether the behaviour of the researcher while conducting the practices is acceptable or not. By not adhering to these standards potential stakeholders in the research can be affected, the stakeholders in the context of this research proposal were the researcher, social artefacts, the broader public, and the institution at which this research proposal was conducted, IIE Varsity College.

Below are several ethical practices that require attention (Du Plooy-Cilliers et al., 2014).

- Voluntary participation of respondents in the research is important
- The use of offensive, discriminatory, or other unacceptable language needs to be avoided in the formulation of the questionnaire questions.
- Privacy and anonymity of respondents is of a paramount importance
- Acknowledgement of works of other authors used in any part of the dissertation with the use of the Harvard referencing system
- Maintenance of the highest level of objectivity in discussions and analyses throughout the research

Each individual had to sign an informed consent that tells the purpose and procedure of the study, any risks, and a guarantee of anonymity and confidentiality of records. There also was open communication between everyone with what the evaluation is about so there was no misunderstanding (Du Plooy-Cilliers et al., 2014).

6.4. Limitations

Limitations are constraints or limits in the research study that is beyond the research's control. A limitation of the study is that it was conducted during the COVID-19 global pandemic. These uncertain times limit human interaction and the national lockdown could

potentially enhance employee's perceptions about how their leaders handled the situation. It may not be a true reflection of the leadership and its impact on employee turnover.

Another limitation was that the researcher was unable to meet the participants in person and misinterpretations could have been possible.

The study was limited to one firm from the pharmaceutical industry in Johannesburg, South Africa and the Independent Institute of Education (IIE) required the use of four respondents for this qualitative research proposal.

This study was limited to leadership styles when developing a qualitative questionnaire. For future research, other leadership styles can be looked at to see the correlation that may exist.

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Annexure A – Final Research Report Summary Document Table

TITLE: The perceived impact of leadership styles on employee turnover in a pharmaceutical company in South Africa..

Research Purpose/ Objective	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Recommendations
To examine the perceived impact of leadership styles on employee turnover in a pharmaceutical company in South Africa	How do leadership styles affect employee turnover in the pharmaceutical company in South Africa?	Employee turnover creates uncertainty, work disruption and is costly. This research will provide recommendation s on the leadership styles that reduce employee turnover. This is particularly important due to the projected financial implications of the COVID-19 pandemic	Ntenga, K., E. & Awuor, E. Puni, Albert. Mekraz,A. and Gundala,R. Al-Mamun,C.A. and Hasan,N Domfeh,K.A. ,Obuobisa-Darko,T. & Asare,L.O. Aldarmaki,O .& Kasim,N.	Theme 1: Leadership styles and how they relate to employee turnover Theme 2: Employee turnover in the pharmaceutical industry Theme 3: Factors that impinge on employee turnover intention	Paradigm Interpretivism Epistemology Epistemology is about knowledge and what we can know about reality. To provide a justified belief or opinion on the leadership styles that influence employee turnover Ontology Concerned with the nature of reality and existence. Reality is a social construct and governed by laws. The information provided by the HR department will provide a larger dataset from which to interpret data. Axiology Assessment of the role of researcher's value during the research process. The value in interpreting and understanding realities.	Qualitative Population Population parameters they are current employees in the selected pharmaceutical company Full time workers in the HR Department They work at the head office branch of Kahma Group in Midrand Johannesburg	Qualitative questionnaire with 14 open and closed ended questions	Informed Consent; Confidentiality and Anonymity; Acknowledgement of works of other authors used; Maintenance of the highest level of objectivity in discussions and analyses; Contact with individuals amid the COVID-19 Pandemic	Varying definitions of leadership. Basic understandings of leadership styles Low employee turnover in the company, though not clearly understood. Definite link between leadership style and employee turnover Transformational and transactional leadership styles are preferred Transformational style had largest impact	A transformational leadership style should be adopted by all levels of management in the pharmaceutical industry to keep employee turnover low. Pharmaceutical industries must implement such benefits as communication, employee engagement, promotions, bonuses, and/or work/life balance to meet societies changing needs. The employees in the human resource department should attend a course to broaden their understanding of leadership and leadership styles.
Research Problem	Secondary Questions/ Hypotheses/ Objectives	Key Concepts	Key Theories			Sampling	Data Analysis Method(s)	Limitations	Key Contribution	
The number of employees leaving organizations outweighs the employee's joining, companies are losing valuable knowledge The knowledge gap is the extent to which leadership styles contribute to an employee's decision to leave or stay at an organisation	To provide an overview of the concepts Leadership, leadership styles and employee turnover. To examine the link between leadership styles on employee turnover based on Literature. To examine the perceived impact of leadership styles on employee turnover To provide recommendations to how organisations can overcome the problem of employee turnover in the pharmaceutical industry	Leadership; Leadership styles; Transformational and transactional leadership style; Employee Turnover;	Fiedler's Contingency Model of Leadership Hertzberg's Two Factor Theory			Non-probability purposive random sampling method Size: 4	Unit of Analysis The unit of analysis for this study is the individual employees. Data Analysis Method(s) Content analysis	Conducted during the Covid-19 global pandemic- unable to meet the participants Limited leadership styles used Time constraints Limited to one firm and one department	Indicate what leadership style best suits the specific industry and what styles to implement in order to retain skilled employees.	

