To stay or not to stay: perceived organisational & individual determinants of voluntary turnover of medical representative role among pharmacists working for pharmaceutical companies in Iraq

A thesis submitted in fulfillment of the requirements

of the University of Liverpool

for the degree of Doctor of Business Administration

Ahmed Al Salem

August 2022

Abstracts:

Background: Excessive turnover of medical representatives (MR) working for pharmaceutical companies (mainly pharmacists) is a major threat for the survival and growth of the pharmaceutical industry in Iraq. Iraq's transitional period—moving from a centralized system to a decentralized system, sociopolitical change and outdated legislation—amplifies the challenges of the health system and, specifically, the pharmaceutical industry.

Aim of the research: This dissertation aims to construct a model that depicts the determinants of the turnover of MR working in pharmaceutical companies in Iraq and establish a set of actions that could reduce their turnover. In order to achieve the research objectives, an action research (AR) methodology was developed to deepen our understanding of determinants involved in the pharmacist's decision to either leave their pharma companies or to end their career in any sales role in the future.

Research design and Methodology: A sequential qualitative-quantitative mixed methodology AR (MMAR) approach (Coghlan and Brannick, 2018) was adopted in this research. I first assembled a tentative conceptual model by interviewing six ex-MRs, then cross-validated the model through a quantitative online survey with 183 MRs working in the field. Then, I developed the action plan and focus strategies by interviewing the sales managers and HR executives of Merkat KGaA. After this, I strengthened the rigor and trustworthiness of the research outcomes by sharing the results and action plans with relevant stakeholders from pharmacy union & pharmaceutical leaders so the proposed action is ready to be implemented.

Findings: The research concluded that the high turnover of pharmacist MR working for pharma companies in Iraq was related to a downturn in Organisational commitment to deliver agreed objectives. The research finds out that deteriorating Organisational commitment is interlinked to unsatisfactory support offered by pharma companies (Perceived Organisational Support), a declined pride to be MR (Perceived Organisational Prestige), uncertainty, inconsistency and incompatibility between tasks and

responsibilities as part of the role (Role Conflict and Ambiguity), discomfort resulted from holding conflicting beliefs, values or attitudes (Psychological dissonance), and inadequate understanding of cultural similarities between employer and employees (Cultural incongruence). The research outcomes emphasized the gap between the desired human resource management system and the current management practice applied by pharmaceutical companies and their partners—the scientific bureaus in Iraq.

Implications: The research provides an actionable theoretical model that could guide pharmaceutical companies ‘practice in managing turnover of MRs in Iraq. The researcher discussed the academic and practical implications of the study. The academic implications recommend simplified non-combined theorization in turnover studies, avoiding identification theorization in newly emerged economies or new multinational experience in a country similar to Iraq, and a continued understanding of determinants of MR in the upcoming years to get ready for digitalization era. The practical implications emphasized the role of the managers, scientific bureaus leaders and governmental bodies (pharmacy union) in implementing a comprehensive quality management system in the scientific bureaus in Iraq. Part of this suggested system is an effective human resource management system that change the recruitment, staffing practices, improve the engagement of MRs in the role, train the managers to be responsible leaders, and restore the role pride that deteriorated due to absence of such system. The research emphasized the government’s role in drafting a new regulation that emerged from within the pharmaceutical community’s needs, with a continuation to assess if supportive leadership is in place.

Limitations: Transferability of knowledge is limited to pharmacist only. The study could not embrace differences of other majors (vet. and biologist). In addition, the demographic diversity of respondents in the country was not captured.

Future research: leadership role in MR job & feasibility of pharmacist exclusivity to MR role in Iraq.

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ACKNOWLEDGEMENTS

"***Are those who know equal to those who do not know? Truly, only those endowed with understanding will take heed***" (Chapter 39-AzZummer-Verse 9)

This thesis has been accomplished with the support, help and sacrifice of many people. I am indebted to every one of those who have generously contributed, patiently guided and selflessly helped with the successful completion of the Doctorate Business (DBA) program.

Foremost, praise is to Allah for honoring us with guidance on the way of truth. Praise be to Allah for directing our tongues, filling our hearts with learning and knowledge and purifying our soul from doubt. Undoubtedly, without Allah's support, I could not learn, know and write such a piece of work.

To Dr. Ming Li, my supervisor, I would like to give my deepest gratitude for the vast learning I have received within these two years of discussions where you always patiently adjusted your timetable to explain the ideas, and mechanisms to optimise the research. You generously shared your knowledge, inspired me with amazing ideas and positively guide me towards the best practices in scientific research.

To my wife, Mayassah, thank you for being supportive from the beginning to the end of this challenging journey. I just remember how much you were caring to provide the ambient environment to pursue the research, and patiently tolerated the turbulence I created.

To my lovely daughters and my beloved son: you are the best gift of this life. I wanted to show you that the journey forward is so important in this life and it should pursue no matter what the challenges to improve our world. I dream of the day that you contribute to the world and humanity.

To my father and my mother, my source of inspiration and enthusiasm. I will never forget how much you praise science and knowledge, how much you care, and what you gave to me at all life stages of life.

CHAPTER 1: INTRODUCTION

1. Introduction

I decided to take sales and marketing role in pharmaceutical companies in 2010. Since that time, I face an issue of MRs high turnover who characterized with an unease personality that always looking to change companies. Personally, I advocated managing the causes of human behaviour closest to the humanistic approach focusing on needs and employee's psychology. It is proven to me through experience that emotional control effectively stabilizes a desired outcomes in organization even if it is antithetic to the constellation of logics in society (Sadeh et al. 2019). In this study, I have explored the humanistic approach to the issue of a high turnover of pharmacist MRs working under me, when I was the commercial director of sales and marketing in two giant pharma companies Merkat KGaA and Sandoza in Iraq. The most proven tool that matches this approach was the Action Research (AR) through the participatory act of the MRs towards knowing the root of the issue and resolving it. The overarching research question directs the deep understanding of the variables and determinants that influenced the Iraqi pharmacist MR's decision to stay for longer in the role. The research uses the four cycles of AR: planning, acting, observing and reflecting—mixing the qualitative and quantitative methodology to generalize the results overall pharmacist's community. In this chapter, I have detailed the research background by annotating MR role new understanding after 2003 in Iraq, how the statement of the problem developed from this new understanding, how the development of the problem interweaved MR role's context with the changeable country's sociopolitical context, and how the chosen AR fit to answer research inquiry. As a researcher, I summarized certain learning reflections and conclusions about the whole project relearning reality about MR role in Iraq. The findings provided convincing insights towards creating Organisational knowledge and sustainable change in MR behavior, as well as the legislator's point of view on current regulations and law. Ultimately, the research should lead to adding value to the financial return of the organization by saving the cost of lost sales due to high turnover of MRs.

1.2 Research Background

As a pharmacist and a member of the pharmaceutical community in Iraq, I am particularly interested in raising the competitive edge of pharmacists enrolled in the sales and promotion of pharmaceutical products, especially new graduates. My motivation to pursue the Doctor of Business Administration program (DBA) to acquire advanced skills, methods and techniques applied empirically to investigate and solve the MR turnover that caused discomfort to me and my company's management since a long time. The problem of high MR turnover of medical rep in Iraq that are above Asia average of 12.5 %, according Radford's Q2 2019 Workforce Trends Report for life sciences directs the present study to learn the relevant and effective solutions. Radford reported the turnover rates of life science workers across the major economies in Asia-Pacific, including Australia, China, Hong Kong, India, Japan, Singapore, South Korea and Taiwan, The high turnover of MR above the average of 12.5% troubled the organization where I worked, threatened the stability of the company performance and questioned the sustainability or continuity of the operations. Since my start in 2010, the average of MR turnover exceed the 25% and may be more in other pharma companies working in Iraq.

This AR addresses the problem surrounding the success of the pharmaceutical organizations, specifically MerkatKGaA (where I was working as a director of Iraq operations) to establish a lower turnover and a more stable sales team in Merkat, Iraq. This AR should pave the way to answer part of the potential question of pharma companies, and how to manage human capital in the current transformational pharmaceutical business environment in Iraq. Over the last two decades, Iraq went through a transformational journey in aspects. It has transformed from a central and tightly controlled system to decentralized democracy that relies on privately owned businesses. Most observers like doctors and pharmacists consider it as a radical change, especially in the health system (Al Hilfi, Lafta and Burnham, 2013). Readiness of healthcare professions for such changes raise the research question on reasons or causes to stay longer in the role of MR and to maximize investment return. The essential asset of human resources, specifically MR, is subject to a very high turnover, which may be higher than other industry reps. Globally, hiring medical sales reps can feel like a never-ending project thanks to the rapid turnover rates common to the industry, which hits an average of 50% as an average in some countries (medreps.com August 2019). This issue among Iraqi pharmacists may be more acute than in other countries because of a more complex environment that may be related to different determinants or predictors. Iraq is surrounded by a chronic political deadlock and faces a myriad of complex economic challenges. Consequently, all aspects of life suffer, including health (Rawaf et al., 2014). The healthcare system, for instance, according to Rawaf et al., 2014, cannot serve the purpose of keeping the population healthy and positively affect the health status of people. This is because the social determinants of the turnover of health workers and the health system are not well researched. Currently, the pharmaceutical business in Iraq is moving towards integration with the global pharma industry through introducing the global players (corporates) to invest in the economy and health service sector (pharmaphorum.com Ali Mosawi, founder of Al Hayat Scientific bureau July 2020). As the opportunities are immense, the goal to resolve the turnover of MRs may be considered as a mission towards harnessing future opportunities and developing the pharmaceutical business. Moreover, the understanding of the determinants of employee turnover opens the way to providing long-run career development, creating the purpose of day-to-day work and future-oriented rather than opportunistic teams, and a safe and stable environment to continue and avail new opening roles for new graduates.

1.3 Problem Statement: I undertook a series of chats and conversations with the sales managers of MerkatKGaA and asked them through many business reviews for the reasons they believe to cause this phenomenon. As a part of performance appraisal and routine assessment for the turnover rate, the discussions went beyond the open-ended questions to analyzing cases one by one. Sales managers acknowledged that there is an issue of excessive turnover; however, they attributed that to customs or the role's nature, as seen by MR as a short-term opportunity to gain financial benefits for the day they start their businesses. Saha (2016) describes MR as having a central role in pharmaceutical sales that promotes the product or brand of the pharmaceutical organization to the MR community. The MR gains the confidence of the doctor using visual aids, clinical documents, sample distribution and small MR souvenirs and, subsequently, prescribe the right pharmaceutical products. The career is open for all graduates (biology, vet., chemist) in most of the countries, while restricted to pharmacy graduates (B. Sc. Pharma, only pharmacists) in some other countries, as Iraq not fully successful to implement. Such restriction may explain as political power game between the pharmacists' union and governments to reserve more jobs for pharmacists, whose numbers have been increasing in the last ten years because of introducing new pharmacy colleges in Iraq. Saha (2016) claims that selling pharmaceutical products differs from selling consumer goods. Pharmaceutical sale end-users (patients) are not the target customers as they are not involved in the purchase decision. The strategy is to generate prescriptions (pull strategy) through a controlled distribution network. The consumer is the buyer themself as the decision is executed by them, and the approach is a "push" strategy with multi autonomous channels and distributors. The MR job requires sacrificing enough time for MR knowledge update, reviewing one's daily work and practicing or training to the extra mile for the objectives. This role is new to Iraq and was known by MR communities by 2005, as detailed by Al Hilfi, Lafta, and Burnham (2013), while pharmaceutical sales in India, for instance, first emerged in 1930 (Saha, 2016, p6, ch1). In the aftermath of the 2003 war, and after developing a new government system in Iraq, radical changes to the Iraqi pharmaceutical market occurred, moving it to free market concept that rely on free trade of medicine.

As regular daily engagement with many stakeholders, legislators, colleagues and partners (distributors) resulted that the MRs from other specialty (Vet, biologist and chemist) seen far below in turnover and are more stable in their roles. Their many other open opportunities (the pharmacist MR) do not make them committed to the role as others, they said. So, some did not agree to give high regard to the turnover, as they prefer to ignore it as they are seeing the opportunities are decreasing while the number of pharmacy graduates are increasing. According to the Arab Pharmacists' Union, the number of pharmacy colleges rocketed from five pharmacy schools in 2003 to twenty-four pharmacy schools in 2021. An average of 3000 graduates is added every year to the industry, and such addition will create more scarcity of job vacancies. The competition is going to be fierce so no worries about turnover in the upcoming years. Concerning the claim of having too many alternatives, the employment rate will decrease, and such will make them perceive the role, the expectations, and financial returns differently. Despite that, the frequent loss of trained MRs still considered a resource wastage and this ruins the role's reputation as they are in continuous interview circle to substitute leavers. Managers who manage 10–20 MRs rarely move without monthly interviews.

1.4 Action Research

The methodological framework for the present study is action research (AR) which, as a researcher, I consider the first experience to depart from the positivist mindset. To uncover truths about the world, AR could provide valuation-free knowledge by eliminating personal biases, prior beliefs, as well as emotional and personal involvement by activating participants' involvement in the research decisions as co-researchers (Heron, J. 1996). AR produces actionable knowledge that emphasizes the importance of exploration, observations and interpretations that provide learning, re-learning and unlearning in a friendly atmosphere. This may change any organisational problematic situation for the better (Coghlan and Brannick, 2010; Greenwood and Levin, 2007). According to the application of AR in a thesis, there should be two parallel cycles—one is the core AR and the second is thesis AR (Coghlan and Brannick 2010). The thesis AR emphasises the final academic writing of the results while core AR emphasizes finding the solution to the problem (Perry and Zuber-Skerritt 1992). Both the phases generate "meta-learning" that helps to resolve the notorious problem. Donald B. Maudsley (1979), as a pioneer of describing this term, calls it "the process by which learners realize and increasingly in control of habits of perception, inquiry, learning, and growth that they have internalized". He conditioned meta-learning to happen with the presence of any supporting theory (even a primitive one), a supportive social environment that wants to change, knows the rules and regulations of the researched community, reconnects realities and all collected information and relearns or reorganizes system by assuming new rules and regulations. Therefore, learners' conception epistemological tools and learning processes are very important to attain the required effectiveness (John Biggs 1985). Perry and Zuber-Skerritt (1992) claim that an AR project comprises four cycles: planning, acting, observing and reflecting. AR takes place in cycles reoccurring every time there is an emerging inquiry or a complex situation that needs intervention (Ivankova, 2015). The current study is an implementation of only one cycle that adopts a sequential qualitative, quantitative and qualitative approach using a mixed methodology to ensure the rigour and applicability of the study.

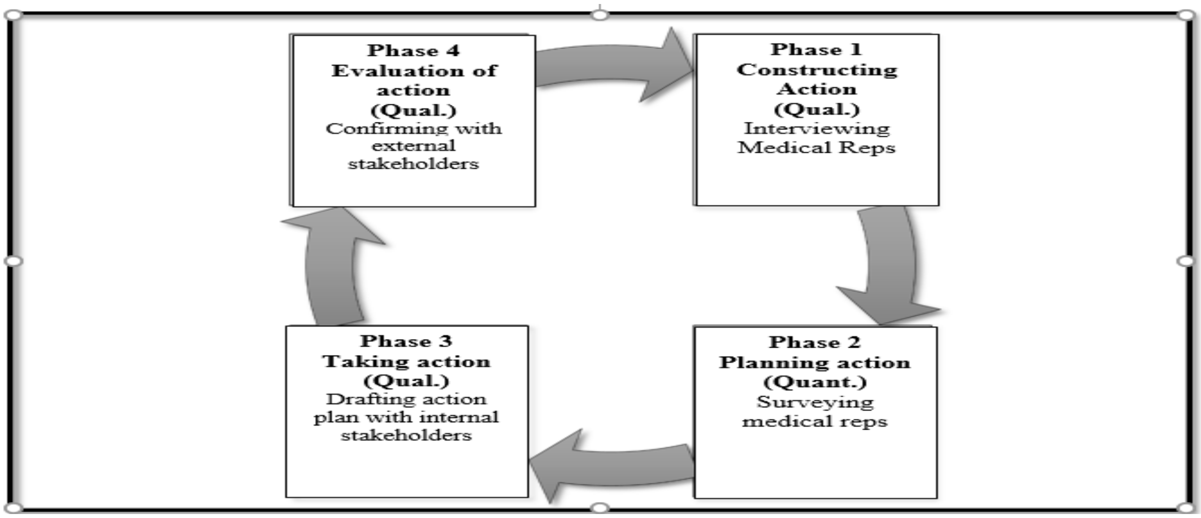

Figure 1: AR Cycle based on AR cycles by (David Coghlan and Abraham B. (Rami) Shani, 2018) page 5, research phase 2 planning action by analyzing data.

My dual role in this MMAR project as a practitioner and a researcher reflected predominantly on my understanding of my team members, political angle between sales manager and HR and access to reality through right information (Brannick & Coghlan, 2007). Each of these three challenges offers both pros and cons for answering the research question. The proximity of understanding for instance, hinders me from envisaging the MR satisfaction and turnover reasoning, while enable me to filter the true and false stories. The “emic” knowledge related to the study or description of language culture from an insider approach rather than an outsider “etic” is a hurdle to understand the Organisational or individual context of the workplace problem. The hazard of reaching to Organisational silence, or filtering the information according to once benefit, could be another dilemma that brings the real question mark on validity of the feedback by participants. For instance, role of the managers' behavior toward their employee, and the unsatisfactory leadership implementation are major in turnover according to Mathieu et al. (2016). MRs may stop giving the relevant and direct response on causes why left the organization to keep away any conflicts with managements

1.5 Research Goals and Objectives

The goal of this research inquiry is to establish an individualized resolution that is academically robust for the excessive MR pharmacists' turnover problem working for pharma companies in Iraq. The aim of first step of AR is to explore the context of the problem through interviewing ex-Merkat and ex-Sandoza MR to gain deep insight into their reasons behind leaving the company. Such an intervention will construct the hypothetical turnover model and variables to focus on. Second step surveys the MR population to identify the validity of the variables constructed, and the relationship between them and which is I consider as planning of action in this AR. Phase 3, which is taking action, aims to share the merged results of first step and second step to discuss, hear and take the required course of action to correct high turnover. The fourth step of AR, Phase 4, is to evaluate and reflect on action. In line with the meta-learning accumulated through all phases, limitations, implications and future research will be elaborated on.

1.6 Research Questions

This study featured a sequential series of questions in each phase of AR. The overarching research question is ***what are the determinants for the turnover of the MRs (pharmacists) turnover working in pharmaceutical companies in Iraq, and how to reduce it?***

The construction of the overarching question comprises the distressing issues that make MRs consider leaving, what attracts the MR most to choose to work in a sales and promotion role, what is the aspiration of the MRs regarding the MR role? In this phase, I sketched the element of the conceptual model that determines the sub- questions that are frequently discussed internally with some top leads at Merkat:

Do Organisational dedications suffer due to frequent role friction or conflict? (Quantitative survey to measure the extent of role friction/conflict and its impact on Organisational commitment). How does distress and pressure experienced by MRs in pharma companies affect their engagement? (Qualitative interviews: to explore the experiences and perspectives of MRs on distress and pressure and its impact on their identification) In comparison to government or private pharmacies jobs, do MRs perceive a notable difference in the work culture? (Qualitative interviews: to understand the experiences and perceptions of MRs regarding work culture differences and their identification). Do deficient Organisational offers and support result in a lack of loyalty and commitment among MRs? (Quantitative survey: to assess the relationship between Organisational offers/support and loyalty/commitment). Is the level of satisfaction regarding inclusion of Iraqi vs. non-Iraqi individuals in promotion and managerial positions inadequate? (Quantitative survey: to measure satisfaction levels and perception of inclusion in promotion and managerial roles). Does the influence of market stature lead to MRs transitioning to more prestigious roles? (Qualitative interviews: to explore the role of market stature in MRs' career decisions and aspirations toward their commitment in organization)

1.7 Research Flow

First, the research discusses the possible literature reviews which help construct a full understanding of the factors that encourage employees and MRs specifically to leave the organization as in Chapter 2. Three directions in the literature were reviewed and explored: employee turnover intention from the reciprocal aspect (push force to leave), employee turnover from the embeddedness aspects (pull force to stay), and general variables of MR turnover in pharma companies. Then, I hypothesised a combined conceptual model. One path explained the turnover intention with the mediation of the Organisational commitment (reciprocal variables), and the other path explains it with the mediation of Organisational identification (attachment variables). The conceptual model of MR turnover in Iraq was affirmed after adjusting my ontological and epistemological views, and the philosophical position amongst other philosophical trends and why critical realism was chosen to answer research questions as detailed in Chapter 3. The mixed research methodology as a fit for critical realism and why I chose them was also explained. A sequential exploratory design for AR was chosen, so the researcher gained qualitative data from ex-employees, quantitative data (survey data) from felid employees, and lately qualitative feedback from internal and external stakeholders. Then, in Chapter 4, the thematic analysis was conducted that report the shared views of the participants in themes to confirm Organisational determinants that are related to turnover. The themes (so-called determinants) were validated in Chapter 5 by surveying the MR s in the field to statistically prove the effect of each independent variable and dependent variable and the turnover intention. Those thematic and statistical outputs were merged, discussed and analyzed to help the action-learning group (sales managers, stakeholders and government officials) to take the actions (the actions plan) and concluded the early change in the turnover intention, which is detailed in Chapter 6. Then, the external stakeholders evaluated the actions plan to recommend legal frames that could sustain expected results. Chapter 7 discussed all implications from the actionable academic aspect and actionable practical aspect, limitation and future AR. The main actionable practical contribution emphasized the reciprocal role in studying turnover in Iraq and any other emerging economies or combined theorization of social identity and exchange explanation of turnover to reach MR patient-centric approach. Chapter 8 ended the research with conclusions.

1.8 Conclusion Reflection on my Role in the Research

Using the research toward the empirical resolution for the turnover issue, I have the chance to go through waves of critical thinking and self-questioning and reflection processes. The most common question that I heard voiced by respondents, stakeholders and business leaders was how much one study could offer to solve a complex issue whereas the factors involved are beyond the pharmaceutical community? According to Vincent *et al.* (2020), human resource studies could not sustain resolving tough issues if they cannot develop a multilevel framework to situate the right system. The recommendation of

Vincent et al. (2020), is to make up as much of cultural knowledge systems, natural and abstract resources, employment relations, employing Organisational, inter-Organisational relations, financial, regulatory and governance systems. It required the employment of reflexive social science, multiple theoretical insights and plural synthesis in what is called ***meta-theoretical bricolage***. Freeman (2007), in his understanding of meta-theory bricolage in public health policy, focused on the assembling policies, problems and politics to define any issue. The view of the issue should focus on the actors that consequently entail the activities in a constructionist manner. The theorisation negotiates knowledge between actors and their interests, and between actors and their ways of thinking. Lack of meta-theorization led to dominant human resource studies with narrow Organisational psychology as mentioned by Kaufman (2020), excluding the multidisciplinary and employment relations approach in understanding any problem (Budd, 2020), and one side of positivist quantitative methodology on one Organisational level (Fleetwood & Hesketh, 2010). Therefore, re-understanding the turnover without looking for the issue from a wider perspective, through understanding the socio-political changes occurring in the country, the real relationship between employer and employees, widening the inclusion of turnover theorisation variables, I might end up with a limited and shortsighted resolution. Such early positioning led to reflexive exercises because the research is important. First, I have a personal interest to be a pioneering pharma managerial sustainability researcher through AR in Iraq. Second, there is a public interest in improving role’s esteem and protecting the future of generations. Third might be patriotic reasons, as the study’s involvement in socioeconomic factors and cultural context could improve our emerging economy to collaborate with big pharma companies in the future for localization projects in Iraq. Thus, I reviewed key theories and empirical findings, gaps and trends in the literature that are dealing with turnover and MR specifically. Further, this review provided the possible determinants that can help to answer my research inquiries in retaining MR and reduce the high turnover problem in the pharma companies.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction:

The literature review section aims to explore the existing body of knowledge surrounding the variables under investigation and establish the theoretical framework that underpins this study. The connection between theories and variables is crucial in understanding the underlying mechanisms and relationships that govern the phenomenon of interest. Theories provide conceptual frameworks that guide the selection and interpretation of variables, offering insights into the factors that may influence or explain the observed outcomes. By drawing on relevant theories, this part seeks to establish a comprehensive understanding of the relationships between the variables and provide a foundation for analyzing the research data. This review will examine key theories and their applicability to the variables of interest, allowing for a deeper exploration of the research topic and the formulation of research questions and hypotheses. “Therefore, it starts with foundation of knowledge on turnover, specifically in pharmaceutical organisations. To understand turnover among Iraqi pharmacists, I emphasised the similarity of the job with other countries. However, the specificity of the new introduction of the MR role in Iraq’s pharmaceutical community should be the center of the review. Iraqi pharmacists’ newness toward MR role, adapting intense pressure, hardly any holiday, job insecurity, biphasic job schedule and very little time to be with their family is difficult to adopt or/ and adapt to (Saha, 2016). Mullins (2013) emphasized that MR’s unrealistic expectations about their work environment made 35% of US MRs very concerned about meeting targeted sales. *“There’s too much downsizing lately,”* one MR survey respondent noted. *“It’s doesn’t matter how hard you work–if you’re not in the top 10 percent, your job is at risk.*” Thus, the review introduced the MR role and the difference of this role from other sales roles. Moreover, the discussion focuses on the pharmacist’s role in Iraq before and after 2003, emphasizing the sociopolitical change that took place, the health system’s shift from a centralized, non-democratic structure to an ill-defined semi-democratic system which I think is the root cause of “health care system chaos” (Al-mosawi, 2020). As the problem is behavioristic and managerial, the search was conducted on the Scopus and Science Direct databases with a focus on the journals listed in the Chartered Association of Business School Academic Journal Guide 2018 (CABS AJG guide 2018). The inclusion criteria are:

1. Behavioral and psychological research deals with variables affecting employee turnover. The journals searched were: Human Resource Management Journal (UK), Human Resource Management Review, International Journal of Human Resource Management, and Human Resource Development Quarterly.

2. The studies that help practitioners to conceptualise ideas that are proved empirically. The journals searched were: Journal of Occupational and Organisational Psychology, Journal of Occupational Health Psychology, and Journal of Applied Psychology.

3. The studies conducted in emerging markets such as Iraq, firms' acquisition or Organisational strategy shift. Journals searched were: management journals listed above and Emerging Markets Reviews.

The review then moves to employee turnover theories development, focusing on the critical early psychological manifestations of the intention to quit the organisation, the turnover intention and its link with job satisfaction. The discussion goes beyond the presentation to explain such links—reciprocal relationships between organisation and employee, according to prominent scientist of applied psychology and human resource management. The review continues to present the new explanation of employee relationship with the organisation, but beyond the reciprocity of job satisfaction. It discussed embeddedness and its connection to turnover intention as another restraining force to stay instead of leaving. Then I compared the turnover between two forces affecting MRs: "attitudinal reciprocity" and "attachment embeddedness," to conclude several potential predictors, which could affect turnover intention like role ambiguity, role conflict, occupational stress, Organisational justice, and cultural differences. In contrast, some other predictors that make the MR consider leaving the organisation are related to emotional well-being, emotional dissonance, emotional exhaustion, job security and perceived external prestige as direct determinants.

The last part of this review presents the research gap, the conceptual framework and hypotheses development. I proposed both negative and positive effects of the individual or organisational antecedents on the organisational commitment (as a main inter-mediating attitudinal variable) and the organisational identification with the turnover intent (as a main inter-mediating attachment variable), and consequently the turnover. The intricacies of the two intermediating variables are proposed as well, and thus a comprehensive understanding of the MR turnover behavior is tentatively sketched. The review considers both the "pull" force to stay in the organization and the "push" force to leave the organization, providing a comprehensive explanation regarding the negative and positive effect of individual and Organisational factors that are behind both forces.

2.2 Medical Representative Role

The MR career is new to Iraq. The role was known by 2005, as detailed by Al Hilfi, Lafta, and Burnham (2013), while pharmaceutical selling in India, for instance, first emerged in 1930 (Saha, 2016, p6, ch1). In the aftermath of the 2003 war, the new government system in Iraq implemented radical changes to the Iraqi pharmaceutical market, moving it from a centralized to a decentralized network. Such a change put MR as a strategic human asset in health system that could bring a competitive edge to the pharmaceutical companies, especially when there is no alternative sales tactic in pharmaceutical selling other than personal selling (Undale, 2016a). Therefore, pharmaceutical companies, through their human resources management system, are always trying to develop their assets and to understand the best way to keep them. Some researchers consider the MR's nature of work "*as highly challenging, full of uncertainty and demands for knowledge, communication, initiative, and flexibility as the representative who possesses these skills to become successful*" (Undale 2016b, p2). Other research considers the MR as an employee who is working in difficult conditions—under intense sales pressure, with minimal holidays, huge job insecurity and very little time to be with family in a biphasic job schedule. (Arafat and Ahmed 2016, p5). Despite the importance of the role, a notable paucity of empirical research on turnover intent and retention in MR roles in Iraq is clear. The key terms used for the search were ***employee, turnover, turnover intention, medical representative, job satisfaction, embeddedness, Organisational commitment, organization identification, pharmaceutical***.