ANNEXURE B: EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Genna Brayton and I am a student at IIE Varsity College Sandton. I am currently conducting research under the supervision of Dr Stellah Lubinga about the perceived impact of leadership styles on employee turnover in a pharmaceutical company in South Africa. I hope that this research will enhance our understanding of the style of leadership that best encourages employee retention in the pharmaceutical industry.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because from this research I hope to offer advice to both middle and top managers on how to create a trustworthy and loyal, respectful environment that will help lessen employee turnover. If you decide to participate in this research, I would like to conduct a qualitative questionnaire with 14 open and closed ended questions regarding leadership styles and employee turnover. The questionnaire will be sent to approximately four employees in the human resource department. Due to the Covid-19 global pandemic the questionnaires will be sent online through email as to eliminate face-to-face contact. The required dates to be collected are from the 10th of August and no later than the 17thth August.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at anytime or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your perceived impact of leadership styles on employee turnover in the pharmaceutical industry. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is completely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at IIE Varsity College Sandton, will have access to your interview information. I would like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Bachelor of Commerce Honours in Business Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:
Genna Brayton

The contact details of my supervisor are as follows:
Dr Stellah Lubinga

Consent form for participants

I, _____, agree to participate in the research conducted by Genna Brayton about the perceived impact of leadership styles on employee turnover in the pharmaceutical industry in South Africa

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.

Signature

24/07/2020
Date

Consent form for audio-recording/ video recording

I, _____, agree to allow Genna Brayton to audio record my interviews as part of the research about the perceived impact of leadership styles on employee turnover in the pharmaceutical industry in South Africa

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. My confidentiality will be ensured. My name and personal details will be kept private.
2. The recordings will be stored in a password protected file on the researcher's computer.
3. Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

Questionnaire on Leadership Styles and Employee Turnover

A qualitative questionnaire to gather information about the perceived impact of leadership styles on employee turnover.

*** Required**

1. 1. Please specify your Gender *

Check all that apply.

- ☐ Male
☐ Female

2. 2. Please specify your Age *

Mark only one oval.

- ☐ 20 - 30 years
☐ 31 - 40 years
☐ 41 - 50 years
☐ 51 and above

3. 4. Please specify your year(s) of experience in your current position: *

Mark only one oval.

- ☐ less than 1 - 2 years
☐ 2 - 5 years
☐ 6 - 10 years
☐ More than 10 years

4. 5. How would you describe the term leadership? *

5. 6. Would you say there is a difference between leadership and Leadership styles? *

Mark only one oval.

☐ Yes

☐ No

6. 7. Which of the following leadership styles applies to you and why? Transformational, Transactional, or Autocratic. *

7. 8. What leadership style does your Manager Display? *

8. 9. How would you describe employee turnover? *

9. 10. Based on your descriptions in questions 1 and 3 above, do you think there a link between leadership styles and employee turnover? *

Mark only one oval.

☐ Yes

☐ No

10. 11. On a scale of 1-5, where 1 = No Impact, 2 = Low impact, 3 = Moderate Impact, 4 = Medium and 5 = High impact. How would you rate the impact of the following leadership styles on employee turnover? *

Mark only one oval per row.

	1- No Impact	2 - Low Impact	3 - Moderate Impact	4 - Medium Impact	5 - High Impact
Transactional leadership	☐	☐	☐	☐	☐
Transformational leadership	☐	☐	☐	☐	☐
Laissez-faire leadership	☐	☐	☐	☐	☐
Democratic leadership	☐	☐	☐	☐	☐
Autocratic leadership	☐	☐	☐	☐	☐

11. 12. In your opinion, which leadership style is the best to use in an organization with high employee turnover? *

12. 13. Do you think the leadership style of your supervisor has influenced your stay and your job satisfaction in your current position in the company? *

Mark only one oval.

☐ Yes

☐ No

13. 14. Name the one leadership style that would encourage you to keep working in this current position? *

14. 15. What changes do you believe can be made within your company that may improve employee turnover? *

15. 16. Propose 3 ways other than leadership styles in which your company can overcome the problem of employee turnover? *

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Annexure D – Ethical Clearance Letter

24 JULY 2020

Student name: Genna Brayton

Student number: 13004273

Campus: IIE's Varsity College

Re: Approval of Bachelor of Commerce Proposal and Ethics Clearance

HONOURS ETHICAL CLEARANCE LETTER

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

There are some aspects that you still need to address in your proposal. You will need to address these aspects in consultation with your supervisor before you may proceed (see below):

Please discuss with your supervisor/navigator/lecturer how you will address these issues listed below:

Please note: **Your fieldwork may only proceed once you address the following issues:**

- Please make all the changes suggested/recommended by your supervisor.
- Title suggestions: *The perceived impact of leadership styles on employee turnover at a pharmaceutical company in South Africa.*

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

Permission is granted to proceed with the above study subject to the conditions listed below being met and may be withdrawn should any of these conditions be flouted.

Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/ her sample if the study is not anonymous.
2. The researcher(s) may only use the data collected for research purposes and in no other way.
3. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.
4. The researcher is responsible for supplying and utilising his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
5. No names or identifying information of participants may be used within the research and the research must be voluntary.
6. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.

Supervisor:

DR STELLAH LUBINGA

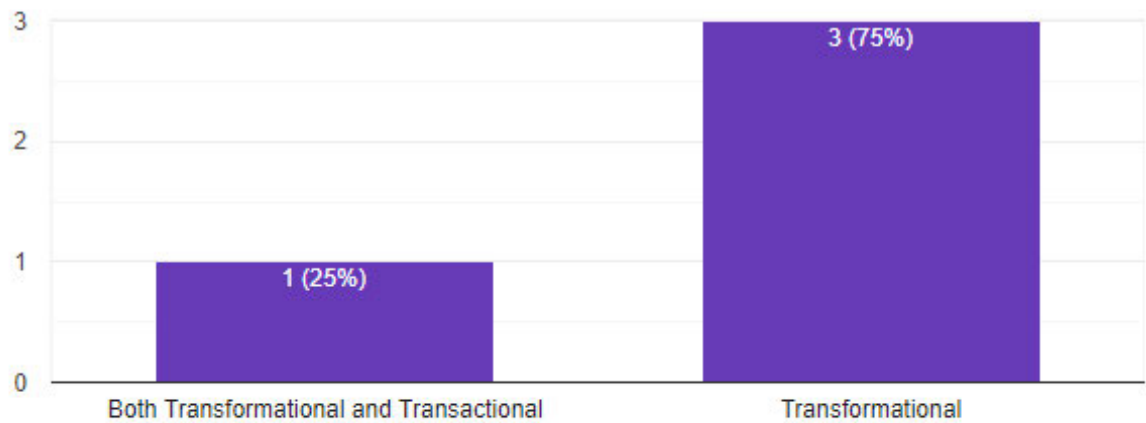
Campus Postgraduate Coordinator (CPC):

JENNA-LEE RAMNARAIN

Annexure E – Examples of Data Collected

8. What leadership style does your Manager Display?

4 responses



9. How would you describe employee turnover?

4 responses

low

very low

The number of employees that leave the company after number of years.

The number of employees who leave the organisation within a certain period of time