The word “Iraq” was added to scope the search to Iraq as the country of interest. Regardless of the newness of the role of the pharmaceutical business in Iraq, this study could be a glimpse for other researchers to understand the human behaviour of an essential profession in Iraq, and may apply to any country that is undergoing similar social, political and infrastructural changes. Similar studies have concluded the high turnover of Iraqi doctors in governmental and private hospitals, which is mainly because of weak job satisfaction and job security (Anwar & Shukar 2015, Jadoo et al. 2015). However, there is little research that details the determinants of leaving the MR job like other industries for instance: accounting and audit employees’ high turnover by (Chi et al., 2013), mathematics and science teachers by (Ingersoll et al., 2012), low-wage labour in the long-term care industry by (Douglas et al., 2018), allied health care-workers by (Chisholm et al., 2011), off-farm migrant workers by (Smyth et al., 2009) and adult nursing staff by (Halter et al. 2017).

2.3 Employee Turnover

Employee turnover has been recently defined as “voluntary employees’ severance of employment ties” (Hom et al. 2017, p2). Some scholars name the employee “member” who paid for their service to the organization, and the turnover is “movement” across the boundary of the organisation voluntarily (Price, 2001). Other researchers name the employees as “workers” moving around the labour market in the state of unemployment, employment and inactivity (Burgess, 1998).” Quit” is the general meaning of leaving the organization, which is an autonomous decision of the employee to end one job and joining another that is more appealing (Hom and Griffeth, 1995). This aspect is frequently emphasised by scholars on self-starting voluntary decisions to leave organisations when the employers have less control over such choices than involuntary termination. Because the voluntary and involuntary turnover as a dichotomy is the primary condition to discuss the turnover, some researchers are concerned about not districting them. The voluntary aspect of turnover is a self-determined construction based on labour laws and human resource management practices (Mobley et al., 1979). The consistency in the classification and accurate determination of the voluntariness of turnover is vital in 1) measuring the cause or reason of leaving the organisation without inconsistency, which is a common error (Hom et al., 2019), 2) managing the effect of the turnover that behooves scholars and firms to predict the behaviour of leaves and to minimise the turnover ramification cost, and 3) enhancing the understanding of the psychological motivation of leavers or the turnover intention (Sousa-poza et al., 2016)**.** In the context of turnover in the pharmaceutical industry in Iraq, the key theoretical debates surrounding turnover and its implications for organizations examine whether turnover is necessarily bad for organizations, whether it is unavoidable or inevitable, and whether only high turnover needs to be avoided.

Theoretical debates on turnover may divided to three paths: first one considered turnover as detrimental to organisations: many studies argue that turnover is inherently detrimental to organizations. They contend that high turnover rates result in increased recruitment and training costs, decreased productivity, disrupted team dynamics, and loss of Organisational knowledge and expertise (Allen, Bryant, & Vardaman, 2010; Mobley, Griffeth, Hand, & Meglino, 1979). These perspectives advocate for minimizing turnover as a means of maintaining Organisational stability and performance. Second path considered turnover as a potential catalyst for change and growth: contrary to the notion that turnover is always negative, some researchers propose that turnover can be a catalyst for change and growth within organizations. They argue that a certain level of turnover may introduce new perspectives, fresh ideas, and diversity, leading to innovation and improved Organisational performance (Hom, Mitchell, Lee, & Griffeth, 2012; Michaels, Handfield-Jones, & Axelrod, 2001). These perspectives emphasize the importance of strategically managing turnover to harness its potential benefits. Third path considered turnover as inevitable in certain contexts. In specific industries or job sectors, turnover may be considered inevitable due to various factors such as market dynamics, job characteristics, and career mobility. For instance, in the fast-paced pharmaceutical industry, turnover may be influenced by factors like intense competition, demanding sales targets, and opportunities for career advancement (Schaufeli & Salanova, 2007). Recognizing the inevitability of turnover raises questions about how organizations can adapt and mitigate potential negative consequences. As a researcher and business manager I'm reflecting on differentiating high turnover from acceptable turnover. The debate also revolves around whether organisations should solely focus on reducing high turnover rates or consider turnover in a more nuanced manner. Some argue that not all turnover is detrimental to organizations, and distinguishing between high turnover (e.g., critical positions, valuable employees) and acceptable turnover (e.g., low performers, voluntary resignations) is crucial (Fisher, 2000; Maertz & Griffeth, 2004). This perspective encourages organisations to develop strategies to retain key talent while accepting necessary turnover. By engaging with the key theoretical debates surrounding turnover and positioning the study within the context of Iraq's pharmaceutical industry, this research aims to advance our understanding of turnover dynamics and contribute to the knowledge base for both academic and practical implications.

2.3.1 Turnover intention:

The turnover intention was "*conceived to be a conscious willfulness to leave the organization*" as a last stage in the withdrawal cognition in at least six months before leaving the organization (Tett and Meyer, 1993, p.261). The turnover intention is one predictor of turnover directly related to job mobility (Mobley et al. 1979; Price and Mueller 1981). The study and research are vastly concerned with turnover intention as the psychological status of the employee who is close to leaving as a predictor of turnover that could be tracked. The importance of turnover intention is generalised from the local level to the international level as an ordinary variable across all nations (Sousa-poza and Henneberger, 2004). Furthermore, Ma and Trigo (2012) concluded that turnover intention varies among countries based on HRM country of origin. The USA's flexible HRM system and "payment according to performance" give positive perception and less turnover intention. In contrast, the Japanese system that relies on seniority and a lifelong job had less positive perception and high intention to leave than in China. Such differences in the turnover intention are related to working norms, legislation and labour competitiveness, which are the extrinsic factors, while intrinsic factors by the HRM system together shape the turnover in different countries. Early depiction, that MR turnover intention, seems accumulated psychological feelings considerably affected by external and internal factors that are possible to track, analyze, minimize, and overcome. The current study is concerned with "*intention*" as hidden feelings that burst at a certain time and result in the collapse of organisational operations.

2.3.2 Historical development of turnover

The organisational equilibrium by March and Simon (1958) was the earliest empirical key research to explain turnover through the motivational theory. It conceptualised that the benefits received by the individual in return to the contribution to the organisation—that was the equilibrium status—is a kind of reciprocal attitude toward the organisation. March and Simon (1958) proposed a balance between "induced utilities" and effort vs. contribution to the organisation. Two interdependent motivational components are distinguished: 1) Perceived desirability of movement and 2) Perceived ease of movement. The pivotal position of job satisfaction in the March-Simon model expresses the inner psychological status of the employee that is negatively affected when disparity occurs between ego-ideal status and reality. Dissatisfied employees will show more desire to escape from the situation by reviewing their perception and assessing the ease of making a move to an alternative job.

Mobley Turnover Processes Model (1977) and Mobley, Griffeth, Hand and Meglino Expanded Model (1979) considered the unmatched, far-reaching and enduring influence of turnover research as empirical work, which resulted in the first intermediate linkage. In their studies, they posit how the employee's job dissatisfaction on a linear pathway leads to leaving the organisation. The sequence of dissatisfaction—thinking leads to quitting the organization, intention emergence to search for alternatives, evaluation of the other options, cost of leaving, comparing the current job with the alternative and finally leaving the job—was sketched for the first time in a diagram (Hom et al. 2017). This model presented an array of causes, opportunities, marketplace issues, competition, family and pay satisfaction. Despite the limitation of the Mobely model, which is the focus on the content more than the processes, it is believed that validity through a plethora of tests to validate these models outweighs the burden (Hom, Griffeth, 1984; Hom and Griffeth, 1991). The expanded model of Mobely (1979) was welcomed by scholars as it primarily provides multivariate reasoning for the turnover, which explains many employees' withdrawal behaviors—sabotage, low performance and absenteeism (Mobley et al. 1979). There is a weakness in the expanded model that the antecedent's causal interconnections are overlooked, and illustrative aspects of the model make it difficult to understand the taxonomy of the components which make the test for each element with the distal antecedents (organisational, individual and economical) not fully detailed (Hom, Allen, Griffeth 2019).

Hom and Griffeth (1984) proposed an alternative model to Mobley's, which applies to the fast pace of life between work and non-work status, describing the behaviour of deep psychological search of alternatives before leaving the organisation. They theorised job dissatisfaction in a multi-dimensional approach and explained an alternative search pathway, a natural psychological response to withdrawal cognition that takes a long time to settle. The dissatisfaction continued to theorise a measurement for the perception of alternatives by Hom and Griffeth (1991) as a response to the challenge of the mechanism between dissatisfaction and turnover, as some scholars criticised the incompleteness of this relationship. They used structural equation modeling (SEM) to measure multivariate causes by doing statistical analysis techniques that use a combination of factor analysis and multiple regression analysis. Such empirical measurement would be an excellent example for this review in the MR presumed model to analyze the structural relationship between measured variables and latent constructs.

Events and scale models by Griffeth, Hom, Allen, Mores, Weinhardt Turnover Events and Shocks Scale TESS (2008) have extended to comprehend all the psychometrically valid measures of the shocks in the unfolding model. Most stressor and stress-related outcomes are included in the antecedents, either directly or intertwined with many facets considered in the intent to leave measurement (Griffeth, Hom, Allen, Morse, Weinhardt, 2008). Such a theoretical frame does not omit any life events of employees and considers the accumulation of small everyday events so that the turnover propensity could be explained (Hom, Allen Griffeth, 2019). There were 55 items extracted from interviews with 300 social workers conceptually organised in three categories: 1) Personal; 2) work-related (mistrust, conflict, lost opportunity and missing rewards); and 3) opportunity. Creating such life events items is to use them as predictors and as diagnostic tools. Such a diagnostic tool should be: the cause precedes the effect; the reason must be related to the effect and no previous explanation for the causal effect. Moreover, the study reported 38 items significantly associated with the turnover, which makes it the best for HR managers to consider in their practical life.

In summary, the historical development of the turnover research went beyond one dimension to offer a comprehensive modest explanation of multivariable or multi-faceted conceptualisation that is relevant to the complexity of today's world. Similar to the same pace, this research could benefit from such conceptualization by taking into consideration multiple reasons affecting the decision of the employees deciding to leave. With the current rapid speed of change development of life, complexity is increasing, and factors involved in the models are increasing as well.

2.4 Attitudinal and reciprocity reasoning: Organisational commitment perspective in MR role

Commitment to the workplace is arguably one of the potential behaviours used to explain turnover and organisational effectiveness. The practitioner challenges the academician to a more straightforward answer—commitment to what? How do we foster it? And what is the exact result? Social Exchange Theory (SET) is among the most influential theories to understand workplace commitment behaviour. It theorised the behaviour of individuals in an organisation as a series of interactions that are usually seen as interdependent or contingent transactions to generate and maintain a high-quality relationship (Biron and Boon, 2013). SET emphasises the reciprocal exchange between organisations and individuals either in reciprocity rules (economic) or negotiated rules (value-based non-economical) or what is beyond that as in the interpersonal interactions (relational). In the organisations relevant to our review, social exchange behavior is the consequence of social transactions between employee and employer as Organisational commitment toward Perceived Organisational Support (POS), quality of leader-member exchange role and level of trust by the employer. The organization that provides enough level of support enables the employee to climb the ladder of the organisation and able to build an adequate level of trust mostly exchanged with a high commitment from the employee. Any decline in the promised or expected exchange relational aspect from one party might disturb the equilibrium and to separation.

There are many determinants related to turnover by SET in exchange with organisational commitment, like ***personal determinants***: co-workers' network, self-accomplishment, personal goals, etc., ***work-related determinants***: leadership, bad decisions, unfriendly environment, distributive justice, unrealistic goals, missing reward, pay satisfaction, etc., or ***opportunity determinants***: alternative job, inadequate development, desire for change, etc. (Mitchell, Holtom, Lee, 2001, Griffeth, Hom, Allen, Morse, Weinhardt, 2008, Hom et al., 2012). The predictive validity of the organisational commitment is one limitation, which encourages the emergence of three types of commitment. Allen and Meyer (1990) detailed those three organisational commitments: affective, normative and continuance. The affective commitment is the emotional closest angle to identification, as the individual has an emotional commitment toward the organization, which she/he likes to stay in the organisation. Normative commitment is the obligatory aspect of normative agreement with the organisation to stay. In contrast, continuance commitment is the cost incurred because of leaving the organization and the alternative option to endure. Many definitions of organisational commitment are based on the attitudinal reciprocity aspect: "*Is the forces that bind an individual to a course of action of relevance to one or more targets*" (Meyer & Herscovitch, 2001, p. 301). It stabilises forces distinctive from motivations and general attitudes that energise the employee to continue at work. Based on the above, the committed employee could behave as a neutral observer in some Organisational conflicts that might seem contrary to their self-interest.

Starting from payment satisfaction and link to organisational commitment, interestingly, the research by (Vandenberghe and Tremblay, 2008a) compares two samples of ordinary organization employees (N=221) vs. pharmaceutical company employees (N=232) in terms of the role of payment in turnover. The researchers compared the two samples of how payment satisfaction affected Organisational commitment and turnover intent. The four types of payment discussed are: a) basic salary pay level, b) regular pay raises, c) annual benefits received and d) payment structure. The research emphasised the effect of four types of payment on three types of commitment—normative, affective and continuance among two different segments of employees. The most important result of payment satisfaction on continuance commitment (in the lack of alternatives and high perceived sacrifice) is that payment satisfaction and positive impact on organisational commitment differ between the two samples. The explanation mostly that payment valued in pharma companies based on pharma company rank, extra amenities received by the company (bonus scheme, the reward of achievement, development), type of medicine they work for, the pipeline of innovative pharmaceutical and trips per year, and not only the significant salary increase. Payment satisfaction is not just a monetary return that makes the role appealing. Therefore, the high perceived sacrifices decrease the turnover intention. According to Vandenberghe and Tremblay (2008), this is because it is a kind of indebtedness to the role that is psychologically explained by the mediation of affective commitment (kind of emotional commitment toward the organization where they like to stay).

Ali and Baloch (2009), Ali and Jan (2012) and Ali and Kakakhel (2013) researched the predictors of the turnover intention among different samples of MRs in Pakistan using organisation commitment as an inter-mediating predictor. They used an extrapolated model of the turnover intention of Slovak women in higher education measuring the predictor's effect of role ambiguity, role conflict and work-family conflict, occupational stress and organisational justice on Organisational commitment and, the decision of the MR s to stay or to leave the organization. They concluded a negative correlation between role ambiguity, role conflict, work-family conflict and Organisational commitment and positive relationship with the turnover intention. Organisational justice and occupational stress are significantly related to Organisational commitment and directly affect MRs regarding staying or leaving the organisation. Research implications advise managers of pharmaceutical companies managing the MR fieldwork to clarify role authority, time management of the field, and avoid clashes of work with family time. The essence of the research focuses on how managing the longevity of the MR in a non-office-based job facing too many stressors in the street or field. Most of the time, there are too many uncertainties, changes and surprises to the daily schedule of the work that subject the MR for low organisational commitment, especially the rep left barehanded in the center of ambiguity and conflicts to achieve challenging objectives.

Engle (2002) examined other predictors that related to life satisfaction of 261 MRs in Russia and the United States, and it is the correlation with role conflict, role ambiguity, work-life strain, job satisfaction and job performance. The study's primary emphasis is on framing the theoretical structural model that fits the Russian MR intending to increase job satisfaction and life satisfaction. The minor differences between the two hypothesised cultures based on nine cultural dimensions of Hofstede: uncertainty avoidance, institutional collectivism, in-group collectivism, power distance, gender egalitarianism, assertiveness, future orientation, performance orientation and human orientation. Six hypotheses were developed to conclude that culture could play a significant role in job satisfaction and life satisfaction, which shows the need for pharmaceutical companies to invest globally with full consideration to use one formula to apply to all cultures

Another study by Yaoprukchai and Kardkarnklai (2014) discusses the high turnover intent in MRs, which is related to the internal organisational culture, that affects organisational commitment and may explain the turnover in pharmaceutical companies in Thailand. The study emphasised the cultural congruence of the MR to the dimension of the corporate culture environment. The researcher used the popular Organization Cultural Assessment Instrument (OCAI online) by Marcella Bremer, concluding that with four dimensions of organisational culture: Clan, Adhocracy, Hierarchy and Market, the incongruence between dominant cultural aspect and employee's preferred one could lead to high turnover intent. Clan culture is a family-like organization with less economic manifestation where teamwork, communications, collaboration and group commitment are dominant. The manager is like a parent who mentors the employees. Adhocracy culture is a creative entrepreneurial workplace with a risk-oriented mentality and visionary leadership. Rapid growth, acquisition of knowledge and development aspects are dominant. Productivity and successes are the elements that are essential to keeping employees. Market culture is an environment of fierce competition where the leader is a hard-driven director and a target motivator. Market share, price, competitiveness and winning the customers are dominant features. Hierarchic culture is focused on the stability of the organization and inside house orientation. The leader of the organization is the coordinator, organizer, and expert. Policies, rules and regulations that maintain long-term predictability are the dominant aspects of such an organization. In Thai pharmaceutical companies, the researchers concluded clan culture is preferred for MR s applicants. Therefore, the expectations of most new MR candidates need to be assessed before joining any pharmaceutical companies that may differ from the current cultural setup. The MR, based on research, quickly reaches the moment of turnover intention if the cultural aspect of the organization is not taken seriously.

This review displays that building a hypothetical assumption that is related to satisfaction and commitment to explain turnover may be considered in explaining MR behavior. The research question that may be related to the Iraqi context is what predictors could measure the commitment of MR in pharma companies? It is for sure, there are a set of predictors discussed above, like payment satisfaction, role ambiguity, role conflict and work-family conflict, occupational stress, Organisational justice, and cultural differences in job satisfaction, Organisational commitment and turnover intention. However, it is a theoretical assumption, and the mentioned vast arrays of predictors, according to Griffeth, Hom, Allen, Morse, Weinhardt (2008), may be useful to look for in MR turnover. Such comprehensive understanding may cover the alternative opportunities outside the organization, internal promotion opportunities, leadership impact, organisational rank and prestige and organisational support. The current review may be considered the first step to cover as much as possible of determinants that may play a role in the decision of the MR to stay or to leave the organisation from a general perspective.

2.5 Attachment and Embeddedness Reasoning: Organisational Identification Perspective in MR Role

Scholars have discussed a new aspect to turnover that emphasised conceptualisation of the totality of forces that constraint employees from leaving the organisation voluntarily (why employees stay) instead of forces that push an employee to leave the organization. Thus, the job embeddedness theory proposed by Mitchell, Holtom, Lee, and Sablynski (2001) is one of the unique constructs. The study of embeddedness' ties predicts the turnover of the employees beyond the traditional "withdrawal cognition" reasoning that relies on job satisfaction and employee organisational commitment. The Social Identity Theory (SIT) as the backbone of identification that defines "who I am" or "we are" is an ascription to oneself that defines the person identification concerning various groups or roles that maybe race, religion or any other group membership, or identification of the individual in the personal or professional aspect (Mitchell, Holtom, Lee, and Sablynski 2001). The widely shared or densely articulated the essence of belongingness of member or group to the organisation, the stronger is the identification (Ashforth, Harrison, and Corley 2008). Researchers believe that identity is the distinct center of organisation endurance and employee embeddedness in it, which could be considered the pivot of understanding turnover behaviour. The reason for "I" of individuals that are deeply rooted in the psychological and social context of the human beings as part of "we" is individual basic's needs to belong to a particular group of people. Also, without self-enhancement manner with the relevant day-to-day motives like self-knowledge (locating the self within a context to define the self), self-expression (enacting valued identities), self-coherence (maintaining a sense of wholeness across a set of identities), self-continuity (maintaining a sense of wholeness across time), and self-distinctiveness (valuing a sense of uniqueness), the employee or individual could not endure reason to stay with a specific group of people (Ashforth, Harrison, and Corley 2008). For example, social links and networks being a futuristic characteristic of the next decade, turnover research should not ignore even small social contexts to explain behaviour. Holtom, B, Mitchell, T, Lee (2008 p.257) believe that "salespeople may have special bonds to their customers or social workers may have specialties to their clients. Understanding these external ties and how they may interact with organisation and community ties could shed some additional light on the importance of job embeddedness in driving employee turnover decisions".

One of the detailed research on MR turnover by Mishra and Bhatnagar (2010) emphasised how emotional well-being status, emotional dissonance, and their effects on Organisational identification lead to high turnover intention. The study focuses on attachment and linking the employees to the organisation because of psychological factors, which explain involvement to stay in the organisation. The empirical testing for the hypothesis resulted that there is a negative influence of the emotional dissonance on organisational identification of the employee. The researcher continued to explain that many other factors, like organisational prestige and organisational “Go-to-Market” strategy, could play an essential role in reducing emotional dissonance. Some of the pharmaceutical companies pressurise their MR employees to present the company as prestigious. The false prestige of pharmaceutical companies is due to creating more competitiveness by changing toward driving service business strategy rather than just manufacturing (Mishra et al., 2012). Not all MRs are ready to deal with such changes, which logically lead to emotional exhaustion, burnout and stressful reactions accompanied by fatigue, job-related depression, psychosomatic complaints and anxiety. Therefore, most of the MRs who received better support from management achieved lower emotional dissonance and high identification in their organisation, and better attachment with lower turnover intention.

O’Neill et al. (2007) investigate the relationship between the perceived external image of pharma companies on organisational identification of the community pharmacists and the effect of this identification of the turnover. Perceived external image is not an organisational reputation that seen by an outsider; it is “an evaluation from those inside the organization (i.e., employees) based on their assessment of the reputation of the organization plus the additional information about the organization that insiders have” (O’Neill et al. 2007, p.442). The researcher proves that perceived external image is affected by many factors—the practice of the care by pharmaceutical companies and leadership behaviour that add more value to this image. Value delivered by pharmaceutical care may come as service or as products that improve the quality of a patient’s life. For instance, today, the medicines patent under some multinational companies in the world brings uniqueness and self-esteem that differs from some generics that can be substituted by any other company. Such self-esteem is mostly translated to more belongingness to the company, to products and more embeddedness that brings high identification to the MR. It is known to most managers and myself; any MR works for a pharma company that walks the talk; it is difficult for this MR to detach or leave the organisation. Even with unpleasant events or shocks, this embeddedness provides a buffering force to neutralise unpleasant events or shocks in the organisation (Burton et al., 2010). It is worth sharing that some doctors called us in the field visits with the name of the company we work for, so my name turned out to be "Ahmed Merkat" and my colleague, for instance, "Joe Novartis," which carries many challenges to change your company as you need to change your field name.

Attachment to the organisation by pharmacists is also related to perceived organisational support that is positively related to job embeddedness and lower turnover (Leupold and Ellis, 2013). Perceived Organisational Support (POS) is the global belief concerning the extent to which the organisation values their contributions and cares about their well-being" (Eisenberger et al. 1986, p. 501). Many types of research emphasized POS not just as a predictor for better job embeddedness, but also to improve performance, job satisfaction, and absenteeism. In Leupold and Ellis's research (2013), POS is not an individual role in the organisation; it is more on-the-job long-term orientation cumulatively built up within time. So, to value the employee contribution to the organization, it is contextually designed based on the leadership vision and culture of the country they operate. For instance, a mentoring program in the organization, clear promotion guidelines and Organisational justice dealing with day-to-day events are essential elements of Organisational support. The pharmacist that is well managed in achievement reward with better coaching by the direct manager achieves high embeddedness and better intent to stay in the organization.

In conclusion, the Organisational identification as part of the model of turnover which identifies emotional well-being, emotional dissonance and emotional exhaustion may related to fake the Organisational prestige as direct determinants that affect the intention to stay and stability of MRs in the organization. Much clarity about the Organisational direction in the market brings better clarity for the MR on dealing with doctors in the field without affecting the psychological well-being and less identification. It is vital to conclude that attachment to a job and a consequence of perceived Organisational image and perceived Organisational support, which is how the organization values and supports the employee contribution, is the one that brings better embeddedness and identification with more intent to stay. As there is a force pushing the MR to leave, like what mentioned in pull determinates, other forces that restrain him/her from leaving in overlapping and combined ways. Therefore, leaving the organization is to pass a holistic evaluation that could be understood better through the conceptual framework.

2.6 Research gap to fill

A review of turnover studies that focus on MRs have revealed a one-dimensional approach in the existing literature to address the research problem. The complexity of the MR role which is unique but different to other positions has not been examined yet. The position, which is a triangulation of individual, organization and outer community in one person to deliver the value of the latest update innovative medicines, may indicate that a more comprehensive set of antecedents could affect MRs' decision to leave the job (Undale, 2016b) .Based on the above, I'm more convinced that there are two types of reasoning rooted in Organisational behaviour based on seminal scholarly work through combining Social Exchange theory (SET) and commitment of MR (Cropanzano and Mitchell, 2005), and Social Identity Theory (SIT) and MR embeddedness in the role (Ashforth et al., 1989) in one conceptual model to understand complete behaviour of turnover.

Both theories have been extensively used in applied and Organisational research to explain the behaviour of the employees toward Organisational events and the turnover intention distinctively. Outwardly, Organisational commitment and Organisational identification overlap as both have been showed to reduce voluntary turnover (Lee et al., 2004; Mitchell, Holtom, and Lee, 2001) as each theory has been extensively used in applied and Organisational research to explain the behaviour of the employee toward Organisational events and the turnover intention distinctively. Very few research has integrated the two constructs in one research model. In conclusion, my claim is that the gap of knowledge to fill may be new to apply for MR behaviour in a new emerging economy. Organisational commitment as a reciprocal construct and the Organisational identification as embeddedness predictors combined in one model to understand turnover may be a difficult, daring step, however, it is worth a relevant step with future research direction which called by many turnover researchers to expand turnover studies to capture more contexts. Hom et al. (2017, p.539) foresee turnover "investigations have moved away from a "one size fits all" view of turnover, favoring instead theories specifying the conditions under which particular factors are more or less important to quit decisions (or turnover rates) in a setting. Such recognition of contextual factors in turnover research beyond the proximal factors needs a non-conventional approach by combining the "pull" force stays by identifications along the "push" force to leave after bounding commitment affected. The next section categorises the determinants into two groups to easily track the source and define the relevant actions plan.

2.7 Individual variables

The literature review showed multiple variables that have originated from the applied psychology of the employee that I assume are related to individual context or Organisational context. Individual variables concluded through the above kinds of literature conflict and ambiguity reasoning, psychological dissonance and cultural incongruence. Each type should have either a positive or negative effect on organisational commitment and/or organisational identification and on turnover intention. Moreover, I have put forth a combination of significant and salient determinants of the MRs' turnover from previous research that explain the "push" force to leave and "pull" force to stay in the organization.

1. Role Conflicts and Ambiguity:

Schuler and Aldag (1977) relate these variables to attitudinal and behavioral theory. Role conflict is defined as the degree of the incongruity of expectations associated with a role, while role ambiguity is defined as the lack of clarity of role expectations and uncertainty regarding the outcomes of one's role performance. The unity of the chain of command in the organisation and the clarity of the performance guidance to execute day-to-day work are both main factors to demotivate and confuse the employee. A stressful environment, dysfunctional behaviour because of anxiety and role pressure that lead to job dissatisfaction and the development of the intent to leave are the apparent outcomes of both variables (Rizzo et al., 1970). Although the dissatisfied employee is correlated with three types of organisational commitment, as it was tested and theorized by Meyer et al. (2002), some other studies correlate the role stressors statistically as a predictor of commitment. Judeh (2011) concludes that those with higher role ambiguity and role conflict are more likely to be less committed to the organisation. Such interpretation relies on the causal relationship, which conceivably is a concern of many human resource managers on how to reduce role conflict and ambiguity through introducing various socialisation programs before being fully integrated into the job. Another effect of role conflict and ambiguity is related to Organisational identification, as with truck drivers (Kemp et al., 2013). They posit a model that role conflict and ambiguity of the professional truck drivers lead to emotional exhaustion and negatively impact both Organisational identification and commitment, which led to high intent to leave. Showail and Parks (2013) have also proved the relationship of role ambiguity with Organisational identification of foreign workers in Saudi Arabia, showing higher ambiguity, weaker identification and higher turnover intent. The first hypothesis of role conflict and ambiguity with Organisational commitment:

H1*: High role conflict and ambiguity of MRs working for pharmaceutical companies in Iraq are negatively related to the Organisational commitment and Organisational identification and, produce higher intent to leave the organization.*

2. Psychological Dissonance

Psychological dissonance is a discrepancy between the social statuses of the individual with the real self-feelings. Blake E. Ashforth and Ronald H. Humphrey (1993) claim that emotional dissonance, studied under Discrepancy Theory, refers to the pressure of the emotion on oneself in deep acting and surface acting behaviour to comply with the service agent. The more complex demands to serve the customer, the higher emotional dissonance and unexpressed one-self feelings. According to identity theory, they claim that such dissonance affects organisational identification negatively and, produces the intent to leave. The first path of emotional dissonance links to job satisfaction and intent to leave the organization sketched (Mobley,1977). The employee dissonance conceptualization developed to be intermediate by organisational commitment, which is negatively related to the turnover intent for an employee who shows a high level of self-control and developing cumulative dissonance (Abraham, 1999). Many reasons may lead the MR to accumulate psychological dissonance, especially for poorly trained or less skillful ones. The demanding customer (doctor) and increasing pressure to perform professionally may lead to a stressful day and high distortion on the right way to get customer acceptance (Saha, 2016). Therefore, it is clear that culminating psychological dissonance is negatively related to an employee's commitment to the organisation:

H2: *High psychological dissonance of the MR working in pharmaceutical companies in Iraq is negatively related to Organisational commitment and Organisational identification and, produces high intent to leave the organization*.

3. Cultural incongruence

The newness of the pharmaceutical market in Iraq brings challenges and opportunities for pharma companies. The opportunities may exceed 40 billion in the upcoming years, with the highest growth rate in the Middle East region (BMI periodical journal Q2 2 2019). However, the highest shortage in the experts to lead such growth or to regulate it is apparent problematic issue aftermath of the 2003 situation (Al-humadi and Liapi, 2019). Such shortage implies assigning expatriate experts to lead MRs or to use expatriate partners to distribute their medicines. Cultural incongruence or differences are significant in organisational identification and commitment, leading to high turnover. Bradley et al. (2010) study doing business from an expatriate perspective, there is a real difference of collective behaviour of Iraq group working for government job or private sector from western. For instance, he depicted in the research the significant differences in the cultural priorities in the management of Arab countries (Iraq one of them) versus western countries like the US as an example. The comparison below displays significant differences in preferences of western vs. middle east management style. Middle east management style : “high authoritarian leadership, high bureaucratic organisational structure, informal performance control, top-down risk adevrse decision making ,heavy reliance of personal contracts, and binding friendship &rigid social communication channels. While westren management style is high performance leadership style, high delegatory organisational structure, sophisticated decision making technique, heavy reliance on qualifications, and equality rather friendship in communications”(Luthans and Doh, 2018, p:485)

Bradley commented that most medium to large-sized companies in Iraq are very hierarchical in structure. Decisions made in top-down titles are held in with high esteem in the Iraqi culture, with an obvious power distance. You, as an expatriate, may take time to establish a trusting relationship with businesses and their employees, but could reward once you get to that point. As a manager, you need not apply pressure to expedite conducting business because of their uncertainty avoidance. Business meetings are very casual and light in manner. They often resemble a conversation between two friends instead of the transactional relationship that you see in American business.

Abrams et al. (1998), in their cross-cultural study between British (individualist) and Japanese (collective) culture, expanded the turnover intention from just an attitude and subjective norms to Organisational identification, proving that social identity is the major determinant to decide to leave the organization. Kroon, Noorderhaven, and Leufkens (2009) studied the cultural differences in the post-merger and identified cultural differences with Organisational identification as a reason for turnover intention. Even if the Organisational identity differs from the Organisational culture, the most powerful and dominant effect through the measurement is related to the identification of the employee. David et al. (2009) measured cultural values of 137 business-to-business sales force employees in four countries Canada, UK, Australia, and New Zealand, to find the cultural dimensions of Hofstede (collectivism, muscularity, uncertainty avoidance and long-term orientation) are significantly correlated to

Organisational identification. Such a study proves to HR managers that are focusing on particular cultural dimension’s homogeneity for improvement in the retention plan is significant and improving as well the performance and turnover intent in the organization. Organisational commitment is impacted by cultural differences based on OCIA cultural dimensions, but the generality of the research is a concern. The pharmaceutical companies’ opportunistic approach to execute sales operations by quickly entering the Iraqi market without previous human capital assessment troubled the work culture and resulted in high turnover. The Organisational Culture Assessment Instrument (OCAI) by Kim S. Cameron Robert E. Quinn (2011) assumed that continuum - flexibility versus stability, internal versus external inconsistency, affects culture and consequently stability. The cultural context that seeks more unity, morals and commitment (Clan) may not align with aggressive result-oriented, focused market share and targets strategy. The characteristics of such a culture’s leadership destabilise the organization and increase turnover. Clugston, Howell, and Dorfman’s (1986) study, actively supporting cultural homogeneity, is related to Organisational commitment (Allen and Meyer, 1990), sketching the conceptual framework of using cultural dimensions to predict multiple bases and foci of commitment. The third hypothesis developed is:

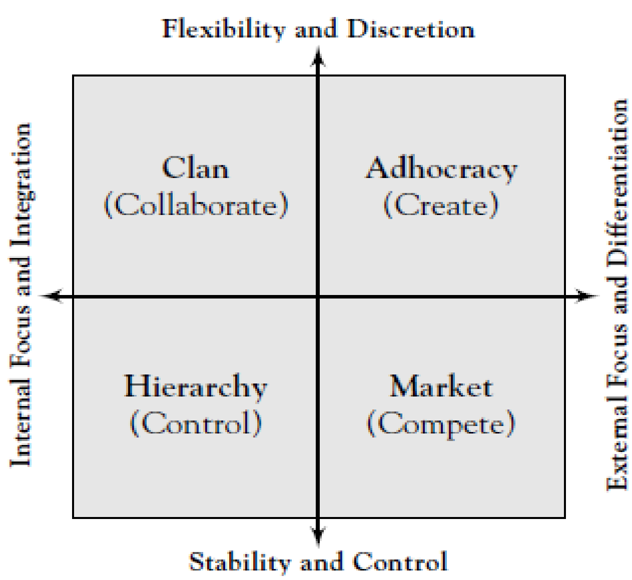

Figure 4: The Competing values and the four types of cultural orientation in the organization (Kim S. Cameron Robert E. Quinn, 2011) page 39

H3: *High cultural differences between the MR s working in pharma companies in Iraq and the cultural values of the company are negatively related to Organisational identification and Organisational commitment and, too high intent of leaving the organization.*

2.8. Organisational Variables:

The literature review showed multiple variables that are originated in the Organisational context as well. Organisational variables concluded through the above works of literature are perceived Organisational support, and Perceived Organisational Prestige. Each type should hypothetically have either a positive or negative effect on Organisational commitment and/or Organisational identification and on turnover intention.

1. Perceived Organisational Support:

Perceived Organisational Support (POS) is a widely researched term in instability and turnover studies. It is "*the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socioemotional needs*" (professor Eisenberger's website). There are three antecedents of perceived Organisational support: 1) fairness, 2) supervisor support, and 3) Organisational rewards and job condition. Fairness is mostly the procedural justice of what is happening in the organization. The supervisor's support is the care and appreciation of the employee's actions or work that is done. Organisational rewards and job conditions are rewarding new ideas, appreciating exceptional efforts, providing job security, promotion, incentive, proper training, and encouraging autonomy and delegation. Linking POS to Organisational identification and turnover intent, Shen et al. (2014) explored the mediatory effect of Organisational identification in 238 employees in Chinese organizations to prove the effect of perceived Organisational support in the turnover intent. It is quite interesting that any Organisational support, even if it does not pay back instantly, the attachment of the employee to the organization will turn loyalty that improves performance and decreases intent to leave. It is not only identification, but also commitment and reciprocal return to the organization. Tansky and Cohen (2001), in their empirical study, prove the correlation between POS and satisfaction and a commitment to lower turnover intent. Development, coaching, training and mostly advancement of the employee job are increasing perceived support and decreasing the turnover intent.

H4: *Perceived Organisational Support for the MR s working in pharma companies in Iraq is positively related to the Organisational identification and Organisational commitment and, to a lower intent to leave the organization.*

2. Perceived Organisational Prestige:

Most employees may feel the pride of joining or being one member of a well-reputable, respected organization because it may enhance their sense of worthiness to bask in reflected glory. Perceived external prestige is how employees assume the stranger or outsider perception about the organization and himself/herself as a family member of this organization, as many researchers believed that this perception is related directly to Organisational identification (Mael and Ashforth, 1992). Akgunduz and Bardakoglu (2017) tested the relationship and found it strongly associated with his empirical study of 332 hotel employees in Turkey. The perceived status of the organization's employees, the organization's perceived success in achieving its goals, the visibility of the organization, and the status level of the individual employee are four elements of perceived external prestige. Perceived Organisational prestige plays a significant role in self-esteem and facilitates goals attainment, so the employees identified with the organization much better with high perceived Organisational prestige (Carmeli et al., 2007; Fuller et al., 2006). Interestingly, Carmeli, Gilat, and Weisberg (2006) relate that to Organisational commitment as well (affective commitment). The study was executed based on the stockholder approach (customer, competitors and supplier) finds that higher perceived prestige by the mentioned stakeholders brings emotional attachment and affective commitment (love and joy) that endorses more return of commitment toward the organization.

H5: *Higher Perceived Organisational prestige for MR s working for pharma companies in Iraq is positively related to Organisational identification and Organisational commitment and, a lower intent to leave the organization.*

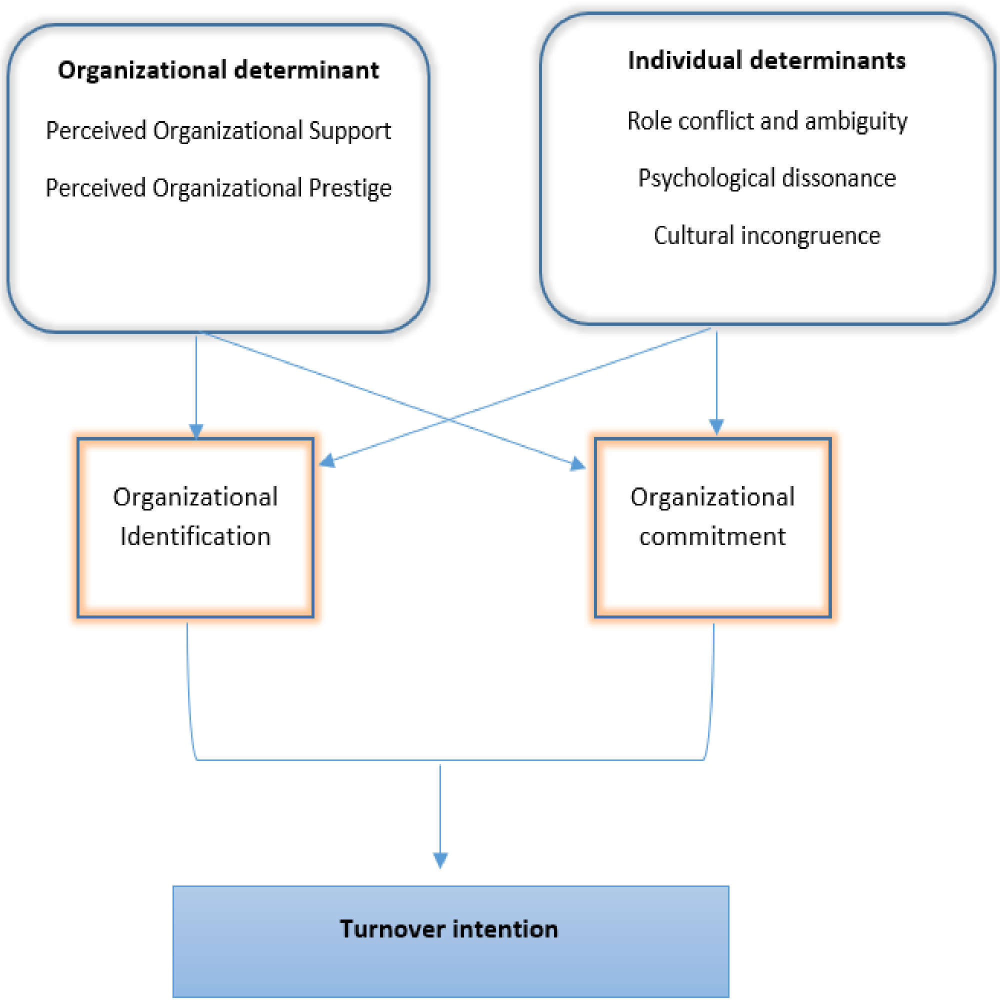

Figure 2: The proposed turnover model of MR s working for pharmaceutical companies in Iraq.

2.9 Reflections and Conclusion

In this chapter, I tried to conduct a thoughtful review to learn and relearn turnover first, and then to reflect on types of HRM practice. The review emphasised the understanding of individual psychological aspects through Organisational psychological studies, while the HRM practice studies were less in this review to achieve the aim of answering research questions. In another word, my emphasis on foundational studies and the selected psychological researches that dealt with individuals were seen more beneficial to improve the turnover problem.

Despite the latest findings on HRM research that suggest slowing increasingly broad conceptualization that focuses on improving HR practices only, they emphasized on the practitioner to lead the evaluation of such conceptualizations to add the required value to HR systems through measurement clarity (Boon et al., 2019). Too many constructs at different levels from the theoretical academic research movement have hampered research progress toward HR strategic management. Therefore, the production of actionable knowledge, a measure of the value produced from improved HR practices and aligning with the HR system in my organization is crucial. The review informed me of the mixed methodology necessity to measure respondent's feedback empirically, as well as share that with the relevant stockholders as of the next step toward adding value to the strategic HR management system. The review is quite clear that actionable knowledge is missing, so a theoretical sketch should be seen on the practical aspect of improving the MR stability in Iraq. Turnover in the MENA/Arab region shedding light on unique contextual factors that may influence employees' decisions to leave their organizations. These factors include economic conditions, political instability, cultural values and norms, job satisfaction, perceived Organisational support, career opportunities, and work-life balance (Abbas, 2012; Al Jenaibi, 2017; Ayyagari, Grover, & Yang, 2011). Understanding the region-specific factors influencing turnover is crucial for designing effective retention strategies and managing talent within the pharmaceutical industry in Iraq. Also, I should highlight the challenges and implications of turnover within the MENA/Arab region. High turnover rates have been observed in certain industries, with consequences such as increased recruitment and training costs, loss of institutional memory, and decreased Organisational performance (Elamin & Ayesh, 2018; Tarique & Schuler, 2010). Furthermore, research has highlighted the need for organizations to adopt tailored approaches to talent management, considering cultural nuances and regional labor market characteristics (Elhussiny, 2020; Mahrous & Saleh, 2019). While existing empirical studies have provided valuable insights into turnover dynamics within the MENA/Arab region, there remains a need for further research, especially within the pharmaceutical industry in Iraq. Therefore, I think this chapter provided the relevant answers to many research questions, apart from my managerial dilemma that the management and I had encountered in the last a few years at Merkat. For instance, there are restraining and repelling forces are related to the Organisational manner through Perceived Organisational Support (POS), and Perceived Organization Prestige (POP). The perceived support related to management, the HR system, and what kind of care the organization is offering to the MRs. The prestige is rather an image that seems impacted through the chaos of the legislation in Iraq and how Merkatdeals with it. In addition, the individual variables, which are role conflict, psychological distress or dissonance, and cultural incongruence, are deep features that I'm learning which never thought are reducing identification and commitment of MR and consequently increase turnover. Ironically, such variables surfaced in Iraq despite Merkatbeing ranked as the best employer in ME for 2019 (Merkatwebsite). The decision to look at the context of the issue through Organisational psychology researches first, and HRM research secondly was to depart beyond conventional one-dimensional ready-made models to a multi-dimensional approach that relevant to the newness of the role to MR, the country complexity, and the cultural differences.

The last reflection is related to the latest trend of HRM system automation, and how that informs the study to answer the research question. In the era of 'Big Data' in human resource management (HRM), the practitioner finding their way to understand the computational technology to shorten the time of doing many AR cycles to improve retention. Besides the prediction models and practitioner conceptualization, the machine learning approach—an inductive approach to data analysis—allows HR data analysts to effectively translate large volumes of information into straightforward and concise messages for managerial decisions (Yuan et al. 2021). IBM HR has a patent, a “predictive attrition program “as Rometty the CEO of IBM would explain: “*it predicts employee turnover risk and prescribes actions for managers to engage employees*”. (CNBC website,2019). She commented that “*the secret sauce*” that allowed the AI to work so effectively in identifying workers leave time with predictions up to 95 percent accuracy “range”. It is all about the use of algorithms in HRM heuristics calculations, drastically changing the HR landscape. IBM, Google, LinkedIn and Microsoft have all used HR algorithms in the analysis of HRM practices, decision-making, employee engagement, hiring, financial compensation and reducing turnover (Cheng et al., 2021). However, the practitioner’s role in finding the right inferential aspect of variables’ causal effects is vital for deriving the right basis for these algorithms. Such a new trend of the HRM system approach is informing me, as a practitioner, of the importance of the right conceptualization of the turnover model with the deep dive in the psychological context of the MR. We, at Merkat, are applying the automated HR system that keeps all relevant data to apply such analysis as a decision-maker, I have passed the moment of meaningless recommendations pushed on my desk from the system. However, the validity of such a computerised system depends on our real understanding of the context to run the analysis.

CHAPTER 3: RESEARCH DESIGN & METHODOLOGY

3.1 Introduction

This chapter presents the method I designed to answer the main research question of this study: what are the determinants for Iraqi pharmacists in their decision to leave or stay in the MR role in pharmaceutical companies? While the research design in this study intends to validate Iraqi pharmacists' determining factors to leave pharma companies, it will also assess whether organisational commitment and identification play a mediating role in this intent. This chapter begins by addressing my ontological and epistemological view, and my philosophical position amongst other philosophical terrains; then, it concludes critical realism as the philosophical position to answer research questions. Following critical realism, the mixed research methodology, why it fits the critical realism paradigm and why I chose them will be detailed. The two qualitative and quantitative methodology phases and the AR type, i.e., the sequential and exploratory design, will be discussed. The qualitative research design and its execution through thematic semi-structured interviews will be justified. In addition, the quantitative part, quantitative instrument, survey design, reference for questions used in the survey, and minimal sample size calculation will be illustrated. Further, the interpretative tool used for the qualitative and quantitative research data to ensure rigor and generalisation of results will also be presented.

3.2 Assumed Philosophical Position

From a professional perspective, most medical students are trained in and taught the empiricism of pharmaceutical science. As a pharmacist working in the sales and marketing of medicines, we are trained to deal with the market share of pharmaceutical sales, the top line, the bottom line of financial sheets, number analysis and new trends in pharmaceutical innovation (Saha, 2016, p50). The new terms, knowledge creation in a circular actionable way, departing positivist norms towards diversity, diversified assumptions, ontological and epistemological lens, etc., obviously mandate personal attitudes to re-learn the surroundings (Cassell and Johnson, 2006). The primary step towards such critical re-learning is to attain the critical involvement of myself with prominent stakeholders in the problem, such as the pharmacists' union, sales managers, human resource managers and ministerial executives. My involvement in a newly constructed realm may need a critical reflective effort to understand the importance of the issue for stakeholders at the centre of many other hot topics in day-to-day challenges (Rigg and Trehan, 2004). Eventually, the effectiveness of the resolution must be built on my philosophical position to cascade a new ontological and epistemological understanding of the case (Johnson and Duberly, 2000).

To set my philosophical position, I questioned and reflected on my personal motivation and real interest in AR. The self-reflexive effort I started began by disclosing my autobiography (as I introduced in chapter one), the socio-political background of the case, re-defining myself, and the desire to accomplish this research's objectives (Smyth and Morris, 2007). Coghlan (2008) calls it the researcher's authenticity through a genuine first-person inquiry, which is highly emphasised for successful AR. An honest first-person inquiry can be achieved by viewing ourselves as being beyond an object rather than a subject with complete awareness of our internal life. As a person with an INFJ (Introvert, Intuitional, Feeling, Judging) personality, I am supportive and encouraging; affirm humanistic goals; get a job done in a personal and caring manner; think outside the box by using metaphors, symbols, and other abstract language; and reframe questions or interpret situations from alternative perspectives (The Myers-Briggs Type Indicator (MBTI) of Ahmed Al Salem, 2016). The processes of authenticity and self-reflection and how they are related to AR appear in the four stages of any AR. So I started with experiencing the related data, a genuine understanding of this data, making sense of it and relating them to our conscious insight, and making a decision regarding what can be done to resolve any issue (Coghlan, 2008). Therefore, comprehending the latest and burgeoning epistemological studies to gain a deep understanding of the events around us and relate them to the right philosophical directions is a must. For instance, I take time to understand the modernist, critical modernist and postmodernist philosophical terrains as an essential step in enriching the research towards truth. Although the philosophical debate started by Plato and Aristotle is mystical and confounding, I must try to break down the profound general meaning of episteme to the business standards and the normative guideline to benefit the organisation and bridge the gap of relevance through practical knowledge (Corlett, 2018).

Today, the most successful reputable products are mainly produced using empirical methodologies in science and nature. Such methodology is rigorous and follows a positivist approach as a warrant of knowledge similar to any other technological or day-to-day use products. Ontologically, such a direction is related to the foundations of ***realism*** that have been started since the modernist era as an output of Puritan values dealing with utility, rationality and empiricism. Puritan values are believed, with chosen protestant values, to underlie the capitalism of today’s world. Max Weber, Robert K. Merton and Jürgen Habermas represent a clear direction in which to have an epistemological approach that is characterised by a value-free knowledge or implementing “ethos of science” in business and management research (Johnson and Duberley, 2000). Realism is embedded in today’s western culture, which sees reality in dualism, independence, rationalisation, minimal cognitive true or false distinction, and the ignorance of theocratic knowledge (Cassell and Johnson, 2006). Such a direction in a business school is obvious today through the request for more interesting research to produce applied research and fill the gap or knowledge relevance.

Another philosophical terrain rests on the episteme ontological perspective of relativity, which constructs reality instead of proving it. Relativism is a considerable philosophical view in social sciences and management research emphasising a non-definitive and continuously changing reality based on social science’s subjective perspective. Relativity in social sciences positions knowledge in the broader space of understanding, especially when the insights are connected to the person, place, culture and history of said knowledge (Johnson and Duberley, 2000). Knowledge in relativism is the construction of the mind’s processing through sensory impulses that are contained, organised and interpreted with some parts of our experiences in world reality (Barne and Bloor, 1982). Such an open space for the realisation of facts defines social science with a paradigm, a metaphor and a hypothesis. Research understanding relies on human experiences’ beliefs towards social occasions, making each experience unique or not resembling others by any means. The human transcendence through different interactions in the social context (organisation, firm, community) does not carry a true or false distinction; it is liquid and with no commitment to the knowledge to produce specific results.

Some other philosophical schools in the postmodernism era claim or revisit all modernism beliefs and claim that every scientific certainty is subject to interchangeability with the social context in a “meta-narrative” way (Johnson and Duberley, 2000). Similarly, in the post-modernity discourse, the critical theory epistemologically and relatively reviews knowledge of politics, power distribution and values in the most legitimised dominant positivist view. These two theoretical directions, as facets of relativism in the realm of realism, rely much on the role of the thinkers’ emancipation to realise the world differently at the variable level of rationality (as in critical theory) or the level of irrationality (as in most postmodernist research) (Raelin, 2007). Critical theory classifies its work in two directions: first, it reviews empirical natural science, for example, empirical-analytical science where people continuously try to comment on their interplay with nature to create a better world ideology. One example of such empirical critical analysis is evaluating the environmental impact resulting from certain products and shifting to green energy with green sustainable products. Second, the critical theory specialises in historical-hermeneutic science, where critical human needs are revisited (Hatchuel and Miller, 2005). Such direction rests on revisiting common communicative consensus to rethink some historical or theological ideologies to overcome any conflicting issues. An example is religious entities that are revisited through a scientific committee to re-understand some theological doctrines to create a new consensus understanding of religion outside of orthodox beliefs that are taken for granted.

My ontological assumption in this research does not entirely follow any one of the above philosophical schools; it represents both domains of subjectivism and realism that are set on mindfulness and cognitive enablement. Based on Roy Bhaskar’s epistemological and ontological direction, each clear external entity has a psychological, metaphysical state that is accommodated by pre-analytical fragments that helps us perceive reality (Bhaskar, 2011). Such a pathway could not only rely on empirical epistemological justification but it can also detach to enact a cognitive agent as a source of knowledge that "reveals reality" readily, without mediation The enactment of the cognitive entity of the things in critical realism goes beyond Descartes' famous saying, "I think, therefore I'm" (Encyclopaedia Britannica. Retrieved 28 July 2021). Descartes, for instance, engaged in a non-positivist pathway proved his existence through the constructionist approach, while critical realism concluded reality through current existing entities (positivism) with a minor enactment of essence (constructionism). Therefore, critical realism values action and empiricism through the existing setup and engages in changing reality through the minor engagement of participants' consciousness towards change (Bhaskar and Danermark, 2006). This raises a question about how such an epistemological pathway is applicable to this research. Critical realism, that I consider one of the potential paths to start on from the existing reality of MRs, should engage in their social context to re-understand them again empirically. A critical realist believes that a body of knowledge can be invoked through the enactment of some contemplative or intuitive efforts to lead the researcher towards cognitive revelation (Johnson and Duberley, 2000). Such cognitive revelation is general and abstract and should be processed to produce a particular paradigm. Such a paradigm is the core of the hypotheses that result from the surfacing of the tacit knowledge of human behaviour.

Thus, avoiding antagonising postmodernism crises and language game chaos, critical realism provides a pragmatic approach to transcend positivism without neglecting the postmodernist antithesis of relativism. It emphasises a modest position through a distinction of the empirical world (experiences) from the actual world that may or may not (events) be observed, deeply rooted in reality. For example, it applies in this research through no forceful imposition of an MR's western perspective (experience) on the ill-defined system as in Iraq (events), without modifying the way the organisation is dealt with (a mechanism). As this view interweaves realism and relativism, some social scientists consider it a pragmatic approach for social research that warrants results with actions and applicability (Danermark et al., 2002).

Johnson and Duberley (2000) detail the critical realism mechanism by detaching participants from the conventional thinking or beliefs that are taken for granted and accessing the inner circle of consciousness (new reality) to enact a new conscious perception of the change through a new paradigm. Such a new paradigm of thinking depicts new theoretical subjective knowledge that mostly comes with new learning and additional actions. As Iraq is underwent unprecedented socio-political changes, an organisation's sense of "becoming" should be fully understood towards change (Cunliffe, 2004). Thus, the AR forum, through critical realism, will be a platform for sharing other countries' experiences, with the chance to contemplate intuitively new learning, new knowledge and new social context that pragmatically fits our people's needs.

At the end of this section, my attempt to have a thoughtful review of my philosophical position intends to deal with a complex humanistic issue with balanced approach between individuals who are identified by their motives and characteristics, and the organisational operations. Based on my observation through 10 years in leading corporate jobs in Iraq, such individuals culminate a negative mental and emotional status that is difficult to discuss without navigating their social context. The most reliable navigation obligates me to listen, engage and emancipate the discourse to surface the deepest feelings, opinions, and views. I think without having both qualitative and quantitative elements in the research, the full picture of the understanding the turnover reasons will not be achieved.

3.3 Research Design: Sequential Qualitative-Quantitative, Mixed Methodology AR (MMAR)

Research design is a set of procedures and methods used by the researcher to collect, measure and analyse the main variables that logically answer the research question. It is equal to an architect's blueprint used to build a building (Coghlan and Pedler, 2006). It should be organised excellently to fit the logic of acquiring knowledge through research. As the social inquiry of this research is concerned with the turnover issue, I must navigate a newly naïve problem in an emerging economy. Turnover is described in chapter two as an old issue that was discovered in the early 1900s through significant research and theorisation. However, the new knowledge of this phenomenon in the MR field that is relevant to Iraq after 2003 is absent.

As knowledge is continuously changing according to the background of time and the place, any previous experience is tentative until we prove it is relevance (Raelin, 2007). The turnover knowledge should not be used to bend the understanding of reality; rather, it should be used to reimagine social context, extract a unified cause and effect, unify the two in a conceptual model, and then support it through scientific empirical data. The mixed methodology AR (MMAR) design in AR cycles (construct, plan, act and evaluate the result) to find a resolution for the research questions is one of the most consistent research designs for critical realism (Coghlan and Abraham, 2018) (see Figure 3).

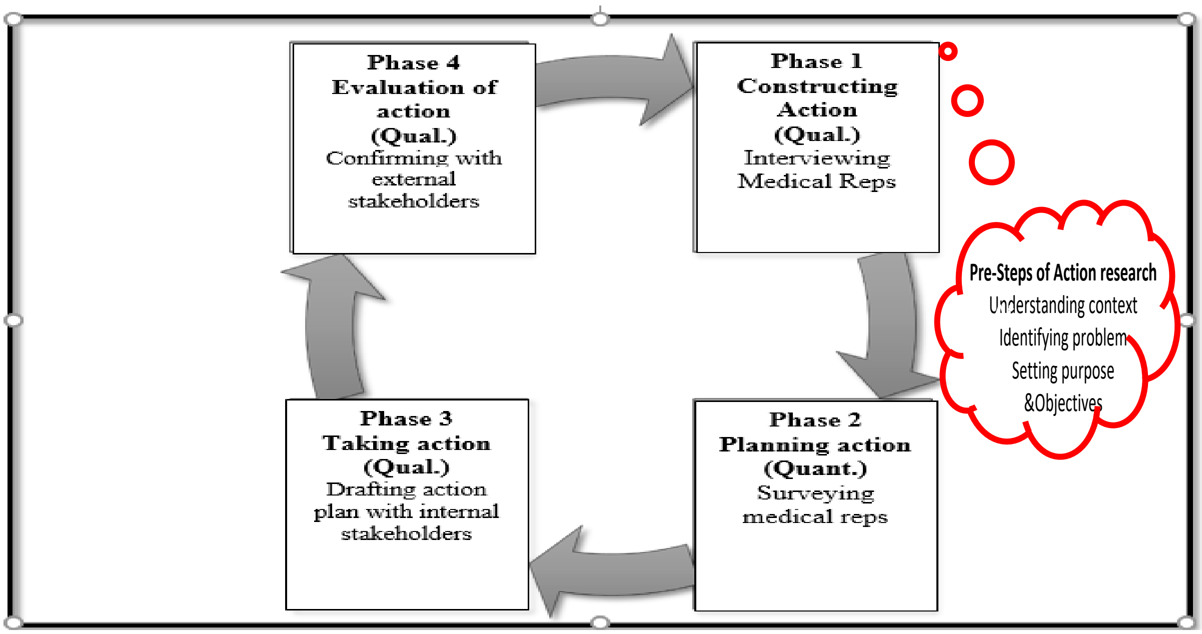

Figure 3: AR Cycle in the ***pre-step phase to understand context, indentify the problem and set objectives*** based on AR cycles by (David Coghlan and Abraham , 2018, page 5)

As per many social researchers, the mixed-method approach is one of the most useful techniques that helps to solve complex problems in management research, and the level of research capability to achieve that is clear (Bazeley, 2015). The AR mixed methodology proposed by this research started with the qualitative part by conducting semi-structured qualitative interviews to capture pharmacists' experiences and voices towards meaningful interpretative understanding. The semi-structured interview format was selected among the structured and non-structured interview guidelines because semi-structured interviews can narrow down the topics to thematic or shared terminology (Turner, 2010). The timeline to conduct the interviews was created so as to not exceed three months and start between June–August 2020. The semi-structured interview with a considerable freedom to elaborate on their daily struggle enabled a mindful detachment from conventional thinking. It helped me to allow the participants to redefine their life goals and aspirations in the pharmaceutical company's life beyond traditional reasoning. The unstructured interview-based requirement helped the research become abundant in the broad view from predetermined variables of turnover.

Phase	Design	Purpose	Methodology
1	Thematic semi-structured interview	To explore the pharmacist community of Iraq for pharma companies and pharmacists' shared concerns or motives to stay in their respective company. The conceptual model is the aim of such a design	Qualitative
2	Survey the presumed determinants and the hypothesis concluded from the conceptual model in the qualitative part of the research. The determinants' representation will be assessed through statistical exploratory analysis, linear regression fitting, and Cronbach's alpha.	To confirm whether the determinants are statistically significant, define the link between variables, measure their reliability and validity, and investigate trends.	Quantitative
3	Focus group or learning set	A close circle of action learning	Qualitative

Table 1: Exploratory sequential MMAR design followed in this research

The connections between interviews and surveys can provide complementary data on the research topic, increase validity and reliability and provide triangulation. The interviews allow for in-depth exploration of individual experiences, perspectives, and motivations, while surveys enable the collection of data from a larger sample, providing a broader perspective. While mixed methods approach by integrating interviews and surveys can enhance the validity and reliability of the findings. The qualitative insights gained from interviews can help inform the development of survey questions, ensuring that the survey captures relevant aspects of the research topic. By utilizing both interviews and surveys, researchers can triangulate the data, comparing and contrasting the findings from different sources to strengthen the overall conclusions.

Whereas, differences between interviews and surveys can serve different purposes. The Interviews involve direct interaction with participants, allowing for open-ended questions and probing to explore individual experiences and perspectives. Surveys, on the other hand, employ standardized questionnaires with predetermined response options to collect data from a larger number of participants. Also, the interviews typically involve a smaller sample size, allowing for in-depth exploration of individual cases but limiting generalizability. The surveys, with their larger sample sizes, provide a broader representation of the population and allow for statistical analysis and generalizability to a larger group. Moreover, the interviews provide rich, contextualized, and detailed information, capturing nuances and individual experiences that may not be captured in a survey. Surveys, on the other hand, offer efficient data collection across a large number of participants, allowing for statistical analysis and identification of patterns and trends. Last, the interviews are time-intensive, requiring individual scheduling, conducting, and transcribing. Surveys can be administered to a larger number of participants simultaneously, reducing time and resource requirements.

The widespread use of the mixed method in education and health research is common. Gatekeepers of these disciplines are sceptical about the overwhelming positivist approach with its application of indices, statistical analysis and a mania of number-driven facts (Bazeley, 2015). Bell and Bryman (2018) have concluded that quantitative analysis for qualitative paradigms is not completely separated or an issue in organisation research, but these can be interweaved to offer an in-depth systematic analysis. Therefore, the qualitative data, which includes open-ended information with no predetermined structure (contemplative cognitive aspect), and quantitative data, which includes close-ended information with a pre-planned flow (empirical aspect) are possible to be mixed to ensure criticality.

Why AR? I have gone through the issue in chapter 2 to conclude that I should go beyond describing, exploring or correlating it. I must adopt a research design that is flexible enough to enable me to integrate two realms, organisational and individual. Therefore, I concluded a research paradigm that fits MRs own cultures of inquiry to observe, describe, understand and resolve the turnover phenomena. The main two types of AR: classical AR and participative AR are relatively to choose one of them which are sequential, continuous, combining inquiry towards aimed organisational change, and not limited only to the explanatory aspect (Sohng, 1995). Classical AR focuses on improving the researcher's capacity but does not necessitate engaging in actions and producing theoretical knowledge. Moreover, it depends on the researcher's feelings towards changes through the realisation of change in the presses or products without defining the goals or objectives before hands (Tashakkori, 2003). The researcher may act as an individual or a facilitator in a group as they co-learn improvement, help to identify the problem while drawing opinions, and help to identify gaps that rely more on feedback than analysis and theoretical knowledge constructions (Tashakkori, 2003). As the aim of the research—to develop a theoretical frame or model that relies on a local theory that is understandable and actionable—is definitive, participative AR is the right AR choice for this work. Under this research type, I will actively collaborate with participants to understand, theorise and change social reality. My role as a member of the group involves co-learning, not as an expert but as a facilitator and co-producer of learning and context aimed at creating a new group understanding. In addition, my role in this selected AR is to bring isolated participants (ex-employees, sales manager, government decision makers and pharma leaders) together around a common goal of sharing their experiences in a reflectively, adding to my experience, contextualising all feedback in one frame and allowing to try things differently. Because I already live in the MR community, I lead their affairs and have either a previous or an ongoing relationship with the pharma community, and so I know how to translate their perceptions, dig deep into the depth of their meanings, and relate feedbacks. In this type of AR, I will use the tacit knowledge from the participants' experience through a long-term commitment project to solve MR turnover issue and continue to solve the problem beyond this research project.

As of today, I think such design selection to produce "interesting" management research bridges the relevance gap between the academics and praxis. This may help me to be immersed in the "emerging" social context of an MR. Also, it will help me as one of the best ways to act as an educator, who could build a dialectic relationship, reflective engaging practices, derive new relationships, position my leadership towards better control of turnover and generate knowledge that will improve the workplace. Moving from a practitioner to an educator or facilitator in the participative aspect will improve my leadership by helping me become an agent of change. Lastly, the feeling of injustice experienced by the MRs may worsen if I treated them as a research "lab" instead of including them in a democratic forum to rebuild trust, justice and optimism. This aligns with my esteemed corporate guidance towards fair appraisal, satisfactory organisational development and readjusting the power relation that could lead to better organisational engagement and lower MR turnover (Miller et al., 2003).

3.3.1 The Qualitative Methodology

The research design begins with the research question: why do Iraqi pharmacists present a higher turnover rate in the MR role? As in chapter two, the main research question is explored within the explicit literature knowledge. In this section, the qualitative part of the research will explore the social context of MRs to arrive at the taken-for-granted beliefs towards change (Coghlan, 2009 p 111). Many notable qualitative researchers are against developing a standardised, unified criteria for qualitative research by choosing any one of the five qualitative approaches, claiming that such unvarying standards are pointless and questionable (Guba and Lincoln, 2005). This claim is based on the fluidity of the subjective realm that a researcher's preoccupation with the approach's criteria may be considered a cult towards reality (Tracy, 2010).

Despite the fluidity of the qualitative part, the first point in addressing the right methodology is the research's stance of philosophical inquiry. Ontologically and epistemologically, MR turnover and their decision to leave the organisation are deeply rooted in the employee's psychology (Rothausen et al., 2017). Therefore, ontologically, it is relativist in nature, and epistemologically, it is constructional. Choosing the right qualitative approach should consider the previous understanding of MR turnover in Iraq, which is not fully researched. The turnover is not an observable fact or event in a clear structure to build a phenomenological approach. Moreover, it has no previous systematic inference of the MR culture and subculture to approach it with ethnography, and no previous theorisation in Iraq that could help build a grounded theory analysis. This means that the turnover through known causes, for instance, as in previously researched cases, is not limited to the determinants of monetary satisfaction as in X country and Y job is relatively applied to our research, and it is possible to be constructed through another social context. The research questions and the search of the literature to understand MR turnover should not fully preoccupy me to attribute it to the Iraqi social context; therefore, I theorise, code, or pre-talk as a case study (Johnson and Duberley, 2000). As an insider, I have worked with ex-employees, knowing their traits of character and behaviors, the research methodology is convenient for both myself and the audiences to let go the previous understanding and listen and rediscover the problem to find in-depth insights that reveal their real psychology.

Research type	*Scope*	*Problem of interest*	*Data form*	*Unit of analysis*	*Report Form*
Narrative	Exploring individual life	Stories of an individual	Individual interviews and documents	Stories (restoring), themes, models	Narrative report of individual life
Phenomenology	Understanding essence of experience	Essence of phenomenon	Interviews observation, documents, and media	Text, structures, and context	Descriptive report of phenomenon essence
Grounded theory	Developing a theory	Grounding the theory	Group interviews	Code, and axial coding	Illustrative report of the generated theory
Ethnography	Describing or interpreting shared culture	Shared pattern of group culture	Observation, interviews, and multi-source	Group themes, shared culture	Descriptive report of shared culture
Case study	Describe deep analysis	In-depth understanding	Interview, observation, documents, and artifacts	Theme and case description	Analytical report of the case

Table 2: Types of qualitative approach and characteristics (Creswell, 2009 p. 104)

Narrative qualitative research is a tool that I used to re-tell the story of MR turnover in Iraq by recognising their prominent agreement, contradiction, phrases, relationships and effects. Analysing stories and going beyond the micro-linguistics provides a unified framework in the cause-and-effect model (Creswell, 2009). Such a framework tentatively leads to a conceptual framework that helps to define the hypothetical effect of each “presumed” variable. The grounded theory approach could derive a conceptual model and hypothesis; however, the previous groundedness of the theorisation of MR turnover in Iraq accordingly has never been done before. The narrative approach was semi-structured in comparison to semi-structured interviews. The superiority of the narrative qualitative approach over other research approaches (phenomenology, ethnography, grounded theory and case study) in this research may be attributed to the following:

1) The narrative research approach is a powerful tool for electrifying mindfulness through deep probing on “knowing how we know” (Raelin, 2007). It is a perfect way to express the desires, wishes and intentions of MRs own lives. The philosophical position of this approach aims to criticise the understanding of the social context beyond the taken-for-granted models, concepts and forms benefiting from the spaciousness that allows me to access MRs intuition and reveal tacit knowledge.

2) It is a powerful and pedagogically meaningful way to popularise action learning among the participants. One of the critical aspects of action learning is the re-learning of our community through collective efforts (Creswell, 2013).

3) It is one of the best pragmatic practices where the researcher can act from a neutral position to criticise or complain about the social context (Creswell, 2013).

The interview participant identification was selected using a purposive sampling technique. The criteria for participant selection included medical representatives working in ex-pharmaceutical companies in Iraq I worked for with diverse backgrounds, experiences, and job positions. Efforts were made to ensure a balanced representation of participants from ex-pharmaceutical companies in different regions of Iraq. The data Collection used semi-structured interviews were conducted to gather qualitative data. The interviews were conducted in person at the participants' workplaces or through online platforms, depending on the participants' preferences and availability. The interviews were conducted in the English language, as it was the participants' common workplace language, to facilitate open and detailed discussions. The interview Guide was developed to ensure consistency and to cover relevant topics related to turnover proposed conceptual model and other research questions. The guide included open-ended questions that encouraged participants to share their experiences, perspectives, and insights. Probing questions were used to delve deeper into specific topics or to seek clarification when needed. The data Analysis used thematic analysis to analyse the interview data. The analysis involved several steps:

a. Transcription: The recorded interviews were transcribed verbatim, capturing the participants' responses and non-verbal cues. Transcriptions were conducted in the original Arabic language.

b. Familiarization: The transcriptions were thoroughly read and reviewed to gain a comprehensive understanding of the data, allowing the researcher to immerse themselves in the participants' perspectives and experiences.

c. Coding: The data were coded using an inductive approach, identifying meaningful units of information, concepts, and patterns. Initial codes were assigned to relevant segments of the data, capturing the key themes and sub-themes that emerged.

d. Theme Development: Codes were reviewed and organized into potential themes and sub-themes. The researcher iteratively refined and revised the themes to ensure they accurately captured the participants' experiences and perspectives.

e. Theme Review and Analysis: The identified themes were reviewed and analysed, exploring the connections, patterns, and variations within the data. Quotes and excerpts from the interviews were selected to support and illustrate the identified themes.

Participants ID	**Age**	**Gender**	**Year of experience**	**Current company**	**Job position**
P1(ex-Sandoza)	30	Male	9	AstroZanaca	Team Leader
P2(ex-Merkat)	31	Male	8	CinnaIran	Sales Supervisor
P3(ex-Merkat)	33	Male	6	CinnaIran	Sales Supervisor
P4(ex-Merkat)	37	Male	6	Private pharmacy	Owner
P5(ex-Sandoza)	32	Male	5	Government	Clinical pharmacist
P6(ex-Merkat)	30	Female	7	Sanofa	Medical Laisses

Table showing participates profile

3.3.1.1 Interview Protocol Development

Interview protocol is a systematic framework that presents interview requirements. Interview requirements refer to the resources that the researcher should receive to increase the interview's reliability; gain access to the participants, interviewees' trust, and clarity and quality of questions; and the right time and location (Rabionet, 2011). The necessity of interview protocol in qualitative research ensures the quality of the collected data; however, it is unnecessary for a qualitative methodology such as the grounded theory, as the interview design is learned or accumulated through previous interview outputs (Castillo-montoya, 2016). To develop an interview protocol, the following four essential steps should be ensured:

1) Aligning interview questions with the research questions.
2) Constructing conversations that detail the inquiries.
3) Receiving feedback on the interview.
4) Piloting the interview.

To ensure the interview aligns with the research questions and construct a conversation that details the inquiries, a matrix of the fundamental reasons attributed to MR turnover in pharmaceutical companies has been created. As the interview is semi-structured and not rigid, the matrix's mapping is shown in the below table.

Research question	Interview questions to answer the main research question	Applicability	Awareness	New knowledge	Action to change
Introductory questions	Since when have you been working as an MR.? Can you describe the nature of the MR role briefly? How many companies have you worked for as an MR? How many products are you working to promote? Can you elaborate on each briefly? How many other MRs are working in your region? How is your sales team structured in the current pharma company—by territory or lines? What is the sales performance like right now				
Is there any role ambiguity, role conflict, or work-family conflict that affects any organisational commitment or linked to Iraqi MRs' turnover intention?	**Role ambiguity:** Did you receive a clear performance description and guidance from Merck? Did you learn the reasons behind each performance KPI? How often do you feel confused about the objectives or tasks you are given or assigned by Merck? What is the meaning of a job description? Did you ever receive such a thing? Do you think your role as a pharmacist comes before an MR or does MR come before the pharmacist? Do you think pharmacists should not work as MRs? **Role conflict:** Did you ever find any inconsistencies in the instructions from your company Can you describe how doctors perceive the role of an MR?				

	Can you detail how a patient in a clinic perceives your role as an MR? What is the current practice applied to the MR role: sales before science or science before numbers? Which approach was employed at Merck? **Work-family conflict:** Can you briefly describe how your family perceives your role as an MR? Do you have time when you work as an Mr and does it conflict with your family time?				
Are distress and psychological dissonance in pharma companies linked to organisational commitment and organisational identification that lead to voluntary turnover among Iraqi pharmacists?	How long does it take to get inside a doctor's room to promote medicine? Do you face difficulties with the receptionist when booking an appointment to see the doctor? Describe your feelings when the time to get to a doctor's room gets longer than expected? How frequent does a doctor ask for services and do they make requests that are not possible to satisfy? What happens if and when dissatisfied doctors are to be visited in the upcoming monthly plan?				
Does cultural difference bring Iraqi pharmacists "who are working for pharma companies" to a new setup that differs from what other collective pharmacist groups are doing daily?	How frequent does a non-Iraqi hold a sales manager or country manager position in pharma companies? Why do you think non-Iraqi managers (pharma or distribution companies) are given such positions? Do you aspire to be in such a position? If so, when do you think you will see yourself at such a leadership level?				

Does payment satisfaction with pay level, pay raises, benefits, and pay structure affect organisational commitment or organisational identification, so the MR still feels the need to change to reach the level he/she wishes?	As a pharmacist, how many sources of income do you have today? Which is better for you from an income perspective: government, an MR role or pharmacy, and why? Did Merck satisfy you with the monthly income and bonus scheme? Do you mind giving up all other income sources (government and pharmacy) and staying on MR compensation? How much compensation do you think is enough to give up all other sources of income? Why do you think MRs are keen to find different sources of income?				

Table 3: Table used to detail the protocol interview matrix

As the interview questions' aim to gain the daily life experience of MRs that goes beyond conventional answers, I have shared the interview questions with colleagues who work for the companies' leadership positions. This feedback mainly aims to check whether the language used is similar to the interviewee's everyday vocabulary. The English language was the most convenient instrument of communication. This was because the participants' English proficiency was very good, as it is the work and academic language in the pharma industry. Through this feedback, I came across examples and clarifications that helped me find/explore the depth of the social context of the participants' answers. In addition, the supervisor's input to align with the aim of the qualitative part advised me to not go beyond a one-hour interview and keep the focus of the research questions and the interest through the ability to move between questions as per necessity.

The interview was piloted with one of the MRs who is still in the MR role. The piloting was a chance to investigate the participant's clarity, simplicity, and psychological response towards the interview questions. For instance, payment, satisfaction and psychological dissonance led to the discussion of the role of their direct manager and their style of leadership in day-to-day management, which is an essential element but could not be highlighted in the questions.

3.3.1.2 Samples and Data Collection

Research participants for the qualitative interviews were selected from the MRs of Merkat KGaA Company who had voluntarily left the organisation. Currently, I am not a part of the Merkat KGaA leadership and am working as Chief Commercial Officer in a Faruk Group Iraq. I left Merkat in Jan 2020, before conducting this research. The bias expected from internal researchers and the anxiety of being a manager who is afraid to open real dialogue with MR eased by the interview. The reason behind leaving Merkat is related to my aspiration to take the lead in a higher responsibility and being an agent of change at the local level, and transferring learned multinational knowledge to others. To start data collection, I invited ten quitters to do the interview, of which only six participants remained; these participants belonged to different parts of the country. The participants were not a part of the learning set to avoid any foreseen inconvenience related to the managers' attendance with ex-employees that may hinder their emancipatory role. One participant is female out of six, which shows the low gender engagement in pharma companies. I will discuss this further in the quantitative part. She was the only female MR to leave us in the last three years. The participants' diversity is classified according to product types: three of them belonged to the fertility medicines team, while the other belonged to the general medicine team. The learning set of the qualitative research participants was invited from different decision-making entities: sales manager from Merkat Company, pharmacy union representative, HR representative, MR delegated from Merkat and leader of a pharmaceutical company or a distributor who represents the pharma company in Iraq. The interviews were made through a Zoom call, as the ethical committee demanded adherence to social distancing protocols because of the peak prevalence of COVID-19 in April and May 2020. Each participant received the research's informed consent form, which was duly acknowledged and signed, as shown in appendices. The questions focused on the participants' opinions of the pre-researched variables or important determinants introduced in the literature on MR turnover in pharmaceutical companies. The transcripts of the recorded interviews were compiled in thematic question-and-answer word documents so they could be used by any qualitative computerised program for analysis.

3.3.1.3 Data Analysis Strategy/Technique

Extracting data through the qualitative phase (interviews and focus group) and analysing it through inductive, abductive and retroductive inference processes is considered the best approach for the critical realist to generate a theory (Uwe Flick et. al 2004; Martin, 2012; Birkinshaw et al., 2014). Such analysis tools are a transdisciplinary way to encompass the qualitative raw data to deal with the ontological stratified layers in human intellect, as it empowers the researcher to navigate stratified reality easily (Bhaskar, 2011). Inductive reasoning is a type of inferencing technique that relies on general observation to draw a universally valid conclusion (Uwe Flick, 2004). This technique is applied in the field of social sciences when the researcher gathers general observations from media, interviews or other tools to conclude similarities from the data, to get the big picture of a common theme, phenomena or pattern. It is a methodology that is frequently used to generate theories in most epidemiological studies in health management that expand the understanding of the theoretical frames of a psychological disease by understanding the economic, social and political factors that may influence the experience of certain behaviors or decisions of individuals in life. Deductive reasoning is an inferencing technique that relies on the right premise (proven theory) to reach logical conclusions and practical implications (Uwe Flick, 2004). Such inference, for instance, in social research, is concerned with developing an action derived by conceptualising qualitative data that belongs to the proven theoretical framework. In this research, I will explain, after driving the logical conceptual framework, how the course of action to be taken is deducted from the quantitatively measured relationship between each determinant. Abductive reasoning is a change in the understanding of a theoretical framework due to new results that lead to the reinterpretation and reconceptualisation of a new way of inventing a new conceptual framework (Uwe Flick, 2004). In social science research, abductive inference uses data that are outside the initial knowledge framework to stimulate the researcher to see what the findings are compared to the initial theoretical understanding

(Danermark et al., 2002). Retroductive reasoning is a reasoning technique that describes and analyses concrete phenomena to reconstruct them into new forms. Mostly, such inference is used to revise any missed or inadequately detailed quantitative and qualitative data to readjust the course of the action. In social science, all discoveries fall within the retroductive efforts through counterfactual thinking towards trans-factual conditions, or through dialogue between ideas and events (Danermark et al., 2002).

In this research, the generation of a new theory has two phases: *emergent and confirmation phases* (Creswell, 2009). Recalling the type of this research, an *exploratory mixed-method design,* I used *inductive reasoning* to collect as much qualitative data through the narrative methodology as possible to enrich a deep understanding of the premises involved in the turnover frameworks. Such a phase uses data from face-to-face interviews to reinterpret the turnover in Iraq. Bundling raw data leads to the conceptualisation of a new way of observing reality, which precisely induces a new understanding that fits the social context of Iraqi pharmacists. I will elaborate more on the qualitative data analysis in chapter four. For instance, in the face-to-face interview, the embarrassment or frustration that an MR experiences due to the moody behaviour of a receptionist when getting a doctor's appointment was mentioned repeatedly. Such behaviour was coded to draw a determinant that is common among MR turnover and is called psychological dissonance. Deductive inference was used to know the course of action after drawing the conceptual framework, as it helped me derive the details of the variables to be tested, the source of the questions in use and the concluding points I aim to reach. The quantitative data collection and observation result in either affirming the conceptual framework or reaffirming it with a different understanding of abductive and retroductive inference. Such inference leads or could lead to recoding or interlinking codes to provide a new conceptual framework with the proposed new variables that describe the social problem in different ways. The *confirmation phase* comprises of the empirical conclusions, which will be discussed thoroughly in the quantitative methodology part.

Conclusion in a qualitative method, inductive, abductive and retroductive in this research, is a meta-theory protocol for generating a new causal explanation for the social context by relying on a philosophical stance (critical realism). Such a tool is perfect in an interdisciplinary approach to consider an in-depth reality through the abstractions of underneath mechanism and new context formation that fits the fallibility of knowledge. The lack of knowledge warranty and the flexibility of perceiving the outer world is at the core of the AR philosophy, thus allowing the researcher to continuously envisage the world differently.

3.3.2 Quantitative Methodology

Quantitative research is part of mixed method AR, followed by thematic qualitative research to confirm the derived conceptual framework. This part of the study aims to test the hypotheses.

3.3.2.1 Sample

The study participants were recruited from among the pharmacists who work as MRs in Iraq's pharmaceutical companies. The total number of pharmacists actively working in either government or non-government jobs in Iraq is around 20,000. Based on the latest data from early 2020, almost 2000 pharmacists work as MRs in Iraq. The number of MRs majoring in other fields (MR doctors, veterinary doctors, biologists) is equal to 2000, similar to the number of pharmacists. The number of non-pharmacist MRs was higher than the number of pharmacist MRs; however, the latest regulations by the Ministry of Health's and the pharmacy union limit any new recruitment to pharmacy graduates only.

The survey's common goal is to gather quantitative data to measure the representation of the hypotheses of our presumed theory among the population of pharmacists. The main question is how large is the sample size of this survey and whether we can generalise our results. A simple random sample size calculated through Cochran's formula (1977) was found to be statistically valid for educational and social research (Cochran, 1977). This formula uses three main variables:

1) Alpha value: The researcher's willingness to take the acceptable risk where the true margin of error exceeds the acceptable margin of error. In social research, this risk is estimated to not exceed 5%. Cochran's formula incorporates the Alpha value through the corresponding T-value, which is 1.96.

2) The margin of error is a straightforward percentage of error applied in all calculations. Our study mainly incorporates continuous data and minimal categorical data; the acceptable percentage of error is 3%. As the points of the scale are seven, the final margin of error is = 0.03 * 7 = 0.21.

3) Variance estimation: Variance is the random distribution of differences from the mean among the population. The continuous data survey, which has a seven-point scale, is calculated by the number of points in scale divided by the number of standard deviations. As the scale points are seven and the number of equal standard deviation is six, 7 / 6 = 1.167.

The formula used to calculate the minimum sample size is:

*= (Alpha value) ^2 * (Variance) ^ 2 / (Margin of Error) ^2*

*= (1.96) ^2 * (1.167) ^2 / (0.21) ^2*

= 118 for infinite population.

If we calculate it for the population of 2000 pharmacists, the adjusted minimal sample size is:

=Sample size for infinite / 1+ [(sample size of infinite - 1) / 2000]

=118 / 1 + [(118 - 1) / 2000]

=111 minimal participants per population.

The survey used to collect the quantitative data tests five hypotheses planned from eight variables, as mentioned in the conceptual framework. The hypotheses were developed according to the combined effect of each on intermediary variables, organisational commitment and organisational identification. All survey questions were derived from the well-known pre-existing instruments in empirical research. The content of the questions will be shared in the upcoming section.

3.3.2.2 Measurements

The questionnaire comprises 16 sections and 47 questions. Most sections measure the response through the Likert scale. Each section assesses one variable: organisational support, organisational identification, psychological dissonance, organisation image and prestige, organisational commitment, role conflict and ambiguity, quitting intent and mobility, and organisational culture. Demographics comprise gender, age, education, years in the job, license status and company name. All survey questions were adopted from empirical studies initially developed in English and conducted in English as Iraqi pharmacists' study and work with English command. The survey instruments, the source of each instrument and the number of questions used are detailed in the table no. 4 as below.

Research determinants		**No. of items**	**Research instrument**	**Source of the instrument**
Independent(organisational)	*Perceived Organisational Support*	8	Survey of perceived organisational support (changed)	Eisenberger et al. (1986) "*Perceived organizational support*" Journal of applied Psychology, Vol.70, P. 500–507.
	Perceived organisational Prestige	7	Survey of Perceived Organisational Prestige	Mael and Ashforth (1992) "*Alumni and their alma mater: A partial test of the reformulated model of organizational Identification*" Journal of Organizational Behavior, Vol. 13, PP. 103–123.
Independent(individual)	*Role conflict and ambiguity*	14	Survey of Role Conflict (changed) and Survey of Role Ambiguity (changed)	Rizzo et al. (1970) "*Role Conflict and Ambiguity in Complex Organizations*" Administrative Science Quarterly, Jun. 1970, Vol. 15, PP. 150–16.
	Psychological dissonance	4	Frankfurt Emotional Work Scale	Zapf et al. (1999) "*Emotion Work as a Source of Stress: The Concept and Development of an Instrument*" European Journal of Work and Organizational Psychology, Vol 8, PP. 371–400.

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	Psychological dissonance	4	Frankfurt Emotional Work Scale	Zapf et al. (1999) "*Emotion Work as a Source of Stress: The Concept and Development of an Instrument*" European Journal of Work and Organizational Psychology, Vol 8, PP. 371–400.

Table 4: Summary of determinants and the instruments of measurement.

Eisenberger et al. (1986) showed in their research that perceived organisational support; which is a type of an employee's inference of the organisational commitment to them, contributes to an employee's commitment towards the organisation in exchange, based on the social exchange theory. Such inference extended to also include organisational agents through the personification of organisational actions. Perceived organisational prestige determines the employee's tendency to be a part of a group that could create and enhance employee esteem. The more prestigious the organisation, the more the employee's capacity to raise the pride and self-esteem as one of its members and a better identification in the organisation. The individual determinant *role conflict and ambiguity* is another determinant that signifies a dysfunctional employee and an intention to leave the organisation. *Role conflict* is a type of hierarchal duality or managerial overlap because of either a complex organisational structure or multiple authority lines in the system processes. *Role ambiguity* is the lack of necessary information to achieve the organisational objectives due to complex or fast-growing organisations, or frequent technological advancements. Such events may impose new knowledge, new information or new skills that clarify the terrain for the new set of objectives. The 14-question questionnaire that I use to assess this determinant's importance was adopted from John R. Rizzo's (1970) 30-question questionnaire. *Psychological dissonance* is a determinant that is a type of an organisational stressor that affects the employee's psychological state and well-being. It results from failing to have any emotional regulation towards the client or customer to meet the required emotional balance. Four questions from the lengthy 20-question questionnaire were adopted to assess only psychological dissonance from a set of various emotional stressors that the researcher assessed in his questionnaire (psychosomatic complaints, irritation, self-esteem and burnout). *Cultural incongruence,* as mentioned in the previous chapter, is essential, especially in the re-engineering, acquisition or merger that led to group turnover or frustration, which ultimately ends with a disastrous collapse. Like this claim, our research concluded that pharmaceutical companies' extending sales operations penetrating the Iraqi market without previous assessment of the work culture may result in high turnover. The Organisational Culture Assessment Instrument (OCAI) by Kim S. Cameron and Robert E. Quinn (2011) put together 24 questions, of which I adopted 12 to assess the cultural value of Iraqi MRs among four types of cultural values that represent a continuum: flexibility versus stability, internal versus external. The organisational commitment questionnaire, as mentioned in Table 4, was adopted from Allen and Meyer (1990). The researcher conceptualised and measured three types of organisational commitment models: affective, continuance and normative, through a proposed sample questionnaire of 14 questions, out of which I choose 12 questions to assess the mediation relationship. The organisational identification questionnaire was adopted from the research work of Mael and Ashforth (1992) to measure the organisational identification role and how it is linked to organisational prestige, distinctiveness and competitive excellence. The dependent determinant *turnover* *intention* was adopted from the study of Landau, Jacqueline and Hammer (1986) and investigated the determinants of the ease of movement within an organisation in terms of organisational commitment and advancement opportunities within the organisation. The questionnaire of seven questions was adopted to assess the relation between determinants, mediating variable and turnover, as end stage of leaving organisation.

3.3.2.3 Data Collection

The survey administration took place between August 1, 2020, and October 1, 2020, using the online platform Monkey Survey. The use of online survey platforms has advantages and disadvantages; however, considering the COVID-19 pandemic and the ethical commitment, it seemed the safest pathway to go. Moreover, it was the cheapest and most convenient option. The respondents were approached with the required link via different routes, such as emails, Facebook pages (primarily MR pages that promote job announcements) and WhatsApp in case of many sales managers and pharma companies' directors. The questionnaire was sent to more than 250 MRs; however, the final number of respondents was 181, and had a response rate of 72%. The high response rate was a result of the advocacy of some colleagues who work in leadership roles in pharma companies. The number of respondents exceeded the minimum response size (111 respondents), which may add value to the accuracy. Each respondent received a full information sheet on the preface page detailing the research aim and the ethical consent that was electronically impeded with full freedom to reject or drop the participation at any level.

3.3.2.4 Data Analysis

Quantitative analysis uses various deductive inferences that are mostly empirically present in the quantitative data to prove the correlation of variables using mediation analysis, test reliability and validity of total measures. The deductive inferences refer to the *confirmation phase* of recollecting the empirical data after excluding the refuted data and generalising a new understanding theory generated. The SPSS (Statistical Package for Social Science) version 29 was used as a conformity tool to analyse and interpret the quantitative data outcomes and establish statistical significance. Many statistical tests will be used to analyse variables simultaneously. Structural equation modelling (SEM) used as well as multivariate analysis. The reason for using such tests is that all statistical results that are subjected to invalidity as F value and T value are required in the statistics (Hair, 2006). The main measures to describe distribution are skewness and kurtosis. Further, an independent t-test for two or more variables through simple linear and multiple regression will assess the null hypotheses. The mediation analysis to quantify the mediation effects in the hypothetical model understands the true mediation effects through SEM. The mediation analysis through SEM is preferred using the Baron and Kenny method because SEM quantifies the effect of independent variables through an indirect pathway even in the compound pathway. In the Baron and Kenny method, X causes an effect on Y through the mediation of M, which is measured by the direct bivariate effect of X to Y (M constant), the bivariate effect of X to M (Y constant), the effect of M to Y and X in multivariate effect, and the effect of X to Y and M in multivariate effect formula. SEM, on the other hand, quantifies the mediation of the variables through a single number of regression, coefficient and significance tests. The Analysis of a Moment Structures AMOS program in SPSS used SEM to measure the compound effect of each independent variable on turnover through organisational commitment and organisational identification, which is quite complicated if we run it with a test other than SEM (Keith, 2019). In addition, to ensure that the changed items in the questionnaire are reliable, Cronbach's alpha coefficients are measured. Cronbach's alpha is mostly used in research that changes the standardised questionnaire to assess the survey instrument's internal consistency. The acceptable value of Cronbach's alpha should be above 0.7 and more.

3.4 Ethical Considerations

In this project research, I have acted in a dual role: as an insider who has complete prior understanding of organisational events, and as a researcher who should not hold back from accessing the reality of the issue (Brannick and Coghlan, 2007). Since the time I chose to work for my company, I have assumed my director's blessing to help enable it to take more stable steps towards sustainable business.

However, the balance of internal egocentricity towards excellence and praise should not shade the reality. In another words, I am still assessing my deep insight on what should be my reaction towards the results of this analysis, whatever they are. How am I going to deal transparently with any critique by the participants? The previous understanding that assists me in grasping the deep-rooted insights provided by MRs may be neutralised by selecting ex-employees to free them from the consequences of truth. One of the ethical considerations in this study is that details such as name, gender, reporting line, and working areas are concealed and coded for MR 1 to MR 6 to facilitate their anonymity and confidentiality and eliminate the risks and burdens of information that can be discerned. In addition, research with an ex-employee does not need an authorisation letter granting permission to disclose sensitive information.

3.5 Concluding Thoughts and Reflections

One of the most intriguing tasks in this research was the methodology. The chapter widens my leaning towards philosophical positioning in life. Personally, I discovered that despite my pharma degree that is positivist, my epistemology also regards essence and subjectivism before realism. Maybe the religious embeddedness that repeatedly regards values and intangible sentiments diverts my thinking paradigm, like many colleagues of my age, to be epistemologically subjective and less pragmatic. Embeddedness in the school of realism develops in our doctrines in the Middle East towards the interconnectedness of our subjective essence with our reality in an encompassing composition in what is called the pantheistic way. Tabatabai (1993), new philosopher in theology and divinity in the last fifty years, emphasised the authenticity of realism over essence. According to him, "*sense-perception is the outcome of the influence of objective sensible on the organ of sensitive faculty and the formation of a material phenomenon in it*" (Tabatabai, 1993, p. 243). Realism, according to Tabatabai, is interactive because the perception we have is a set of interactions between the perceptual system and external reality. It is aligned with the critical realism I adopted in this study, which further reconciles my views with the tool I used to resolve my workplace problem. The big question is, how do I know the truth of this perception and knowledge produced? I think learning from the action and interaction between perceptions leads to perceptual limitations in achieving a better and more complete realism. Later, this mental form considered an imaginary tool to understand external things. Empowerment of spirit, or what is known as the subjective aspect, to understand reality and vice versa, is a remarkable balance between realism and constructionism, as concluded by Tabatabai and Bhashkar. It is a philosophical development in understanding science that emphasises critical review for reality towards betterment or perceiving external world events.

CHAPTER 4: QUALITATIVE FINDINGS

4.1 Introduction

Chapter four outlines the outcomes gained from the qualitative component of Phase 1 (the first step in action) to delineate the tentative determinants behind the high turnover of Iraqi pharmacists working for pharma companies. The qualitative data was collected from six ex-Merkat and Sandoza MRs where I led the sales operations in Iraq as a commercial director. The participants gave their honest feedback about leaving their company in semi-structured interviews on Zoom video calls. The theme has been analysed by bundling the shared views of the participants into themes. The analysis was done using the software Atlas.ti, which intended to help researchers systematically analyse raw data such as text, multimedia and geographical maps, and divide complex hidden events or circumstances into understandable smaller pieces of information. The program outputs are produced in codes and annotations to weigh and evaluate their importance, and visualise the often-complex relations between them. These codes, or themes as I call them, validate the early conceptual framework or help draw a new conceptual framework to posit a certain understanding of reality from the feedback. The number of words analysed exceeds the 14,000 words of raw narrative data. The brief and interesting output of this chapter concludes that MRs, represented by the participants, begin their practical life with this role as the easiest first step to begin their career. With time, the role loses the credit towards expectations, and the MR begins the "journey" of changing between companies. The MRs expressed deep desire to work in a place that provides job security where they can develop themselves to reach desired prestigious positions. In addition, the conflict and ambiguity that hinder MRs from reaching expected sales performance between the distributor and the company, and between departments, is chronic, which makes them think of leaving role, as the level of engagement within time decreases, and the loyalty—in a family-like group—deteriorates. Despite the appreciation for being allowed to work for pharma companies and benefiting financially or personally, the MRs felt left behind without support, that they are not appreciated enough, or the job is secure enough to think about alternatives later on. The fear of being laid out, dismissed, treated unfairly, misjudged or affected by the slump of the role's image bothers them and affects their psychological well-being. Figure (5) shows progress of action research cycles, which, as described below, is the stage of analysing the qualitative outputs.

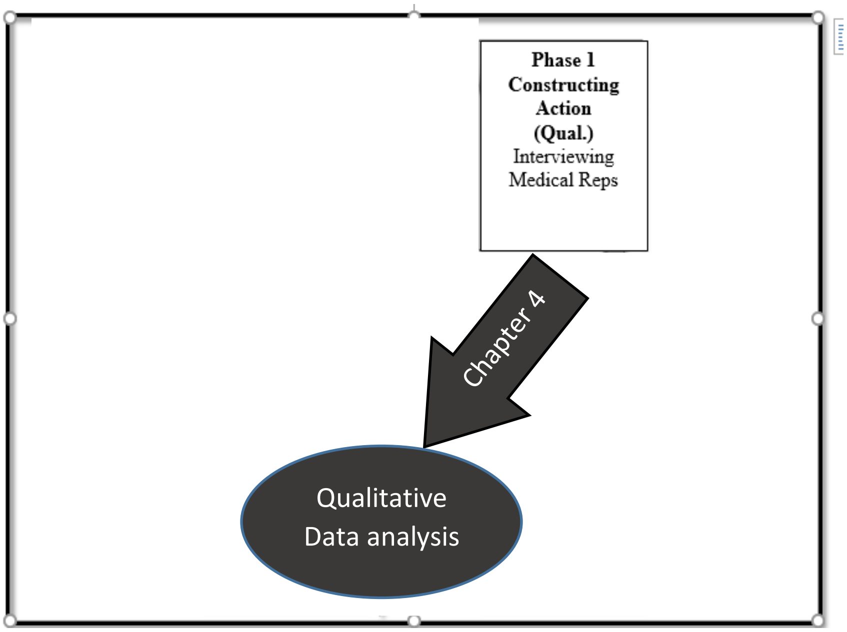


Figure 5: Outputs of qualitative data analysis analysing data, based on AR cycles by David Coghlan and Abraham (2018, page 5).

The results are endorsed my earlier understanding that there exists a gap between the applied HRM system and employees' deep insight. Any crafting approach through the HRM system cannot resolve the issue, as listening to the voices of MRs should be taken seriously.

4.2 Ex-Merkat Employees' Interview Outcomes

The AR mixed methodology began with a qualitative part comprising of semi-structured interviews to capture the pharmacists' experiences and voices for meaningful interpretation. The semi-structured interview method was selected, as it could narrow down the topics to thematic or shared terminologies (Turner, 2010). Six ex-employees responded to the invitation to the interview, often ex-employees, for an average of one hour each. The narratives of ex-employees were coded and then subdivided into 11 minor themes. These 11 themes were then captured through five variables: perceived organisational support, perceived organisational prestige, role conflict and ambiguity, psychological dissonance and cultural incongruence. Each of the themes is presented briefly in a table with sub-themes aided and exemplified by a first-hand thematic. The thematic analysis is chosen as a flexible tool that fits the deductive, inductive approach aimed at deducing large texts and then inductively generating a new theory emerging from the data that is analysed in a bottom-up manner (Clarke and Braun, 2014). Compared with other qualitative approaches, such as narrative or discourse analysis that focus on power structures, inequalities and dominance, the narrative analysis' mainly aims at social change rather than planning theory. Thematic analysis kept considerable detail in the data items but could not track the processes. So, the events, activities and choices that are not applicable to the semi-structured interviews of this research are not important to analyse and do not need to apply discourse qualitative analysis. Planning and conducting thematic analysis includes six steps: phase one is familiarising myself with the data I collected by looking for a pattern of meaning; phase two involves generating initial codes or sub-themes (all data extracts are coded), followed by sub-themes; phase three includes re-reading through the collated subthemes to start forming a sensible theme; phase four involves assembling them together, phase four cohere together meaningfully; and phase five involves defining and naming themes, and generating a report (Herzog et al. 2019). The confidentiality of participants' identities is protected by referring to each by a number.

4.2.1 Organisationally Related Factors

In the interviews, participants were asked to describe their journey since the beginning of their career: why they followed the path to an MR sales career and not in any other direction such as government and/or owning their private pharmacy, role security, personal development, organisational reputation, role image and how fit with their aspiration. It is interesting that some answers are significantly related to the organisation itself. Most of the answers are grouped under that theme (organisationally originated).

4.2.1.1 Perceived Organisational Support (Theme 1, Theme 2)

Theme 1: An organisation where I feel secure

The participants were asked about their perceptions and ideas on Merkat and the MR jobs of other companies. The answers revealed a significant sense of job insecurity because of many reasons. The participants perceived job security mostly through day-to-day interaction with different managers, usually reporting managers or other management staff in charge of leading the operations from the Dubai headquarters office.

Key Theme	Sub-theme
I want to work in a role where I feel secure.	- Career not a job - Pension - Clear terms and regulations

Table 5: Summary of Theme 1

The issue of job security emerged in the discussion as a reply to open-ended questions related to their perceptions of the current or previous company, Merkat. Three participants out of six revealed a sense of "a job that is not standing for long" and how pharmaceutical companies failed to send a message that makes the participants feel confident about the future. Through various open-ended questions, I asked them directly about the current role—why they choose it instead of the previous role, what pushed them to make this decision, and how they describe the differences between their previous and current roles today. To be specific, one participant (participant 5) spoke about how she went through internal and complicated decision-making processes when she was informed that her name was listed as a potential candidate to work for the government as a clinical pharmacist while she worked as an MR at Merkat. She mentioned that the opportunity to be a government employee after graduation seemed impossible; therefore, she joined Merkat until a government job came, possibly after two or three years of her graduation. Until a government opportunity materialises, most pharmacists apply to work as an MR in any pharmaceutical company possible. The following quote by participant 5 reflects her concern for job security:

‘*I think Iraqi pharmacists like the style of working hard to get the pension when they get old as in a government job. Unfortunately, it does not apply to the pharma companies in Iraq today. Pharmacists are the least productive and the most demanding employees. It is because of the high demand for the role of MR by many other small companies.*

She continued to describe how she felt when she left her role at Merkat when she was overachieving her objectives to join another company, which allowed her to work for the government along with her sales role on a part-time basis in a better position:

‘*I had a difficult time choosing either to work for Merkat as a full-time MR with no clarity on my future career or to work for another company that allows me to work for government along with my career with the company. Such a choice allows me to secure my future and not to lose the right to open my pharmacy after working for the government for five years.*’

Participant 5 elaborated on the determination of every pharmacist to secure alternatives for the future. The alternate opportunity mostly focused on opening their private wholesale centre or a pharmacy. Such an option is popular with pharmacists who have not worked for the government for five years. Thus, many pharmacists do not feel secure without the alternative to work in a government job. I asked the participant why such a feeling is so common among many newly graduated Iraqi pharmacists, and she replied:

‘*I think it is because of the pharmaceutical companies and their strategy in a country like Iraq that resulted in such fear.*’

Participant number 5 spoke about two real cases that shocked and whacked Iraq MRs with their sudden withdrawal from the Iraqi market. GSK, a well-known UK-based famous giant pharmaceutical company, withdrew from the Iraqi market due to allegations of bribery in Iraq, as reported by the British company on Sunday 6th April, 2014. The accusations concerning Iraq were first reported by the Wall Street Journal, which said it had reviewed emails from a person familiar with GSK’s Middle East operations and cited alleged corruption practices in Iraq, including continuing issues and alleged misconduct dating back to 2012. In the cases of Sanofi and Novartis, the withdrawal was, according to non-official information, related to the new management's strategic direction in the companies' global offices to assign business to third party.

Similarly, another participant (participant 6) elaborated on a very similar case when he left Sandoza to establish his pharmacy and be a government employee in a hospital as a clinical pharmacist. After graduation, he began his career as an MR in one of the generic companies until he was accepted as an government employee after one year. Since 2003, pharmaceutical companies allowed MRs to work part-time along with their government jobs. At Sandoza, and because I act as the company's commercial lead, according to the human resource policies, I notified every MR engaged with the government to choose between a government or full-time basis. Some MRs refused to continue. Participant 6 was one of those who wanted to open their private pharmacy. He elaborated on this as follows:

'*It is related to our way of thinking. We like long-lasting stable sources of income, which are predominant among pharmacists. Most pharmacists, especially the old generations, have a steady income source either in a good government position or/and a flourishing, successful private pharmacy.*

According to participant no.2, after the GSK case and the multinational companies 'shift to work with MRs on a full-time basis, it was clear that they still could not truly on pharma job to give up other career directions (community pharmacists or government pharmacists) even if the MR role paid higher than the government or gave better returns than a newly opened private pharmacy. Pursuing the MR role is only current opportunity till government job opening. the currently available opportunity to settle with another, more secure role in the upcoming years. Such behaviour led some multinational companies to diversify the MR background by accepting MR doctors, veterinary doctors, and even biologists to balance out turnover issues and team stability. Such actions were escalated and discussed by the pharmacists' union in the last four years to forbid and penalise pharmaceutical companies for hiring non-pharmacist MRs. They encouraged implementing working on a part-time basis based on Iraqi law, according to which it shouldn't be an issue. The duality of the jobs between MR roles and government jobs when they are not conflicting in terms of working hours is acceptable by government policies and regulations. Participant no. 2 shared similar thoughts, that multinational companies lure an MR with higher salary and benefits into leaving their government job and the only guaranteed security they have—the pharmacy license—to pursue the MR role and then leave them behind without compensation or alternatives:

'*The pharmacy union is trying to control the pharmaceutical market by limiting this role to pharmacists and stop pharmaceutical companies from luring them with a higher salary and unclear career pathway.. Besides, the unethical behaviour among pharma companies led to a decline in the perception that you are working in a good place.*'

Concluding on this theme, MRs are not satisfied with the current level of job security with pharmaceutical companies. They shared truly unpleasant stories on the overnight shutdown of well-known companies. Current measures followed by the pharma companies are not enough to ease such feelings.

Theme 2: An organisation where I can develop and get promoted

Half of the participants stated they liked to work for pharmaceutical companies because of professional development and the chance of being promoted in one day. The differences in the quality of development drive the participants to improve professionally when comparing themselves to other pharmacists working in retail pharmacy or government jobs. The companies' continuous care towards employees' evolution, education and growth is present, especially when comparing giant global companies with other mid-sized or small players. Please find the summary of Theme 2 in Table 6:

Key Theme	Sub-theme
An organisation where I can develop and get promoted.	- New learning - Guidance and coaching - Delegation and encouragement - Clear path for tomorrow

Table 6: Summary of Theme 2

The participants expressed a concern toward there development as some consider it valuable than financial returns; and so, they sacrifice a pharmacy license and shift their career to achieve the best professional development in pharmaceutical companies. Three participants out of six emphasised the role of growth in their decision to stay or leave an organisation. Participant no. 3 was an employee at Merkat with an average performance and considerable potential for development. During their last two years in the company, he overachieved his objectives, although he was doubtful about the company's policies towards internal vacancies and how Merkat would deal with him to guide his development towards the next step. I asked the participant what attracted him most to stay for the past five years at Merkat. On this, he openly emphasised the development that he achieved at Merck. He was doubtful if this development would materialise and if he would be promoted to a higher position. He witnessed the internal vacancies, and despite the development plan he or other employees had received, it was mostly external candidates who were accepted.

'*One thing that missed raises a question, the company policy toward us as internal staff: why was a lot of recruitment for some senior positions were external? Such a thing sent us a message that we are not meeting expectations of the company standards toward the development.*

The participant clearly expresses frustration toward development plan. Participant no. 3 recently left the company to join another in a higher position when he could not get that position at Merkat. He commented that other companies recognised his potential and offered him a better position that he aspired for, thus proving that he was eligible to be promoted. In contrast, the company did not develop MR to maintain the employee longer. Participants look at his relationship with the company as a lifelong relationship that could be built with loyalty and dedication:

'*I have made a move with little improvement in the financial return, which shows that my aspiration toward tomorrow is more important than the monetary return. Honestly, I worked for Merkat for five years, and I almost lost hope for the next step to move to the career ladder.*

Participant 4 expressed similar concern. According to participant 4, he had reached a stagnant development curve, and this caused him to move to another company:

'*Two reasons beyond the decision to leave Merkat [-------]; the second reason is related to the momentum of development and learning curve as it reached a steady state in the last two years at Merkat.*

Participant no. 5 commented that development concerns and reaching a level of demotivation due to lack of further development caused her to accept an offer from another company with a higher position and better development. The participant is currently in the role of a sales manager, which offers her flexible (part-time) work arrangements and a better salary:

'*The second reason for my aspiration to next level promotion and development is the product I worked for at Merkat Company, which is a tender business product managed by a team of two, myself and my manager*. *Any opportunity that fits my ambition is not there.*'

Concluding on this theme, professional development and next-level promotions are important to MRs to keep them motivated, productive and engaged in the role. Further, financial return is not a priority of this determinant. Self-accomplishment by doing new things and delivering value in their day-to-day jobs are essential in deciding whether to stay or leave the organisation. The organisation could not offer or meet every employee's aspiration; however, the leadership can take efforts to ensure career upgrade in the market and how they can grow internally. The team's ambition and managing human expectations was unsatisfactory.

4.2.1.2 Perceived Organisational Prestige (Theme 3, Theme 4)

Theme 3: An organisation that I'm proud to join or being part of

One of the frequent pieces of feedback to be recorded through the interview was the company's reputation and what makes an employee feel proud of working for an organisation that is recognised by others. The company's reputation is an indicator of excellent culture and it being the best place to work, fair, and well known to offer value to patients and customers. The recognition may be an aspect of the reputation; however, through the conversations with the participants, I realised that the MR of a reputable company is treated differently by the doctors and they have more credibility with their knowledge, which grants the MR easy access to doctors and makes them more confident and prouder to deliver value during every visit. For summary of Theme 3, see Table 7:

Key Theme	Sub-theme
An organisation I'm proud to join or to be in.	Credible and recognised by others Quality medicine Managed directly by the company

Table 7: Summary of Theme 3

Three participants out of six emphasised the role of a company's reputation in their decision to stay or leave that company for another. Participant no.1, who worked for the two companies I managed operations for, Sandoza and Merkat, mentioned that his decision to join or stay for over six years in both companies was carefully made based on the company's reputation in the market. He stated:

'*The company's reputation is one of the essential criteria to stay or join any pharmaceutical company. Therefore, once the doctors hear the name, they will receive you in a good manner based on the company's expectations and image.*

Participant no. 2 by me questioned what made Merkat attractive to them for them to stay for longer than four years as he emphasised the company's reputation among the doctors, the quality of the products he works on, and the company's system that ensures fair and ethical conduct of marketing activities. The answer concluded the importance of company image for them employee to feel that they belong there:

'*Merkat is a reputable brand that has products that are well-received from a quality and efficacy perspective. The doctor's perception of brand companies is quite essential to sell your products. Many*

MRs know that the brand pharma companies are very organized, take care to follow their employees, have strict rules and regulations that give you a sense of belongingness and self-esteem.'

Another point emphasised by the participants was the business model in which they operate in Iraq. Pharmaceutical companies begin their presence in Iraq with the model of selling to a third-party distributor, or what is known in the pharmaceutics' union as the "MR scientific office." It is an entity that is more prominent than a wholesaler in size and activities and represents the pharmaceutical companies in the market. The MR scientific office aim is to buy, store, promote and distribute the medicine to wholesalers. It mostly agrees with the pharmaceutical companies to allocate a certain percentage of their markup to recruit, manage and promote its product through MR. For joining any pharmaceutical company, an MR is reluctant to join the scientific bureaus (the third party), as they are not part of the direct reporting line with the company's team and cannot access the company system. Most reputable companies currently act through a direct reporting line with their employees, while some other companies work through the scientific office or the distribution agent. Participant no. 3 commented on what attracted him to stay longer than five years at Merkat. He replied that the company's presence and direct reporting line with the management and to the company directors are significant and a criterion that attracts him more:

'*For sure, Merkat's reputation as a brand company that every doctor welcomes to use or to discuss the use of their products attracts me to stay such long. Besides, as you know, structurally, we are reporting the company to headquarters directly, not like some other companies that assigned the structure of the sales team to the distributor.*

In conclusion, reputation is a binding force for MRs to stay in their current job or an attraction point for them to join the company. The reputation worth more than word of mouth. It is cumulative experiences with the company system, its real presence in the market, and its contribution to the health community deliver value, and serve as moral and ethical records. It is considered a passport to the doctor's clinics because of the acceptable perceived image in the mind of health workers and the doctors' reasonable expectations from each visit.

Theme 4: A role image that fits with my stature

MRs have another concern, regarding their stature. All the six participants commented or described something related to this theme. There are many factors related to self-esteem and status due to wrong activities related to some companies' behaviour or their representative of towards achieving the objectives. For summary of Theme 4, see Table 8:

Key Theme	Sub-theme
A role image that fits with my stature.	Ethical (right image) Well accepted by doctors Fits my social status

Table 8: Summary of Theme 4

One thing that annoyed MRs and reflected on the stature of their role is the behaviour of certain companies' offering kickbacks and monetary incentives to prescribe the medicines. Most pharmaceutical companies, specifically the companies that worked with MRs through scientific offices, act in such a way. The weaknesses of the government and the professional union's control encourage such unethical behaviour. The prevalence of such behaviour affects the perceived role image of MRs through a generalisation of the doctors' wrong behaviours towards the MR. Participant no. 6, when questioned about the reasons why he left the company, answered without hesitation:

'*First reason is that being on the job is facing difficulties within time. There are too many companies introduced to the market and offering too many incentives to prescribe their medicines [-------] As I mentioned, too many companies entered the Iraqi market. Many of these companies are not approaching the market as we do, ethically and professionally.*

Regarding whether this was due to the health authorities' loss of control or other reasons, he continued to elaborate that:

‘*It is the companies or who represent it or distribute their medicines in the country. They carry the most significant responsibility by breaching the ethical code, as they are the dominant player exploiting the emerging market chaos.*’

Because of such a decline in the MR’s image, some important doctors closed their doors to the MR’s visits. For instance, participant no. 1 described their uncomfortable feelings as the receptionist refused any visit on the doctor’s instruction to not allow any MR to enter the clinic. Some have put up a signboard on the clinic’s gate, stating, “No MR allowed.” Participant no. 1 commented:

‘*Despite Merkat’s high ethical and moral behaviour in the market, doctors, through their receptionist or nurses, do not value our role properly. This is because of the wrong behaviors of other MRs working for other companies (most of the market) accessing the doctors through unethical relations (mostly small gifts as a bribe for receptionists and kickbacks for doctors).*

Participant 3 mentioned the deterioration of the health authority due to their loss of control, specifically the pharmacists’ union. They blamed the unsatisfactory control that allows other majors to be MR. He claimed that pharmacists, under the pharmacy law, can be the way to stop the companies from taking advantage of the country’s situation lose control and weak legal system. He claims:

‘*The reputation of the role, unfortunately, is deteriorating. The profession is not protected through law enforcement, so it is open to any major to work as MR.*

Participant 4 commented that what added to this state of affairs was that many MRs are not well trained or guided by the companies to do the job through professional selling skills. Such a high number of untrained MR influences the image of the profession negatively and creates confusion among doctors:

‘*Many MRs are failing to deliver the right information in the right way. It is affecting or influencing the role negatively.*

Participant no. 2 also expressed his concerns through the comment below:

‘*Because we are pharmacists and consider ourselves peer to doctors, we have overwhelming feelings of frustration and being rejected, declined or not well received by doctors or receptionists.*

To conclude this theme, the image and stature of the role are in crisis. The reasons are related to the companies’ strategy and how it deals with a country such as Iraq, which has weak regulatory control. Some are related to the companies’ partners, while others are related to the health authorities that ignore their roles that require them to provide a safe and ethical work/ professional environment. All participants shared their concerns about the role image; some believe that the situation reached a point of no return, so they left the role. It is interesting to know how the MRs felt and their untold stories; they could not openly discuss the subject with the top management because of its sensitivity. In fact, as a leader of the Merkat organisation and a local Iraqi, I continue to hear stories about many unethical or out-of-policy requests from the market; however, we emphasise the right complainant reply that keeps the customers placated and makes it possible to visit them again.

4.2.2 Individually related factors

Through the interviews, the participants were asked to describe their MR journey since their early start, specifically the role of non-organisational factors in their decision to stay or leave the organisation. Some responses were classified under *Individual-related factors*, as they were related to management, leadership, role conflicts and psychological peace of mind in performing their day-to-day jobs and how that affected their intention to leave. It is notable to know and record a considerable effect of individuals (all human elements involved in daily work) on MR. Such feedback was collected and themed separately from all other organisation-related factors.

4.2.2.1 Role conflicts and ambiguity (Theme5)

The unified chain of command in the organisation and the clarity of the performance guidance to execute day-to-day work are managed through individuals. Both are significant factors to demotivate and confuse an employee in pharmaceutical companies. A stressful environment and the dysfunctional behaviour due to anxiety and role pressure caused by dysfunctional individual leads to job dissatisfaction and the development of the intention to leave in an MR(Rizzo, 1970).

Theme 5 Role clarity that enables me to meet organisational expectations:

It is worth mentioning that most MRs in the country are juniors and new graduates. Such a profile is characterised by a fresh and knowledgeable scientific background typically in pharmaceutical science studies, with no selling skills. The universities' syllabus comprises of pure empirical and scientific knowledge with minimal sales techniques and social skills to deal with customers. In their response, dealing with the MR's mindset to manage the expectations of clear path to objectives with minimal confusion is an issue. The feedback revealed that more than half of the participants were confused about whether they should act as salespersons or pharmacists who detail scientific pharmaceutical knowledge.

Such duality is exacerbated by the pharma company's sales and marketing strategy, especially when deciding on the numeric objectives for business continuity and the importance of sales against science. For instance, every MR has a performance paper that details their goals. The MR's numeric objective appears as a primary key indicator or a calliper in the company with a proportion exceeding the appraisal by 70%. Science should be a priority for them to sell based on company policies. This mandates reputable pharma companies to separate their sales teams with MRs from marketing and MR teams that work through MR officers. For example, at Merkat, you will find that two departments lead the sales activities: the sales or marketing department and the MR department. The sales department aims to highlight the products' key strength in the messages given during daily visits, while the MR department ensures a neutral MR key message with pros and cons of medicine use. It may vary according to the strategy of the company. Such variation may result in conflict and ambiguity between the sales team (who want to achieve the sales objectives) and the MR team (who want to ensure a high integral MR message), reflecting on team performance negatively. For summary of Theme 5, see Table 9:

Key Theme	Sub-theme
Role clarity that enables me to meet organisational expectations.	Scientific message Skilful technique Achievable objectives

Table 9: Summary of theme 5

Through their feedback, the participants described that they are closer to viewing themselves as sales employees rather than pharmacists who detail MR knowledge because of their focus on achieving their numeric goals. Participant no. 1 talks about his feelings when he approaches a doctor:

'*In my daytime at fieldwork, I feel I am a salesperson more than a pharmacist toward target achievement [---------] because MRs don't need to be pharmacy majors and any person with sufficient MR knowledge could be in such a profession. As my profession may not help me, I feel that pharmacists as a profession have insufficient soft skills that enable them to deal with different personalities.*'

I asked him about the strategies they applied at Merkat when he was an MR. His response reflected confusion and an unclear path towards sales target:

'*We applied a clear scientific message before we deliver the sales messages, as this is honestly the guidance of Merkat. We should disclose all effects and side effects openly and honestly. Science is a red line for us in the daily field. Many MRs do not apply such guidance.*'

Participant no. 2 shares a different opinion on seeing himself as a pharmacist and pharmacy major. According to him, only a major can work in the role of MR. He commented the skills come within time, while science is necessary:

'*If you are an MR and pharmacist by major, you are going to be an excellent salesperson. Being a salesperson first may contradict the mission of delivering an MR message. Your major role is a pharmacist who should deliver what is important to the patient.*

Another participant 4 disagreed with the statement that every sales representative should be a pharmacy major:

'*I think it is not logical, and I disagree with such a statement. Many MR sales reps are very successful in their job, and they are not pharmacists by role (dentist, vets and biologists). The scientific knowledge we have is not enough to sell your products*

However, when asked about what applied to Merkat, his answer contradicted the above:

'*Merkat asked us to deliver the MR knowledge that is saleable, and doctors use it to benefit the patients. So, the technique of sales is a mix of MR and sales key messages that should not exaggerate benefits and hide side effects.*'

Participant no. 5 had a practical experience to share while she worked as a sales manager in a multinational company in Iraq. She refers to confusion and ambiguity as being at the root of the issue of the university's syllabus. She commented that pharmacists are confused about the job and company expectations:

'*There is an issue with the pharmacists that they are not skilful enough to manage sales. Few develop their skills, so they cannot meet expectations. High numbers of MRs do not receive enough guidance because of the chaos on the market,*

The opinion of participant 5 shows that an MR's role, according to the company's standards, is more demanding than the current newly graduated pharmacist's skills. When she was accepted because of the pharmaceuticals' union's requirements to employ only pharmacists, it turned out that the job is far more demanding in terms of skills. She continued to elaborate.

"*I believe it should begin at universities. During our studies, we have never been taught how to sell medicinal products, have excellent communication skills or build a presentation skilfully. This angle* *of purely academic knowledge is limiting the MR's capabilities and not all willing to adapt after graduation.*"

When I asked her to share her experience at the start of her journey as an MR, she commented with an answer that Merkat emphasised science:

'*We are there to sell, but our companies emphasized that numbers and sales should come because of the patient-centricity, and this is what we were trained on.*

In conclusion, employing only pharmacists (as mandated by the pharmaceutics' union) without proper readiness for a sales role creates conflict and ambiguity. The ambiguity emerges from the lack of the identification of priorities and failure to perceive expectations. The MRs are confused about whether they are sales experts or scientific pharmacists with unclear expectations from the pharma companies. The company policies regarding employing science and mandating MR officers to guide the sales team are not clear. The MR, due to the urgency of selling their products, may affect the scientific approach that is expected from the companies. It is difficult for newly graduate employees who are not taught any skills to handle such complexity. As I assume, such confusion may be considered a factor in the MRs decision to stop pursuing the role.

4.2.2.2 Psychological Dissonance (Theme 6)

Theme 6: A role that does not force me to hide negative feelings

During the interviews, many participants mentioned they are forced to manage their internal feelings to book an appointment with the doctors or the customers. The participants commented that their role image has declined, they are subjected to indifference and experience lack of acceptance or complete rejection by the customer or clinic assistants. The companies' policy to encourage MRs to maintain a high level of consciousness and alertness with the doctors during a call, persistence in delivering key MR messages and not giving up on asking for business mandates the MRs to take care of the customer's emotional intelligence. Such a delicate sales agenda in dealing with different personalities accumulates negative feelings that should be kept hidden and must not be visible in the MRs' facial expressions in front of customers and other stakeholders. For summary of Theme 6, see Table 10:

Key Theme	Sub-theme
The role that does not force me to hide negative feelings.	- Ready to deal with difficult people - Sociable - Balanced relationship

Table 10: Summary of Theme 6

Three out of six participants expressed difficulties with the customer, such as indifference, receptionists giving them a cold shoulder or total rejection by doctors, forcing them to avoid conflict by displaying a polite reaction and hiding their negative feelings. The other participants endorsed such behaviour; they do not see it as an issue as they are capable of adapting to such conditions that have accumulated through their long experience. For instance, I asked participant 6 if he experienced negative feelings with the doctors or receptionists during his time at Merkat. He answered:

'*Yes, it turns out to be a chronic issue, and sometimes it is challenging to manage. Most of the receptionists are hard to deal with, and they deal with MR so impolitely. I think I can accept the idea that a MR can leave the role because of this issue.*'

Participant no. 3 faced the same challenges; however, he advised to manage the time and place of the visit so the MR can minimise any negativity during the visit:

'*Yes, I had such feelings. The most annoying issue at the doctor's clinics is the receptionist. The receptionist has full authority to accept and get you on the list of the doctor's appointments or not.*

Participant no. 2 described similar feelings, and he considered them humiliating.

‘*I have worked as a MR from 2012 until the end of 2015 (around three years). Many reasons led me to leave Merkat and the role. [-----------] one reason, which I think is very annoying, is the receptionists, as they are controlling the visit appointments in a non-professional way*.

The other participants either find it an everyday challenge that can be managed within time or face a few uncomfortable events in day-to-day jobs. Some of the MRs who did not find this to be an issue had different personalities based on my experience with them. They had an extroverted, open-minded personality with a high tolerance towards challenges. Such differences in employee characters are vary and reflect how they perceive the challenges. For instance, participant no. 4 commented on these hidden negative feelings:

‘*Yes, I think it is a common issue today; however, in those who have the will to succeed with continuous hammering, the feeling is managed within time*

Participant no. 4 also commented on how to avoid being accepted with no fear of emotional conflict with the customer:

‘*Had such a moment, but they were few on my doctor list. The reasons are mostly due to 1) My visits occurred when the clinic was very crowded with many patients or 2) Because of doctors’ preferences not to accept if he feels tired. At Merkat, the company name is beneficial, not to forget the role of our relationship for a long time in the field.*’

Concluding on this theme, the feedback shows that the main issue of accumulating negative feelings in a field visit is related to situations when the MRs ask for an appointment and they are rejected or not accepted. The arrangement of visit appointments was predominantly assigned to receptionists, who do act professionally. It seems to be that the MR needs to be highly alert and observant to not face interference or rejection by the doctors, and so he should observe the crowd at the clinic, the doctor’s status (whether he is comfortable listening to the MR or exhausted), the timing, the place and so on. Such complexity may require high emotional intelligence, excellent social skills and good tolerance for expected events. Because not all MRs are equipped for this, some develop psychological dissonance.

4.2.2.3 Cultural incongruence (Theme 7)

Sales and marketing activities to promote therapeutic goods have been newly introduced in Iraq. It is often viewed as a new culture and a primary goal in industrial countries to secure new markets and sustain growth. Some developing nations, such as Egypt, Lebanon and Jordan, are way ahead of us in this matter. Therefore, a particular perception to rely on non-Iraqi leadership and/or distributors, mostly those in surrounding countries such as Lebanon, Jordan, United Arab Emirates or Egypt, develops among pharmaceutical companies because of the newness of such a business in Iraq. For instance, Merkat has a Jordanian distributor, while the management of the region is under employees of different nationalities. As I'm an Iraqi national in leadership position it is very few and considered not available.

Theme 7 The role that offers family-type experience:

Through the feedback I collected from the participants, I have discussed their work culture and how it affected their decision to stay or leave the company. The work culture, based on their feedback, varies depending on several factors. The main important factor suggested is implementing cultural harmony by including Iraqi leadership in the pharma companies' management. The inclusion may start by assigning Iraqi leadership to manage the company or the distribution, specifically sales activities. The culture is not restricted to the sales manager's nationality or the company manager of the company; it may extend to include the distributor or the pharmaceutical companies' partner that leads the distribution activities. For a summary of Theme 7, see Table:

Key Theme	Sub-theme
A role that offers a family-type experience.	- Iraqi national leaders or partners - Understanding challenges - Supportive

Table 11. Summary of Theme 7

Participant no. 1 made a clear statement on the differences due to the leadership's nationality, which resulted in the transformation of the work culture. He was one of Sandoza's employees who worked under an Iraqi sales manager and me as a country manager. After I left Sandoza to join another company, the management assigned the operations to a Lebanese manager to lead the operations in Beirut. Thus, I asked him if that made any difference to him. He responded as follows:

'*Yes, it makes a big difference for me. I had the chance to work under Iraqi and non-Iraqi leadership in Sandoza and now at AstraZeneca. The work culture is quite different, and under non-Iraqi leadership, it was an "unpleasant" experience.*

I continued to challenge him by asking him if leadership is required to have a specific nationality to perform well. To this, he replied:

'The main difference in most non-Iraqi cultures is how they deal with us. The top-down behaviour of such managers, their management style that does not rely on building trust, their unrealistic understanding of the business dynamic makes it difficult to adapt.

The collective culture of Iraq is reflected more in the relationship between employees and managers. Based on my long experience with Iraqi employees within the context of the Iraqi culture, employees seek more understanding from the leadership to coach them based on unity, morals and commitment. Other cultures that are ahead of the Iraqi culture in terms of experience are result-oriented and focused on the goal and winning the name, market share and targets. The characteristics of a leader from such a culture include hard work, ambition, challenge and demand. This is because of their organisation's tendency to emphasise competitiveness and reputation, both of which are aggressive.

Participant no. 4 endorsed the same opinion that he struggled to continue working with the culture of an organisation managed by a manager from another country:

'*I had a bad experience in a distributor culture in Jordan with a non-Iraqi national sales manager who works for the distributor and not for the company. The work culture managed the field with* *less involvement with the field issues, top-down management with no possibility to discuss the possibilities or other ways. Such culture puts us as the least priority in the day-to-day agenda.*

Participant no. 5 commented on this issue while she was a sales manager. She was managed by a person who came from a non-Iraqi culture:

'*There is a big difference between Iraqi culture rep and non-Iraqi ones. Now I am reporting to the Lebanese manager, and I always face a challenge with her understanding the business dynamic, the MOH, or the doctors themselves.*

Concluding on Theme 7, the work culture in the MR role in Iraq has certain differences compared to that in non-Iraqi companies' and their management style; these differences mostly revolve around hard work, competitiveness and less involvement in coaching the team. Only a number-driven style seems to negatively affecting the Iraqi MRs, while a participative team culture is more comfortable and provides a family-like environment. A family-like environment is more relevant to the collective culture of Iraqi people in the face of changeable and uncertain work conditions.

4.2.3 Organisational Identification

Organisational identification is an in-depth psychological perception related to the feeling of belongingness to a group of people. The employee perceives themself as a part of a larger community that is connected with its fate, shares a common ground with them, and avoids harmful activities for the group's benefit.

Theme 8 A role that I belong to

The participants were asked about what kept them at a workplace or their feelings when someone criticised the company they were working for during the time of employment despite the challenges and difficulties. Interestingly, four participants gave reasons of either an attachment or feeling of belongingness towards the company, or being unwelcoming towards criticism despite the obstacles. Such feelings reflect the paradox of being attached to a role of repressive forces in some unpleasant experiences. Table 12 summarises Theme 8 as follows:

Key Theme	Sub-theme
A role that offers a family-type experience.	- Iraqi national leaders or partners - Understanding challenges - Supportive

Table 11. Summary of Theme 7

Participant no. 6 profoundly expressed such belongingness precisely as below:

‘*I could not accept that my company, Sandoza, was criticized in front of me. I still remember the previous years that I had spent there and how substantial ties bound me.*

Clearly, participant no. 6 still remembers the good days in his role; however, he left the company due to its unclear strategy towards Iraq. In his previous feedback, participant no. 6 complained about the company’s withdrawal from its commitment towards the team, ignorance, and inadequate follow-up after a change in management.

He continued:

‘*Until the moment I left the company, my life’s values and goals perfectly matched the company’s goals.*

Participant no. 5 also expressed similar thoughts:

‘*It is 100% applies to me, and until this moment, I do not accept any criticism from Merkatand feel that it is a criticism for me as well. You may be surprised to know that it is inapplicable to my current company as I can accept the company’s criticism without considering it as an insult to me!*

On this topic, participant no. 3 commented:

‘*As an MR who worked to represent the company in all aspects, I think it applies to me. I defend my company in over 80% of cases, and I feel annoyed if someone spoke against it in front of me.*

However, 20% is worth listening and discussing openly as a gateway or opportunity to learn another perspective.'

Participant no. 2 commented:

'*Most criticism, specifically in the time of Sandoza, was rejected. However, later on, and specifically at Merkat has, there was less of it, not because of the differences between Merkat and Sandoza's treatment, but because I have a different level of maturity.*

Concluding on this theme, detachment feelings do not develop quickly unless some significant event breaks the binding force between the employee and the company. Moreover, despite the employee's decision to leave the organisation, the emotional link related to the work experience and the feeling that they owed a lot to the company were positively expressed. This proves that a significant part of the above variables such as the company's reputation, its positive culture, and the development and support they received at work helped to retain them in the company for as long as was possible.

4.2.4 Organisational Commitment

Commitment to the workplace is arguably one of the most potential behaviours used to explain turnover and organisational effectiveness. It merely is the psychology of attachment to the organisation. In the interview feedback, I was quite delicate to distinguish between the input of identification and the attachment, as in the below theme.

Theme 9: The role that I feel engaged and loyal to

The participants described their feelings when they went in the job performance beyond the normal order or expressed reasons that went beyond objectives to express their loyalty to the role. This attachment or the willingness to perform any task and stay in the organisation even in the mentioned table 13 which summarises a theme of high identification.

Key Theme	Sub-theme
A role that I feel engaged and loyal to	- No value conflicts - Willing to do more - Respect for managers

Table 13. Summary of Theme 9

Participant no. 1 explains how he went the extra mile by modifying the selling skills he intended to use with doctors to use them with the receptionist to book an appointment when he faced challenges:

'*Because of the doctor receptionist's importance, I developed certain soft skills from those we learn to use with doctors.*

Participant no. 3 shared how he began using some unique ways to visit the doctors in their break time to meet them:

'*I developed a different way by visiting the doctors in the hospital during break time. As you know, doctors in the hospital may have some breaks where they are more relaxed and could allocate more time to listen.*'

Participant no. 4 commented that he was attached to the company. Regarding the reason behind this, he said:

'*No personal value conflicts at all with Merkat values. The most significant value that attracted me to stay at Merkat was the ethical and integral way of doing business there,*

Participant no. 6 have the same reason for what attracted him to stay at Sandoza:

'*What attracted me to stay longer at Sandoza was the leadership and manager we worked with. The managers were the model of leaders whom I learned from them and benefited from their coaching.*

In conclusion, the employees who displayed high organisational commitment were the result of a reciprocal social deal. The organisation's system offers specific support that result in attachment. The devotion and commitment can be translated to extra efforts, respect for management, and more trust and affection towards tasks. If there is any interference in the reciprocity, the employee may develop an intention to leave the place for something better.

4.3 Discussions and Conclusions

I carried out conduct semi-structured interviews with six participants who were ex-MRs of a company that I worked for, using Zoom video calls, and these interviews were thematically analysed. By listening to the straightforward voices and real work experiences from the MRs who worked for pharmaceutical companies in the past, I explored the reasons and factors that impacted employees' decision to stay or leave the company. This exploration helped me assess whether the initial theories and hypotheses were adequately developed.

My first impression revealed an employee who faced difficulties and challenges. Such problems mandate them to ask for more support and attention from the pharmaceutical companies to continue in their career and not change to another professional direction. While there are other business opportunities in the pharmaceutical market, such as owning a pharmacy, partnership with a wholesaler, working for a distributor, government employment, and working as an industrial pharmacist in the pharmaceutical manufacturing factory, new pharmacy graduates are interested in beginning their practical life in a sales role. The qualitative analysis revealed essential factors that made the pharmacist's downturn such an interest. The first important factor in this regard is the sense of job insecurity. The perceived job security described by the participants is mostly sensed through day-to-day interaction with their managers (reporting managers) or other management staff in charge of leading the operations from the headquarter office. In addition, the role's deteriorating image due to weak control of legislative authorities is a main concern for MRs; this makes a pharmacist think about leaving the company. Both factors may act as a pushing force to attempt a more stable role and better stature. The companies, through their development plans, exert a pull force on the MRs, as continuous learning attracts MR to stay. The participant's eagerness for development is driven by the differences they see in themselves when compared with other pharmacists working in retail pharmacies or the government. Both of the abovementioned factors are grouped under ***organisational*** variables that are controlled and managed by pharmaceutical companies to minimise turnover intentions.

Furthermore, three other factors were revealed from participants' feedback: a role with clarity and less conflict, less psychological pressure, and a role with cultural harmony, under ***individual*** variables. The role of an individual in each factor is related to the implementation of the company system on ground. For instance, the factor of participants' role clarity emphasised clarity in the sales target, clarity of the scientific message they deliver, and the teamwork of all departments to achieve a target. Participants stated that mismanaging numbers is the main factor that resulted in the conflict and confusion in the MR role and made them leave the organisation. In addition, the management style and how the market sales strategy is executed are the primary drivers of the psychological pressure and dissonance, which increase turnover intention. Further, MRs accumulate negative feelings during field visits, which is related to the high number of declined appointments, as their visits are increasingly rejected. This results in a high level of psychological dissonance predominantly if the company is number-driven. The last factor is the ignorance of cultural harmony and less concern towards bringing experienced leadership that understands country specifics culture, both of which presumably impact turnover intention. The collective Iraqi culture demands participative team culture, which is more comfortable to offer them a family-like environment. Simultaneously, the non-Iraqi managers seem challenging and extremely number-oriented, which results in an uncomfortable work environment and a divided team culture. All of the abovementioned factors prove that they are linked to organisational commitment and organisational identification. Both mediating variables are recognised in the feedback because of the efforts of the organisation as well as the individuals in the organisation towards the

CHAPTER 5: QUANTITATIVE FINDINGS

5.1 Introduction

This chapter presents the findings of the component of Phase 2 (planning action). The primary aim of this chapter is to first identify the significance of the proposed determinants, which lead to the high turnover of pharmacists working in the role of MR for pharma companies in Iraq. The primary reason behind employing the quantitative method is to validate the claims of the five hypotheses presented earlier that lead to high turnover intention. More accurately, the quantitative part measures the expressed job insecurity resulting from lack of organisational support, the decline of admired prestigious positions, the prevalence of conflict and ambiguity that hinder them from reaching expected sales performance, the level of engagement in their job to high commitment level, loyalty and self-identification in the role, the culture of the role in a family-enjoying setting, and the extent of turnover intention. In addition, the quantitative part assessed the mediation effect of OC and OI, the right path of the effect of each determinate, belongingness of each determinant to the alleged individual or Organisational aspect, and which determinate/s has/have more impact on turnover intention. In Figure 6, it is clearly shown that action was taken by surveying a representative sample from different companies to evaluate the intricacies of dependent and independent variables of the conceptual model. The questionnaire used scales published in peer-reviewed journals and selected questions successfully reaching over 250 current MRs working for different pharma companies, with a good response rate of 181 MRs completing the survey.

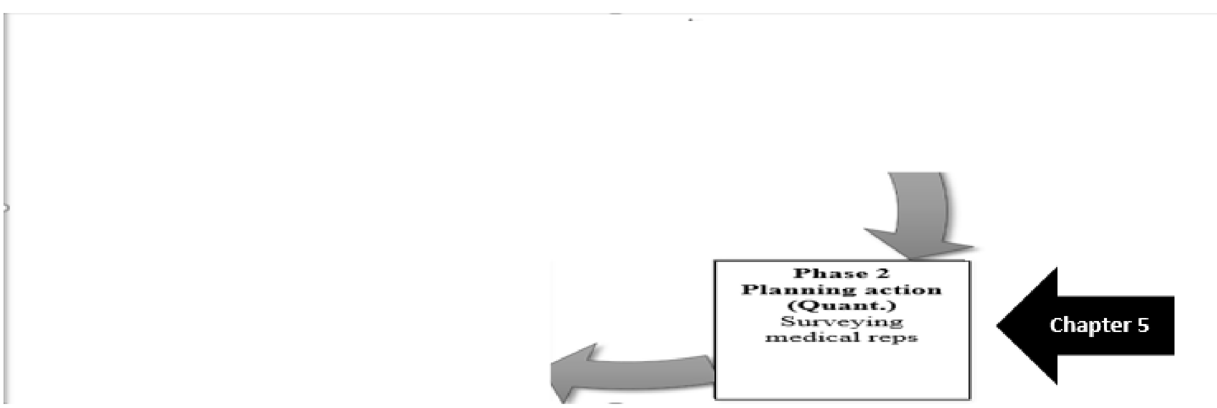


Figure 6: Planning action based on AR cycles by David Coghlan and Abraham (2018), page 5, research phase 2 planning action by analysing data.

5.2 Sample and Data Collection Process:

Ten questions were asked to present the backgrounds and nature of the participants' engagement with the pharmaceutical companies in the MR role. The answers to the 10 questions are summarised in Table 14

Table 14: Summary of Respondents' Demography and Business Information

Respondent Characteristics	N	%
Gender		
Male	161	89%
Female	20	11%
Age		
18–24	19	10.4%
25–34	147	81.4%
35–44	15	8.2%
+45	0	0%
Education		
Bachelors in Pharmacy	153	84.4%
Post Grad. Diploma.	9	5%
Post Grad. Master.	15	8.4%
Post Grad. Doctorate	4	2.2%
Employment Type		
Full time	43	24.6%
Part time	138	74.4%
Part-time Status		
Government employee	114	63%
Not a government employee	67	37%
Work Period		
6–12 months	24	13.2%
1–2 years	29	15.9%
2–5 years	68	37.4%
5–10 years	50	24.5%
+10 years	10	6%
Engagement Type		
Managed by the company	84	46.7%
Managed by the agent	97	53.3%
Participant's Pharmacy License		
In use	51	28.5%
Not in use	49	27.4%
Not active yet	81	44.1%

Table 15 lists the names of the companies the 132 respondents worked for while 52 respondents did not answer this question.

Table 15: Summary of the Respondent's Company and Country of Origin.

Name of a Pharmaceutical Company	Country of Origin	Number of Respondents
International Pharma	Jordan	30
Hansal	Germany	18
Maddox Swiss	Switzerland	14
Merck	Germany	13
Normon	Spain	13
Hikma	Jordan	11
AstraZeneca	UK	6
Julphar	UAE	5
Pfizer	USA	5
Novo Nordisk	Denmark	3
Acino	Switzerland	2
Stragen	Switzerland	2
Sanofi Aventis	France	2
Ferring	Germany	1
Biologix	USA	1
Pioneer	Iraq	1
Accord	India	1
Ajanta	India	1
Roche	Switzerland	1
Strong tiger	China	1
Leo	Denmark	1

Gender: Of the 181 participants, most respondents are male (89%) while females represent only 11%. The demographic gender findings may reflect that the role is favored by male MRs, or the pharmaceutical companies favour male MRs. No indicator mirror that males favour the role due to the intensive nature of the job or the hardship of the role. However, many female pharmacists may prefer pharmacy work because of the tendency of Iraqi females to take an office job as opposed to a field job.

Age: The age of the participants polled was between 25 to 34 years (81%), followed by young adults of 18 to 24 years (around 10%), and then ones above 35 to 44 years (8%). Such an age range shows that the role is accepted and preferred by young and fresh graduates alike as opposed to senior pharmacists. As mentioned earlier, most of the fresh graduates are enrolled in the MR role, as this is one of the most widely offered jobs. However, they are determined to get a government job because of the regulation of a five-year working period in such a position to be authorised or licensed with pharmacy ownership.

Education: Approximately 84% (n = 151) of the participants reported a bachelor's degree in pharmacy, while the rest 16% (n = 29) were postgraduates in pharmaceutical science. An interesting fact is that some postgraduates are PhD holders (n = 4) which may show overqualified employees working in the role. The presence of postgraduate employees in the pharmaceutical companies indicate that the role is well-compensated to attract such a segment. However, the question arises if such employees are satisfied with the job, and does the employee level of scientific knowledge help excel sales objectives.

Employment type: The survey data showed that most of the MR (74.4%) are part-time employees (n = 138), while only 24.6% (n = 45) are employed full-time. Such dominance of part-time employment in the MR role has been a common practice since the start of these companies in Iraq in 2003. The duality of the employment between a government job and a private job is possible based on Iraqi law stipulating that the private job's working hours occur after the government job. The pharmacist's justification for taking up a government job is related to the license to own a pharmacy. Employees' engagement in the part-time contract is a question raised in a lot of research as well as the turnover rate, which is higher than in a full-time job.

Work period: This question was aimed at finding out how long the person has been employed in the Iraqi market. Of the respondents, 37.4% (n = 68) have spent two to five years in the role, 24% (n = 50) spent five to 10 years in the role, 15.9% (n = 29) spent two years in the field, and only 13.2% (n = 24) have spent six months to one year in the role. It is quite clear that the time toward the next step or next promotion is long, despite highly dynamic nature of the Iraqi market.

Engagement type: This question aims to learn the nature of the relationship of the MR with pharmaceutical companies. Many pharmaceutical companies are dealing with the Iraqi market through a third party, i.e., a distributor or the agent. The data showed that 53.3% (n = 97) of the participants were managed by the third-party/agent, while 46.7% (n = 85) respondents were managed by the company directly. The difference between the two models is that direct employees have the access to the company system (the human resources system, the financial system, the reward system, training, the promotion, etc.), while the employees managed by an agent are managed by a local employer with much less privilege regarding all the facilities of the company system.

Participant's pharmacy license: Pharmacists who have finished the stipulated five years employment period in the government job are eligible to apply for a license to own a pharmacy in Iraq. Those who cannot open a pharmacy directly, lease their license or collaborate with an investor, while they continue to work as MR. Some employees have a government job, a part-time MR job, and another fixed income source from leasing their license. There are 28.5% (n = 51) MRs who can lease their license or collaborate with someone, 27.4% (n = 49) can use their license but not lease it or collaborate with someone, and 44.1% (n = 91) did not have active licenses.

A multiple-choice online survey of 80 questions was conducted through emailing the SurveyMonkey link to a list of MRs obtained from the pharmacy of the syndicate (see Appendix 1). Questions were answered on a 7-point Likert scale, ranging from 1 = Very Strongly Disagree to 7 = Very Strongly Agree. The survey questions covered the hypothesised variables of the conceptual model. The descriptive statistics as well as the variables' mean, median, standard deviation, and maximum and minimum values of the response in the 7-point Likert scale are summarised below.

5.3 Descriptive outcome

The general outcome of the questionnaire shows the MR respondents from the field perceive low organisational support, prestige, identification and commitment, as well as considerable conflict and ambiguity, almost no psychological dissonance or pressure, more competitive and aggressive culture and noticeable intent to leave the organisation.

5.3.1 Perceived Organisational support

The eight-item scale developed by Eisenberger *et al.* (1986) was adopted to measure perceived organisational support. Sample items include assessment of perceived organisational support, which reveals that the participants slightly agree that their companies cannot appreciate their extra effort, cannot notice extra efforts, and show little concern about their employees and their complaints. Such a response showed weak perceived support by their pharmaceutical companies to achieve their goals.

Table 16: Descriptive statistics of perceived Organisational support

Answer Choices	Very Strongly Disagre	Strongly Disgree	Disgree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
The organization values my contribution to its well-being.	32	47	68	25	1	1	0	174	2.53
The organization fails to appreciate any extra effort from me.	7	7	36	38	54	23	8	173	4.31
The organization would ignore any complaint from me.	3	5	28	35	68	19	14	172	4.59
The organization really cares about my well-being.	33	47	47	28	13	0	2	170	2.7
Even if I did the best job possible, the organization would fail to notice.	4	8	20	29	70	26	15	172	4.69
The organization cares about my general satisfaction at work.	16	37	67	31	17	1	1	170	3.02
The organization shows very little concern for me.	5	7	20	37	68	23	11	171	4.57
The organization takes pride in my accomplishments at work.	22	32	67	41	8	1	0	171	2.91
								Answered	175
								Skipped	2

5.3.2 Perceived Organisational prestige

According to the feedback from the questions related to the perceived organisational prestige, developed based on Mael and Ashforth (1992), participants disagreed that their job is prestigious, and they did not think highly of their employment in pharma companies. In addition, a considerable number of respondents agreed that their companies do not have a good reputation or that they make a good impression if they move to another company.

Table 17: Descriptive Statistics of Perceived Organisational Prestige

Answer Choices	Very Strongly Disagre	Strongly Disgree	Disgree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
When someone criticizes my company, I feel like a personal insult.	28	34	62	25	14	4	3	170	2.92
I am very interested in what others think about my company.	38	61	46	19	5	1	1	171	2.41
When I talk about my company, I usually say 'we' rather than 'they'.	62	46	39	16	6	1	0	170	2.18
My companies' successes are my successes.	78	49	27	11	4	1	0	170	1.92
If a story in the media criticized my company, I would feel embarrassed	22	36	64	22	18	4	3	169	3.01
I am very interested in what others think about my company.	46	45	53	22	3	0	1	170	2.38
When someone praises my company, it feels like a personal compliment	37	42	59	22	6	4	1	171	2.61
								Answered	171
								Skipped	6

5.3.3 Organisational identification

Mael and Ashforth (1992) developed another tool to measure the participants' identification within the organisation. Table 18 shows most participants' disagreement regarding associating with the company's success or that any benefit could return from the company's goodwill. Participants do not fully identify with their organisation and they see themselves as different from it.

Answer Choices	Very Strongly Disagre	Strongly Disgree	Disgree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
People in my medical community think highly of my company.	36	49	62	19	3	1	0	170	2.45
It is considered prestigious in the medical community to be employee of my company	34	33	72	28	2	0	0	169	2.59
My company is considered one of the best in Iraq.	71	49	29	17	3	0	0	169	2.01
People from other companies look down at my company	8	10	23	20	55	22	31	169	4.74
My company does not have a good reputation in the medical community.	3	6	10	12	59	28	51	169	5.4
A pharmacist seeking to advance his career in pharma companies should humble his presence in my company	17	20	67	55	5	1	2	167	3.13
When other companies are recruiting new medical rep, they would not want medical rep from my company	7	1	8	23	52	38	40	169	5.28
								Answered	170
								Skipped	7

Table 18. Descriptive Statistics of Organisational Identification

5.3.4 Organisational commitment

Continuing on the feedback, a 12-scale questionnaire was adopted from the original commitment scale items (Allen and Meyer, 1990) where most of the participants agreed that their employment was a mistake, did not much agree with the organisational policies, were less loyal to their organisation and unwilling to take efforts to go the extra mile. Also, participants were afraid to name their companies in front of others, as they wanted to work for better companies in the future.

Table 19. Descriptive Statistics of Organisational Commitment

Answer Choices	Very Strongly Disagre	Strongly Disgree	Disgree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	41	36	66	21	2	2	0	168	2.48
I talk up this organization to my friends as a great organization to work for.	48	48	44	24	2	2	0	168	2.35
I feel very little loyalty to this organization.	8	2	13	12	55	29	47	166	5.28
I would accept almost any type of job assignment in order to keep working for this organization	26	21	47	41	25	4	4	168	3.27
I find that my values and the organization's values are very similar.	27	38	56	33	11	2	0	167	2.81
I am proud to tell others that I am part of this organization.	63	43	45	11	3	1	0	166	2.1
This organization really inspires the very best in me in the way of job performance	35	33	64	25	10	0	0	167	2.65
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	36	58	49	18	6	0	0	167	2.4
Often, I find it difficult to agree with this organization's policies on important matters relating to its employees	3	5	36	45	55	15	7	166	4.31
I really care about the fate of this organization.	43	34	65	19	4	1	1	167	2.49
For me this is the best of all possible organizations for which to work.	32	37	61	22	12	3	0	167	2.72
Deciding to work for this organization was a definite mistake on my part	3	2	17	17	48	33	47	167	5.35
								Answered	168
								Skipped	9

5.3.5 Role Conflict and Ambiguity

Using the scale developed by Rizzo (1970) showed that the participants had no clarity in terms of the objectives of their job, i.e., they felt that they do unnecessary things. They considerably agreed on the fact that two incompatible requests from two persons or managers received at one time may completely contradict the other. In addition, they also agreed that they are not provided with enough resources to do the job or carry out requests.

Table 20. Descriptive Statistics of Role Conflict and Ambiguity

Answer Choices	Very Strongly Disagre	Strongly Disgree	Disgree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
I feel certain about how much authority I have.	13	18	78	42	11	2	1	165	3.18
I have clear, planned objectives for my job.	32	45	68	15	4	2	0	166	2.52
I know that I have divided my time properly.	27	39	72	19	10	0	0	167	2.68
I know what my responsibilities are.	48	47	57	11	4	0	0	167	2.26
I know exactly what is expected of me.	29	45	72	16	3	2	0	167	2.55
I receive clear explanations of what has to be done.	26	49	58	20	10	3	1	167	2.71
I have to do things that should be done differently	13	39	53	39	12	8	1	165	3.16
I receive an assignment without the manpower to complete it.	10	14	45	48	37	9	1	164	3.73
I have to go against the rule or policy in order to carry out an assignment.	5	8	24	41	61	17	10	166	4.42
I have to work with two or more groups who operate quite differently.	7	5	54	42	45	6	6	165	3.94
I receive incompatible requests from two or more people.	3	6	33	48	56	10	9	165	4.3
I do things that are likely to be accepted by one person and not accepted by others.	7	8	36	52	47	8	8	166	4.08
I receive an assignment without adequate resources and material to execute it.	7	6	32	43	53	18	7	166	4.27
I work on unnecessary things.	5	6	18	24	78	18	18	167	4.74
								Answered	167
								Skipped	10

5.3.6 Psychological Dissonance

The emotional dissonance scale developed along with the Frankfurt emotional work scale (Zapf et al., 1999) highlights feedback from the participants toward their inner feelings, whether they are suppressing their emotions, showing healthy emotional wellbeing, or if there is any need or force to express positivity while being indifferent. Here we see that no psychological dissonance is affecting their relationship with the customers and that the MRs' daily visits occur more openly and spontaneously.

Table 21. Descriptive Statistics of Psychological Dissonance

Answer Choices	Very Strongly Disagre	Strongly Disgree	Disgree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
I frequently need to suppress inner feelings when I interact with the customer.	16	34	68	32	18	2	1	171	3.07
Many often, I suppress inner feelings to meaningless issues in the job.	13	24	71	43	15	4	0	170	3.21
It is normal at work to force myself to positive emotions while I feel indifferent.	24	40	69	26	10	2	0	171	2.79
I frequently have to suppress emotions to appear "neutral" on the outside.	17	37	82	22	12	0	1	171	2.88
								Answered	171
								Skipped	6

5.3.7 Cultural Incongruence

Using the organisational culture assessment instrument (OCAI) scale for work culture assessment (Cameron 1999), the most prominent indicator was found showing an aggressively competitive environment caring more about organisation reputation, formalities, and less flexibility and organisational processes towards achieving goals. The family-like sense of an organisation is not visible in the feedback, as the leadership does not pay enough attention to teamwork or being a good mentor or coach.

Table 22. Descriptive Statistics of Cultural Incongruence

Answer Choices	Very Strongly Disagre	Strongly Disgree	Disgree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
My organization is a pleasant place to work where people share their personal information. In short, family-type organization gives attention to teamwork, participation, and consensus.	39	38	47	26	13	1	1	165	2.65
The leaders or heads in my organization acting as mentors who gives importance to unity and morale.	42	31	44	28	10	5	4	164	2.78
My organization highlights welfare measures, commitment to employee and importance to customers.	29	29	67	32	5	2	0	164	2.76
My organization is a dynamic, entrepreneurial, and creative place to work.	32	32	63	23	13	2	1	166	2.78
My organization are willing to take risk, innovate, and invent new medicine.	23	29	54	42	12	4	1	165	3.04
My organization encourages individual initiative and freedom.	26	31	57	32	14	3	1	164	2.94
My organization is result-oriented focuses on goal, winning a name, market share and targets.	37	35	62	25	5	1	0	165	2.57
My organization leaders are ambitious, hard worker, tough and demanding.	34	29	47	32	15	4	3	164	2.93
My organization is aggressive, emphasizing competitiveness and reputation.	10	14	50	47	31	5	8	165	3.74
My organization is structured, formal, where procedures, policies comes before goals.	16	34	53	39	20	2	0	164	3.12
My organization leaders are very concern about plan, schedule of job, timing, low risk and well organized performance.	31	40	55	23	12	3	1	165	2.75
My organization compliance, rules, code of conduct to secure no one being fired from job is priority.	24	29	57	33	12	5	1	161	2.99
								Answered	167
								Skipped	10

5.3.8 Turnover Intention

The scale of turnover intention made by Landau, Jacqueline and Hammer (1986) was used to observe the determinant of high turnover amongst Iraqi pharmacists working for pharma companies. It is quite clear through the feedback that the intent or seriousness of most MRs to leave their organisations is high. The availability of the alternative may be the hurdle to leaving the organisation at the current time; however, it seems they are seeking jobs outside their organisation.

Table23. Descriptive Statistics of Turnover Intention

Answer Choices	Very Strongly Disagre	Strongly Disgree	Disgree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
As soon as I can find a better job, I'll leave the organization.	7	3	20	34	49	25	29	167	4.83
I am actively looking for a job outside the organization.	4	3	17	29	64	17	33	167	4.97
I am seriously thinking of quitting my job.	5	4	19	22	42	30	45	167	5.17
I would like a job with more responsibility.	19	21	41	36	35	10	6	168	3.6
If I'm not promoted from my present job within three to five years, I will be disappointed.	28	23	40	39	23	3	11	167	3.35
I would feel much better about working my company at if I were promoted.	33	30	53	36	12	0	4	168	2.88
I'm not interested in moving from present job	12	16	52	43	32	4	10	169	3.7
								Answered	169
								Skipped	8

5.4 Normality, Linearity and Homoscedasticity

For any simultaneous statistical test for over two variables to analyse multiple regression models, the normal distribution is one of the fundamental assumptions of multivariate analysis. For any variation that is larger than the normal distribution, all statistical results are subjected to invalidity, as the F value and T value are needed in the statistics (Hair, 2006). The main p-value lower than 0.05 means that a null hypothesis will be rejected. All measures are normally distributed and acceptable (see Table 24).

Table24. Skewness and Kurtosis of the Variables

		Statistics	St. Error
POS	Mean	29.3758	.33985
	Skewness	-1.735	.194
	Kurtosis	5.475	.385
OI	Mean	17.2994	.46223
	Skewness	.525	.194
	Kurtosis	1.142	.385
PD	Mean	11.7516	.23506
	Skewness	-.430	.194
	Kurtosis	.442	.385
OC	Mean	38.2102	.52591
	Skewness	-.048	.194
	Kurtosis	-.163	.385
RC	Mean	48.4013	.59934
	Skewness	-1.005	.194
	Kurtosis	2.724	.385
LI	Mean	28.3312	.46320
	Skewness	.321	.194
	Kurtosis	.669	.385
POP	Mean	25.6688	.33464
	Skewness	-1.260	.194
	Kurtosis	3.084	.385
OR_CU	Mean	34.9618	.82430
	Skewness	.063	.194
	Kurtosis	-.252	.385

To further statistically test the normality, the Kolmogorov-Smirnov (K-S) and the Shapiro-Wilk tests were conducted. Any p-value below 0.05 means that the null hypothesis is rejected as the results are statically significant (Öztuna, Atilla Halil, and Tüccar, 2006). Table 25 shows that the significance value of most of the variables imply a violation of normal distribution or normality of data. Despite that, the scatterplot shows a normal linear distribution (see Appendix 2).

Table 25: Normality Test using the Kolmogorov-Smirnova and Shapiro-Wilk Tests

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
POS	.176	157	.000	.867	157	.000
OI	.068	157	.073	.965	157	.000
PD	.139	157	.000	.967	157	.001
OC	.059	157	.200*	.995	157	.862
RC	.107	157	.000	.949	157	.000
LI	.071	157	.054	.989	157	.237
POP	.149	157	.000	.918	157	.000
OR_CU	.068	157	.076	.991	157	.418
*A lower bound of the true significance.						
a. Lilliefors Significance Correction						

5.5 Cronbach's Alpha Measurement

Social science research often involves changeable phenomena that need the development of new instruments to measure them. Most of the assessment is carried out either through scale or tests. The researcher's instrument in use or under development might be a new instrument that is expected to apply to facts beyond particular research questions. Besides its relevance, the quality of the instrument itself should be assured. To ensure the quality, the extent to which the measure reveals the answers to the research question and not others (validity), as well as the extent to which the instrument is expected to give the same measure or outcome every time it is repeated (reliability), should both be assessed. For instance, life science or natural science use reliability tests to ensure that quality is achieved through repeated measurement and to see if consistency is present.

The Cronbach's alpha test is frequently used to measure such quality or reliability in the social sciences, since a repeated test is not possible. The Cronbach's alpha measures the correlation between the tests developed to measure the construct of human attitudes or psychological behaviour. For instance, to present a measure for organisational commitment or identification in a Likert scale format, it is difficult to measure it reliably numerically, without conducting a Cronbach's alpha test. It helps to determine whether the questions designed in the questionnaire to measure organisational commitment fulfil their purpose. Additionally, the Cronbach's alpha's repeatable readings give the same inference of the relevant attitudes of the participants. This test is mainly affected by the number of items in the questionnaire, the average covariance between all item pairs, and the average variance of all the items. The formula below provides a full description of each:

$$\alpha = N * \bar{c} / \bar{v} + (N-1) * \bar{c}$$

α: Cronbach's alpha

N: Number of items in the questionnaire

$\bar{c}$: The average covariance between all possible item pairs

$\bar{v}$: Average variance of all the items

Table 26. Cronbach's Alpha Test

Reliability Statistics

Variable	Cronbach's Alpha	Cronbach's Alpha based on Standardised Items	No. of Items
POS	0.78	0.764	6
OI	0.817	0.825	7
PD	0.648	0.653	4
OC	0.614	0.686	12
RC	0.695	0.7	14
LI	0.608	0.599	7
POP	0.737	0.747	5
OR_CU	0.888	0.891	12
Total	0.807	0.844	71

The actual α has been calculated through the SPSS programme for this research and shows a good value of 0.807 after deleting two questions of POP and POS. The reasons of deleting is to reach better variable validity (see Table 5). The value of alpha may range from zero to one; the higher the values, the better for they indicate more consistency in the items of the questionnaire, and accordingly, higher reliability is achieved (Nunnally and Bernstein, 1994).

5.7 Correlations Statistics

A Pearson's correlation coefficient is the measure that allows for inferring the direct positive or negative relationship between variables. In addition, the relationship of the magnitude between the two variables can be measured by this test. Pearson's correlations coefficients (r) range from -1 to 1, which could be a negative or positive direct linear link. Despite no definite value to evaluate the strength of the variable association, Neuman (2003) suggested that coefficients 0.2 to 0.4 are associated with weak correlation, 0.4 to 0.6 with moderate correlation, and 0.8 to 1 for a strong correlation.

The results of Table 6 show that there is an association between either a weak or moderate relationship between the independent variables (POS, POP, PD, RC and OR_CU) and the dependent variables (OI, OC). These dependent variables have weak and moderate relations with (LI). The correlation shows moderate inter-relations between OI and OC as well. As seen from the correlation coefficients, the values were around 0.6, and there is a possibility of multi-collinearity, so employing a stepwise backward elimination method to select the most significant determinants impacts the leaving intent (LI), and it will follow before the multiple regression analyses. When checked, the homoscedasticity and linearity between each independent and dependent variable had the usual features. The researchers assumed that multivariate linearity and homoscedasticity requirements were satisfied.

Table 28. Correlation Test Value

Correlations									
		POS	OI	PD	OC	RC	LI	POP	OR_CU
POS		1							
OI		0.265*	1						
PD		0.197**	0.286**	1					
OC		0.388	0.587**	0.200**	1				
RC		0.188*	0.256**	0.288**	0.267**	1			
LI		0.270**	-0.199**	0.219**	-0.359**	0.172*	1		
POP		0.376**	0.26	0.174*	0.41**	0.206**	-0.060	1	
OR_CU		-0.139	0.419**	0.200**	0.638**	0.202**	-0.342**	0.064	1
*Correlation is significant at the 0.05 level (2-tailed)									
**Correlation is significant at the 0.01 level (2-tailed)									

5.8 Multi-collinearity Tests

Frisch (1934) first introduced this term, and it measures the degree of any correlations or linear dependency among independent variables. It is widely used in regression models when there are several independent variables, and two such independent variables measure the same value of which the researcher is unaware. The difference between collinearity and multi-collinearity is that the former is referred to in the singular linear relationship, while the latter in one certain relationship. Such distinction in research is needed so that the researcher can distinguish the meaningfulness of independent variables and maintain the truthfulness of the conceptual model. The assessment of multi-collinearity is commonly done through the variance inflation factor (VIF) and tolerance. They are based on the R-squared value obtained by regressing a predictor on all the other predictors in the analysis. Tolerance is the reciprocal of VIF; the threshold of VIF is < 10 (Belsley, 1991; Hair *et al*., 1995), and of tolerance is > 0.1 (Belsley, 1991; Hair *et al*., 1995). Values of VIF that exceed 10 are often regarded as indicating multi-collinearity, but in weaker models, values above 2.5 may be a cause for concern. The multi-collinearity test by SPSS is done by calculating VIF and T (tolerance) through swapping the five independent variables: perceived organisational support (POS), perceived organisational prestige (POP), psychological dissonance (PD), role conflict (RC), and organisational culture (OR_CU). Table 29 details the VIF and T for each independent variable through five rounds, where for every round, the researcher makes one independent variable constant.

Table 29. Multi-collinearity Tests

	Model		Collinearity Statistics	
			Tolerance	VIF
POS is constant	1	PD	.887	1.127
		RC	.855	1.169
		POP	.949	1.054
		OR_CU	.945	1.058
PD is constant	2	POS	.884	1.132
		RC	.911	1.098
		POP	.790	1.267
		OR_CU	.825	1.212
RC is constant	3	PD	.935	1.070
		POS	.785	1.273
		POP	.831	1.204
		OR_CU	.912	1.097
POP is constant	4	PD	.865	1.156
		RC	.844	1.185
		POS	.902	1.109
		OR_CU	.885	1.130
OR_CU constant	5			
		RC	.873	1.145
		POS	.829	1.206
		POP	.878	1.139

As shown in Table 29, all VIF values are < 10, and all tolerance values are > 0.1. No multi-collinearity is associated with all five independent variables; thus, each independent variable has it is own factual value that does not overlap with others.

5.9 Linear and Multiple Regression Models

The relationship between the variables could be evaluated through simple multiple regression models. Let us assume the dependent variable that shows the response, or the outcomes is Y, X representing the independent or determinate variable, and E is the predictor or determinate error or residual. Statistically, the linear regression formula is Y = a + bX + E, as b is known as regression parameter (coefficient). The cause-effect relationships between variables could be investigated through multiple linear regression models to learn the change in the dependent variable associated with the values of the independent variables (Chalmer, 1986, Chan, 2003). So the formula that explains the different variables will be Y= a+ (B1X1) + (B2X2) +E. Table (8) presents the multiple linear regression models that were evaluated to understand the five hypothetical constructs explained in the conceptual model earlier.

Table 30. Linear and Multiple Regression Analysis

Linear and Multiple Regression models	Conceptual Model or Construct Tested	Dependent Variable	Determinants
OC ➡ POS	POS associated with OC	OC	POS
OI ➡ POS	POS associated with OI	OI	POS
LI ➡ POS + OI + OC	POS, OI and OC associated with LI	LI	POS, OI and OC
OC ➡ POP	POP associated with OC	OC	POP
OI ➡ POP	POP associated with OI	OI	POP
LI ➡ POP + OI + OC	POP, OI and OC associated with LI	LI	POP, OI and OC
OC ➡ RC	RC associated with OC	OC	RC
OI ➡ RC	RC associated with OI	OI	RC
LI ➡ RC + OI + OC	RC, OI and OC associated with LI	LI	RC, OI and OC
OC ➡ PD	PD associated with OC	OC	PD
OI ➡ PD	PD associated with OI	OI	PD
LI ➡ PD + OI + OC	PD, OI and OC associated with LI	LI	PD, OI and OC
OC ➡ OR_CU	OR_CU associated with OC	OC	OR_CU
OI ➡ OR_CU	OR_CU associated with OI	OI	OR_CU
LI ➡ OR_CU + OI + OC	OR_CU, OI and OC associated with LI	LI	OR_CU, OI and OC

Although early in the conceptual model, the hypotheses assume association only, while the statistical methods used to investigate the negative or positive linear regression coefficient and pair-wise correlations are calculated through the R-value. Using the linear regressions, the independent variable of 0.05 level was statistically significant, while the adjusted R-squared value (R^2) shows the variance percentage increment or decrease, as explained in the linear model.

Table 31 shows linear and multiple regression values of all hypotheses that confirmed having either a weak or moderate relationship. The beta coefficient changes in the outcome variable for every 1-unit of change in the predictor variable. If the beta coefficient is positive, the interpretation is that for every 1-unit increase in the predictor variable, the outcome variable will increase by the beta coefficient value.

The first hypothesis of RC related to the LI is tested to understand if such determinants affect the LI. The survey outcomes assessed a weak relation of RC with OI and OC. The multiple regression showed RC through the mediation of OI and OC has a bigger effect (moderate) R = 0.449 on LI of the MR, with a greater variance of 18.7% on LI for each degree change in scale.

Table 31: Regression Coefficient of RC and Ambiguity and the effect of LI through OC and OI

Linear and Multiple Regression models	*R*	*R square*	*Adjusted R square*	*Std. Error of the Estimate*
OC ➡ RC	0.267	0.071	0.066	6.34156
OI ➡ RC	0.256	0.065	0.060	5.68795
LI ➡ RC + OI + OC	0.449	0.202	0.187	5.24757

The overall regression model shows a significant negative moderate relationship between RC and ambiguity on LI, a greater negative impact on OC (beta = - 0.428), and insignificant effect on OI (beta = 0.001), according to the B value.

Table32. Complete Moderation Coefficient Value of OC, OI and RC and Ambiguity and its effect on LI

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.169	3.265		9.854	0.000
	RC	0.221	0.057	0.284	3.872	0.000
	OC	-0.382	0.079	-0.428	-4.854	0.000
	OI	0.001	0.088	0.001	0.015	0.988
a. Dependent Variable: LI						

The second hypothesis of high PD and its effect on LI was also investigated. The result shows weak a coefficient relation between PD and OC (0.267) and OI (0.256). Multiple regression showing PD through the mediation of OI and OC has a bigger effect (moderate) R = 0.466 on LI of the MR with greater variance (21.7%) on LI for each degree change in scale.

Table 33. The Regression Coefficient of PD and the effect on LI through OC and OI

Linear and Multiple Regression models	R	R square	Adjusted R square	Std. Error of the Estimate
OC ➡ PD	0.200	0.040	0.034	6.44229
OI ➡ PD	0.286	0.082	0.077	5.69630
LI ➡ PD + OI + OC	0.466	0.217	0.202	5.20289

The overall regression model shows a significant moderate negative relationship between the role of PD on LI with a negative impact on OC (beta =- 0.396) and insignificant on OI (beta = - 0.034), according to the B value in Table 34 below.

Table34. Complete Moderation Coefficient Value of OC, OI and the of role PD and its effect on LI

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.280	2.712		13.007	0.000
	PD	0.601	0.139	0.315	4.318	0.000
	OC	-0.354	0.077	-0.396	-4.577	0.000
	OI	-0.034	0.089	-.034	-0.384	0.701
a. Dependent Variable: LI						

The third hypothesis concerned cultural differences (OR_CU) and their effect on LI. The result shows a strong to moderate coefficient relation between OR_CU and OC (R = 0.638) and OI (R = 0.419). Multiple regression showing OR_CU through the mediation of OI and OC show a lesser effect (moderate; R = 0.412) with a variance of 16.9% on LI for each degree change in scale.

Table 35. The Regression Coefficient of OC and its effect on LI through OR_CU and OI

Linear and Multiple Regression models	R	R square	Adjusted R square	Std. Error of the Estimate
OC ➡ OR_CU	0.638	0.408	0.404	5.08216
OI ➡ OR_CU	0.419	0.175	0.170	5.33990
LI ➡ OR_CU + OI + OC	0.412	0.169	0.154	5.38309

The overall regression model shows a significant moderate negative relationship between the role of cultural differences on LI, a negative impact on OC (beta =- 0.222) and insignificant on OI (beta = -0.048), according to the B values in Table 36.

Table36. Complete Moderation Coefficient Value of OC, OI and the role of OR_CU and its effect on LI

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.066	2.527		15.855	0.000
	OR_CU	-0.145	0.052	-0.261	-2.783	0.006
	OI	0.049	0.091	0.048	0.535	0.593
	OC	-0.198	0.094	-0.222	-2.113	0.036
a. Dependent Variable: LI						

Further, the fourth hypothesis concerning perceived organisational support and its effect on LI was investigated. The result shows a weak coefficient relation between POS and OC (R = 0.361) and OI (R = 0.243). The multiple regression showing POS through the mediation of OI and OC has a bigger effect (moderate; R= 0.550), with a variance of 30.3% on LI for each degree change in scale.

Table 37. The Regression Coefficient of POS and its effect on LI through OC and OI.

Linear and Multiple Regression models	R	R square	Adjusted R square	Std. Error of the Estimate
OC ➡ POS	0.361	0.100	0.095	6.63974
OI ➡ POS	0.243	0.059	0.054	5.96046
LI ➡ POS + OI + OC	0.550	0.303	0.290	4.84532

The overall regression model shows a significant moderate negative relationship between the role of POS on LI and a negative impact on OC (beta = - 0.241) and insignificant on OI (beta = - 0.079), according to the B values in Table 38.

Table 38: Complete Moderation Coefficient Value of OC, OI and POS, and their effect on LI

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.807	3.173		7.819	.000
	POS	.760	.116	.452	6.581	.000
	OI	.071	.079	.073	.910	.364
	OC	-.209	.072	-.241	-2.913	.004
a. Dependent Variable: LI						

The fifth hypothesis concerning POP and its effect on LI was investigated. The result shows weak coefficient relations between POP and OC (R = 0.259) and OI (R = 0.127). The multiple regression showing POP through the mediation of OI and OC has a bigger effect (moderate; R = 0.507), with a variance of 25.7% on LI for each degree change in scale.

Table 39. The Regression Coefficient of POS is the effect of LI through O and OI

Linear and Multiple Regression models	R	R square	Adjusted R square	Std. Error of the Estimate
OC ➡ POP	0.259	0.067	0.062	6.34301
OI ➡ POP	0.127	0.016	0.010	5.88041
LI ➡ POP + OI + OC	0.357	0.127	0.111	5.48720

The overall regression model shows a significant moderate negative relationship between the role of POP on LI and a negative impact on OC (beta = - 0.354) and insignificant on OI (beta = - 0.051), according to the B values in Table 40.

Table 40. Complete Moderation Coefficient Value of OC, OI and POS and their effect on LI

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.399	3.272		11.125	.000
	POP	.184	.112	.122	1.652	.100
	OI	.049	.088	.051	.562	.575
	OC	-.306	.078	-.354	-3.927	.000
a. Dependent Variable: LI						

5.10 Mediation Analysis Findings

Looking for the conceptual model, we have to analyse five hypothetical constructs and each mediating variable to understand what drives the MRs in Iraq to leave their organisations. The mediation analysis used to quantify the mediated effects in the hypothetical model highlights the true mediation effect through structured equation modelling (SEM). The mediation analysis through SEM is preferred to Baron and Kenny's method because the former quantifies the effect of the independent variable through an indirect pathway, even in a compound pathway. In Baron and Kenny, X causes the effect on Y through the mediation of M done by measuring the direct bivariate effect of X to Y (M constant), the bivariate effect of X to M (Y constant), alongside the effect of M to Y and X and X to Y and M in the multivariate effect formula. While SEM is used to quantifying the mediation of the variables through a regression of single number, coefficient and significance tests, the AMOS programme in the SPSS uses SEM to measure the compound effect of each independent variable on turnover through OC and OI, which is quite complicated if we run it with anything other than SEM.

5.10.1 Effect of RC and Ambiguity on LI through OC and OI.

The RC and ambiguity is conceptualised in such a way that it has a positive effect on TI through the mediation of OC and OI. First, we calculate the direct effect of RC on each variable of OC, OI and LI. Table 41 shows the estimated regression weight and significance of each path.

Table 41. Standardised Estimate of the Direct effect of RC on OI, OC, LI and OI, and OC on LI.

	Estimate	S.E.	T-value	P-value
OI < RC	0.198	0.059	3.368	***
OC < RC	0.229	0.064	3.545	***
LI < OC	-0.394	0.079	-4.960	***
LI < OI	-0.021	0.088	-.243	.808
LI < RC	0.226	0.057	3.985	

The direct effect of RC impacts OC, OI, and LI with a significant p-value (< 0.05), and OC has a significant impact on LI; however, OI has no impact of LI (p-value = 0.808). The indirect effect of RC through OI and OC is shown in Table 42.

Table 42: Standardised Estimate of the Indirect Effect of RC on LI through OI and OC

Estimate	S.E.	T-value	P-value
RC through OC	-0.094	0.029	0.004
RC through OI	-0.02	0.017	0.824
RC through combined OC and OI	-0.124	0.038	0.007

It clearly shows that RC's total effect through combined OC and OI is significant (< 0.05) as the p-value is 0.007, and RC through OC is significant as well (p-value = 0.004), while it is not significant through OI, for which p-value is 0.824. It shows that the null hypotheses' total effect is rejected through the path of OI while accepted through the path of OC.

5.10.2 PD effect on LI through OC and OI

The PD is conceptualised in such a way that has a positive effect on turnover intention through the mediation of organisational commitment and Organisational identification. First, we calculate the direct effect of PD on each variable OC, OI and LI. Table 43 shows the estimated regression weight and significance of each path.

Table 43. Standardised Estimate of the Direct Effect of PD on OI, OC, LI and OI, and OC on LI

	Estimate	S.E.	T-value	P-value
OC <--- PD	0.423	0.149	2.830	0.005
OI <--- PD	0.546	0.133	4.098	***
LI <--- PD	0.599	0.129	4.646	***
LI <--- OI	-0.045	0.082	-0.548	0.584
LI <--- OC	-0.381	0.073	-5.206	***

The direct effect of PD on OC, OI and LI is a significant impact (p-value < 0.05), and OC has a significant impact on LI; however, OI has no impact on LI (p-value = 0.584). The indirect effect of RC through OI and OC is shown in Table 44.

Table 44: Standardised Estimate of the Indirect Effect of PD on LI through OI and OC

Estimate	S.E.	T-value	P-value
PD through OC	-0.161	0.075	0.007
PD through OI	-0.025	0.043	0.648
PD combined OC and OI	-0.098	0.045	0.012

It clearly shows that PD's total effect through combined OC and OI is significant (< 0.05) as the p-value is 0.012, and PD through OC is significant as well (p-value = 0.007), while it is not significant through OI (p-value = 0.648). It shows that the null hypothesis of the total effect is rejected through the path of OI while accepted through the path of OC.

5.10.3 Organisation Incongruence Effect on LI through OC and OI

Cultural incongruence (OR_CU) is conceptualised such that it has a positive effect on TI through the mediation of OC and OI. First, we calculated the direct effect of OR_CU on each variable of OC, OI and LI. Table 45 shows the estimated regression weight and significance of each path.

Table 45: Standardised Estimate of the Direct Effect of OC on OI, OC on LI and OI and OC on LI

	Estimate	S.E.	T-value	P-value
OI <--- OR_CU	0.244	0.038	6.430	***
OC <--- OR_CU	0.392	0.036	10.972	***
LI <--- OC	0.272	-0.089	-3.041	0.002
LI <--- OI	0.055	0.084	0.648	0.517
LI <--- OR_CU	-0.101	0.050	-2.001	0.045

The direct effect of OR_CU impacts OC, OI, and LI with a significant p-value (< 0.05), and OC has a significant impact on LI; however, OI has no impact on LI (p-value = 0.517). The indirect effect of RC through OI and OC is shown in Table 46.

Table 46: Standardised Estimate of the Indirect Effect of OC on LI through OI and OC

Estimate	S.E.	T-value	P-value
OR_CU through OC	-0.106	0.044	0.024
OR_CU through OI	-0.013	0.022	0.601
OR_CU combined OC and OI	-0.098	0.063	0.028

It clearly shows that OR_CU's total effect through combined OC and OI is significant (< 0.05) as the p-value shows 0.028, and OR_CU through OC is significant as well (p-value = 0.024), while it is not significant through OI (p-value = 0.601). It shows that the null hypothesis of the total effect is rejected through the path of OI while accepted through the path of OC.

5.10.4 POS Effect on LI through OC and OI

The POS is conceptualised in such a way that it has a positive effect on TI through the mediation of OC and OI. First, we calculate the direct effect of POS on each variable OC, OI and LI. Table 47 shows the estimated regression weight and significance of each path.

Table 47. Standardised Estimate of the Direct Effect of POS on OI, OC, LI and OI, and OC on LI

	Estimate	S.E.	T-value	P-value
OI <--- POS	0.221	0.103	2.148	0.032
OC <--- POS	0.238	0.113	2.106	0.035
LI <--- OC	-0.394	0.060	-6.614	***
LI <--- OI	0.002	0.065	0.029	0.977
LI <--- POS	0.484	0.093	5.196	***

The direct effect of POS impacts OC and OI, but less than other variables, and LI with a significant p-value (< 0.05), and OC has a significant impact on LI; however, OI has no impact on LI (p-value = 0.997). The indirect effect of POS through OI and OC is shown in Table 48.

Table 48: Standardised Estimate of the Indirect Effect of POS on LI through OI and OC

Estimate	S.E.	T-value	P-value
POS through OC	-0.094	0.057	0.067
POS through OI	-0.013	0.019	0.938
POS combined OC and OI	-0.093	0.061	0.098

Table 48 illustrates that the total effect of POS through combined OC and OI is not significant (< 0.05) as p-value is 0.098; hence, POS through OC is not significant (p-value = 0.067) as well as through OI (p = 0.098). It shows that the null hypothesis of the total effect is accepted through both paths of OC and OI while accepted through a direct effect on LI with no mediation.

5.10.5 POP effect on LI through OC and OI

POP is conceptualised in such a way that it has a positive effect on TI through the mediation of OC and OI. First, we calculate the direct effect of POS on each variable of OC, OI and LI. Table 49 shows the estimated regression weight and significance of each path.

Table 49. Standardised Estimate of the direct effect of POP on OI, OC, LI and OI, and OC on LI

	Estimate	S.E.	T-value	P-value
OI <--- POP	0.175	0.102	1.708	0.088
OC <--- POP	0.386	0.109	3.530	***
LI <--- OC	-0.373	0.079	-4.719	***
LI <--- OI	0.038	0.085	0.450	0.653
LI <--- POP	0.052	0.100	0.523	0.601

It is quite interesting that the direct effect of POP impacts OC, but has no effect on OI or LI with an insignificant (< 0.05) p-value = 0.601. On the other hand, OC has a significant impact on LI, however, OI has no impact on LI (p-value = 0.653). The indirect effect of POP through OI and OC is shown in Table 50.

Table 50. Standardised Estimate of the Indirect Effect of POP on LI through OI and OC.

Estimate	S.E.	T-value	P-value
POP through OC	-0.144	0.057	0.012
POP through OI	-0.013	0.019	0.359
POP combined OC and OI	-0.097	0.037	0.016

Table 50 illustrates that POP's total effect through combined OC and OI is significant (< 0.05) as the p-value is 0.016; hence, POP's significant effect is through the OC pathway. On the other hand, POP is not significant through OI (p-value = 0.0356). It shows that the null hypothesis of total effect is rejected through the OC path while accepted through the indirect effect of OI.

5.11 Discussions and Conclusion

The primary aim of the quantitative study was to test the effect of the five presumed determinants on the leaving intention of Iraqi pharmacists working for pharmaceutical companies in the role of sales representative. The results from statistical analyses show that the MR respondents from the field perceived low organisational support, low organisational prestige, low organisational identification, low organisational commitment, considerable conflict and ambiguity, almost no psychological dissonance or pressure, a greatly competitive and aggressive culture and noticeable intent to leave the organisation. The effect of the abovementioned independent variables was assessed through regression analysis and mediation analysis. These analyses show the exact path of the effect, and if OI and OC play a role in the effect-making, as proposed earlier in the conceptual model. The results show that OC mediation is the only acceptable path for all determinants, while OI mediation is not significant. Even though there is a mediation relationship with OC, POS, RC, PD, and OR_CU, except for POP, they have a better direct effect on LI than being mediated through OC. Only POP mediated through OC has a better effect than the direct effect. In conclusion, another conceptual model was created based on these results.

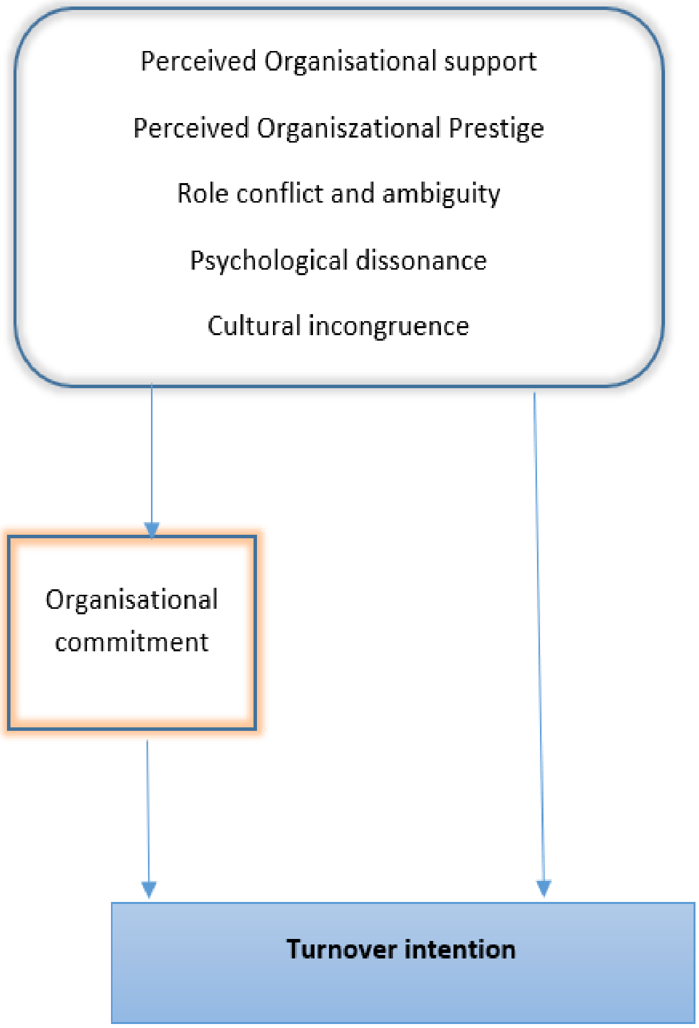


Figure 7: New proposed turnover conceptual model

In conclusion, the proven LI for the MR working for a pharma company in Iraq is directly or indirectly observed through a negative effect on OC. There is nothing to consider on the level of OI, which proves that there is a clear distinction between the two. Now, it is possible to merge the two data types (qualitative and quantitative) to make sense of the collected output. These merged data will enable to implement the actions toward the desired change (greater job stability) in the MRs' careers

CHAPTER 6: MERGED DATA PRESENTATION, ACTION PLANS AND EVALUATION

6.1 Introduction

Chapter 6 introduces the main findings of Phase 3 (Taking Action) and Phase 4 (Evaluating Action). The purpose of Phase 3 is to take action based on confirmed outputs of merged data from Phases 1 and 2. The main expected outputs of "taking action" in Phase 3 were the development of a course of action, starting the new learning, and starting the implementation of the actions toward the desired change (more job security) for the MRs' careers. The suggested change in the action phase is assessed through effectiveness, legality, economical outputs and affordability, focussing on the context of serving Iraqi patients through adding value to the pharmaceutical community and resuming its stature. The course of action plans with internal stakeholders (sales managers, HR managers, and other involved admin teams) gave rise to two strategies, three action plans, and six interventions. Leadership assessment and HR system excellence were emphasised as the pillars of the strategies via running a leadership assessment programme, kicking off new performance appraisals and starting an internship programme. The final stage of the cycle, Phase 4 – the evaluation of taking action in Phase 3 – discusses the validity of the devised tools that were employed within the organisation and how governmental bodies, union leaders and scientific bureau or pharma managers' function. The evaluation phase takes care to keep open for government bodies ways to add any improvement to the course of action. Adding an optional course for those who want to join the MR role and drafting a new law that ensures an esteemed sustainable pharmaceutical trade in Iraq were suggested options. Finally, a summary of the above, reflections and thoughts of actionable learning on a personal level and at the stakeholders' level are shared and discussed (see Figure 8).

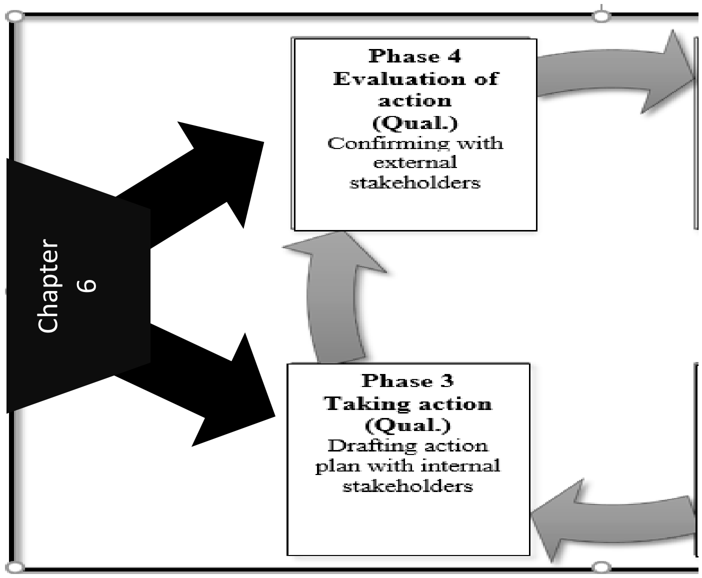


Figure 8. Based on AR cycles by (David Coghlan and Abraham ,2018) page 5, research phase 3 & 4 drafting action plans with internal stakeholders & evaluating them with external stakeholders.

6.2 Qualitative and Quantitative Data Merge Outcomes

The initial step of Phase 3 is merging the two sets of qualitative and quantitative data obtained from the mixed-methods study in Phases 1 and 2. The draft was a word document that presented the seminal work of previous cycles, which was shared with internal and external stakeholders. The brief of the merged data is that pharmaceutical companies working in Iraq have implemented transactional or reciprocal relationships only, and no embeddedness approach through human well-being is supported. The ***psychologically*** binding forces to such a community are weak, ***social*** ties that describe fitting community are unsatisfactory, the ***high cost of amenities*** relinquished after leaving the job is useless, and no ***great leadership*** and mentoring is lost after leaving the role (Holtom, Mitchell and Lee, 2008).

The absence of such a pathway may show an obsolete understanding of the organisational role in the management of human resources, inadequate leadership agents to implement belongingness, and the gap in trend in organisations' research or conceptualisation models that emphasise embeddedness (Holtom *et al.*, 2008, Fleps *et al.,* 2011, Kiazad *et al*., 2015). Specifically, the study suggests that organisations should focus on organisation- and community-fit constructs in their nurturing strategies to embed staff in their organisations in the future. At the top, it shows weak reciprocal relation that go beyond pay, promotions, job enrichment or training to influence organisational policies and leader favourable treatment or support, as expected by employees. Such a weak reciprocal link is amplified to affect employees' social needs from the job's pride or good image. Negative pharma reputation or organisational image cascaded beyond the pharmaceutical community to hit the patient or even the doctors (the customer). The image is also considerably affected by aggressive culture to drive sales, regardless of morality. The code of conduct for most of the scientific bureaus was ignored or not available, which resulted in negative work outcomes, negative attitudes, and low contribution to the health of Iraqi patients. The merged data concluded that pharma companies establish hybrid businesses models through scientific bureaus or third-party contracts, which cause ambiguities and conflicts. Such ambiguity and conflict result in losing the momentum and focus to commit to the role. The MRs revealed many examples of overlapping management as the bureau's leadership business direction vs. the pharma company's leadership requirements often contradict each other.

6.3 Action plans and strategic interventions

Although the previous section of merging the data revealed the area of focus, it is neither admissible nor accurate to decide on a resolution instead of business leaders. Based on the voices of the managers, legislators and partners in the MR role, the best path of the right corrective strategy for managing human capital is discussed in this section. This phase recorded qualitative inputs collected from formal and informal conversations, which took place over six months, from the start of the thematic analysis until the end of analysing the statistical data. The taking action sessions and recording qualitative feedback were conducted through appointments to visit the company office or Zoom meetings. As I left the company in 2020 for another role, the discussions encouraged the top management to face the reality neutrally with an excellent insider view (Brannick and Coghlan, 2007). Whenever I got the chance to talk to the managers, I handed over a copy of the integrated merged data report I mentioned earlier. It showed the feedback of the MRs and the reasons behind their intent to leave the company. The aggregated findings informed the managers and executives of Merkat of the severity of the problem and provided them with guidance toward deep affliction of the turnover problem at Merkat or other pharmaceutical companies. The written report and the discussions play a major role in the decision makers' suggestion of the action plan to devise solutions. Three action plans with six strategies were concluded, with each strategy assessed in terms of efficacy, affordability and feasibility, detailed in the following sections.

The first action plan involved ensuring the right depiction for organisational support and magnification of organisational prestige to ensure team stability. One of Merkat KGaA's more experienced sales managers, with long records as a sales manager in two multinational companies (Novartis and lately Merkat KGaA), put forth the need for ***supportive leadership*** in top management. His cumulative experiences that surpass 10 years as sales manager emphasised the requirement of a leader's full understanding of the needs of each team to provide individualised solutions. He shared some examples of the top-down style at work to show the absence of an understanding of negative consequences that led to team instability. The top-down style is close to ***directive leadership***, which is effective in driving sales and numeric objectives (Hwang et al., 2015); however, the negative consequences of such leadership are accumulation and increase of TI. Such critical discussions raised a question about the possible interference by the organisation to ensure supportive leadership and avoid the negative consequences of directive leadership. In another word, looking for actions that can bring an effective solution to ensure supportive leadership styles are present.

As the discussion progressed over many sessions, one of the aforementioned interlocutors confessed that many times, he was forced to act with no dialogue as he transferred such behaviour, forcing the team to perform out of logic. He claimed that sometimes he got the chance to discuss it with some of the "supportive" leaders in the organisation, so he could get to inform the team of the request calmly and without pressure; however, he claimed that most of the time he did not have such a privilege. He emphasised that the way the organisation acts in the market through a top-down sales plan is rather short-sighted or superficial. One sales manager commented that the one-way management made him spend more time executing tasks and convincing his team, while his core responsibilities are prioritising sales, coaching, mentoring, training and following up with team development. He said that in one year, the values and numbers of the pack that he should sell to the market were changed three times, with a dramatic increase above the market growth and beyond the early agreed budget meeting. Such increment brought too much anxiety and micromanagement behaviour. He questioned why there were no regular assessments of the leadership to ensure leading capacity and the right strategy. He said:

'*In many multinational pharma companies, I should acknowledge that the organization could offer many tools to support the team. The system responds to the employee's needs. However, I think some leadership may ruin such a system.*

Simultaneously, I highlighted the impact of the leadership's day-to-day practice on employees' attitudes from the literature, to share with the team in the next session. The direct association between leadership and followers' attitudes is mostly expressed via certain outcomes like job satisfaction, organisational commitment, work performance, as well as trustworthiness between organisational and individual aspects (Thompson *et al.*, 2002). Also, it is expressed though pride in being a follower of a leader fully involved in mediating the relationship between transformational leadership and commitment (Chan *et al.*, 2014) and rebuilding trust relationships through right the leadership to improve the ethical environment and organisational commitment (Kang et al.2011). Firth *et al.* (2000) emphasised that keeping the turnover low in the organisation depends on the presence of effective leadership, which is also considered a key element in the company's bottom-line prosperity towards improvement. Supportive leadership is a type of leadership style characterised by supportive attitudes toward followers or employees that turns the work environment into a pleasant one and a better place to perform, and garners good reputation. It also involves an open-door policy, taking care of employees' well-being through dealing with their emotions, feelings and needs before giving them tasks. Hersey, Blanchard and Johnson (2008) claimed that a supportive leadership style is beneficial to employees who are still in the development curve and cannot yet find full confidence to perform well. Some researchers advise leaders to act as supportive leaders when the task is straight to the point, job satisfaction is poor, and there is alignment to one goal between the team (Lussier and Achua, 2015). Malik (2012) argued in his study that turnover is negatively related to supportive leadership after examining 200 employees working in a variety of jobs in the cellular industry.

Based on feedback, and to ensure supportive leadership, I discussed with them the possibility of bringing this suggestion to action. They expressed the desire for a supportive style through taking care of the MRs' needs, dealing with them with an open-door policy and listening to their challenges in the field. They promised to run more coaching sessions, revise to the right coaching methods, and communicate more frequently. Though the results are not possible to assess in such a short time, especially the behaviour feedback and recognition of the change in supportive style may take months, the sales manager shared some good examples to ensure their self-assessment and for top management (their managers) and shared the results in one forum. Two of the self-assessment tools are the Myers-Briggs type indicator (MBTI) test and the 360° assessment test. Both tests have been widely in use with some high-ranking multinational companies, especially those investing extensively in the Middle East. I have taken part in the MBTI test, which is a web portal that charges for participation. Through the continuation of the sessions, I questioned a sales manager about the outcomes of such assessment tools and what the second step would be if the outputs were not to up the standards of supportive leadership? He commented:

'Regardless of the assessment's outcomes are negative or positive, I think the assessment of leadership will ensure the importance of being "supportive".

Another manager echoed this sentiment. This manager, who had served as a sales manager for the diabetes line at Merkat, highly emphasised the work environment which greatly depends on the leadership strategy and traits. He highlighted an important issue that the organisation's selection of the right leader should be one who can understand the country-specific conditions, employee motivations, aspirations, and how to provide maximum psychological stability before maximising numbers. He commented:

'I fully agree with the importance of leadership to bring better stability. I could share my experience when I got the chance to lead people after being promoted from the role of MR. I followed one rule that I never disregard in all day-to-day work - being at the feet of any employee is a good, simple start.

Referring to the above, we agreed that top management should get the right awareness of how the leadership is managing the team. Iraq is a country that is not frequently visited because of security issues; the remoteness of the top leaders who are located outside the country may lead to weak control. Also, a reformation of the leadership style is suggested as well as communication with leaders reagarding areas of improvement, with them being willing to take part in a relevant training courses that bring a supportive leadership style. With such improvement, they could exert supremacy and impact the strategic direction, t culture of the organization and provide the highest advantage point for changes (Thompson and Juliana, 2012).

The second action point proposed by another sales manager and supported by the HR manager was related to the performance and appraisal system. Both were worried about conflict and role ambiguity, especially when the expectations of the MRs are quite unmet. The role conflict that is shown in the quantitative survey was brought to the surface via endless stories of day-to-day contradiction between two objectives: the role of promotion that is carried out by the MRs vs. the distribution salesperson who ensures placing medicines on the shelf of wholesalers or pharmacy. Simply, many conflicts between the distributor (who executes sales) and MRs (who creates demands) are frequent and common as the distributor team's aim is the collection of the cash, while the MRs' are the creation of demand. Many wholesalers are blocked in the system because of delays in paying dues, amidst many demands waiting to reach shelves. Such conflict brings too much frustration, as it seems never-ending. The MRs' appraisal runs bi-annually, and it mostly highlights sales in cash without getting into details of the processes of the sales. The suggestion by the sales manager and HR manager is to change the structure of the appraisal form to include qualitative aspects of the sales activities as well as to run it quarterly. The quarterly-based appraisal is a chance to deep dive into the issues, conflicts, and problems that are rising continuously. The HR manager commented:

'Waiting for the appraisal until mid-year is a kind of accumulating more conflicts and ambiguity, which should be discussed instantly and marked quarterly. The expectations should be managed between the supportive attitudes and the assertiveness to land on sales that were committed earlier. Being nice and supportive should come with the accountability of all bringing numeric results.

The sales manager added:

'I totally agree we should frequently mark the effort, reward those who have good achievements, and coach who have issues to help to resolve them.

Reviewing the literature, the learning collected from the ideas presented were discussed in the following session. The literature endorses that intensifying two-ways communications is highly recommended to open channels for better and healthy organisational commitment. It is essential to drive employees' change to achieve intended outcomes (Ford and Ford, 2010). Effective communication should be two-way communication, which is a key to developing leadership in a complex and conflicting work context. Communication is engaging the employee and creating 'witness', helping them think rather than leaving the employee in an ambiguous situation (Shotter, 2010).

The sales managers suggested two strategic aspects for this action point: increasing frequencies of appraisal meetings (four meetings per annum instead of one or two), and increasing behavioural measures in the performance paper. Definitely, the MRs desire a better culture through changing how they are seen (only as a 'cash generator') to employees who contribute to building the company name. They will commit to the company strategy and numeric targets if they appraised not only based on the value of sales but also on how they manage day-to-day problems and resolve work conflicts. There should be commitment from the managers to the suggestion of restructuring the performance paper to include a better score for the qualitative behavioural aspect and slightly reduce it numerically (sales target). Such a step should come with the approval of the HR director and general manager in the Dubai office. However, the next step is to suggest this change immediately following ending the session.

The third action point was exclusive, as it was suggested by the HR manager and agreed upon by the sales managers. The HR manager discussed the readiness of the HR system in pharma companies to provide job security for MRs. For instance, the HR system has some gaps in contracts of the MRs in Iraq, their selection criteria during the interview phase, and readiness of new graduates to work in pharma companies. It was very honest feedback from most of the action learning groups and exciting to hear as well. Staring from the MR legal frame, the HR manager commented:

'Most of all pharma companies working in Iraq are not providing contracts, or providing contracts through the third party; the distributors. The reason is that all pharma companies have no legal entity in the country'

Linking the above discussions with the literature, I had the chance to challenge the team, explore relevant research, and validate the action. Rousseau (1989, 1995) claimed that an implied contract interweaved the psychological contract and employee commitment in an organisation. The implied contrast is a pattern of the obligations arising from interactions between two parties. The inference of the implied contract by the court, for instance, is the longevity of employment that creates the obligation of the employee to work hard for the benefits of the employer. Such contracts are subjected to observers (NGO, court, third parties) to assess the relationship aspect and secure the employee from being unfairly treated. The loyalty ties result from the contract related to the duration and inclusion criteria, which are written in it. Also, if the contract is not acknowledged by any observer (NGO, court or any other third party), the commitment ties of the employee with the company become lesser and weaker. The contract provides the right employee with long-term employment, after the first 90 trial days, to see the conditions of the employment, to ensure good faith and updating the employee before any news of termination, so that the reciprocity ensures lower turnover (Turnley *et al*., 2003). Another strategy within the third action point was selecting fresh graduate pharmacists rather than those who called 'experienced' and perhaps bored by the job. The suggestion introduced the chance of opening an internship programme for last year students at Pharmacy College. The internship was suggested with mutual benefits for the students and pharma companies. The HR manager commented:

'I think that pharma companies should base on new graduates rather those who are working as a MR and they left their role in other pharma companies. The internship program is a chance to explore talents who can find themselves in this role

To the request for the internship programme discussions, two sales managers showed an instant agreement, while one sales manager showed hesitation to implement it. The reason for hesitation was related to the consequences that the internship might convey a threat to other current MRs, while most other sales managers considered it a driver of constructive competition. The debate led us to explore literature, as Welding (2011), for instance, claimed the necessity of applying for an internship programme for nursing graduates under the Nursing Residency Program (NRP) to reduce turnover and overcome the severe shortage of staff. Similar to what was proposed by the HR manager, Welding (2011) saw the NRP as helping manage the psychological and intellectual challenges of nurses in the first year of their new career. Missen *et al*. (2014) concluded many evidence from 338 studies to suggest that transition programmes (internship programmes) are necessary for creating working environments that support new nurses in the clinical environment, and this is showed by the percentage increased job satisfaction and retention rates. However, the optimum programme length and structure are unclear and should be assigned according to the needs of the new nurses. Providing the chance of an internship for students of pharmacy is relatively easy and applicable immediately, as an option. The other manager who raised an issue also agreed, but to a lesser extent. Researches propose internships as a good option for big companies, but simultaneously they emphasise building a sense of no threat so the company can get the right benefits. Other managers liked it and were happy to introduce these two strategies to Merkat. The internship could be free or with a minor basic salary to give the student enough knowledge on the MR role and a chance for the company to investigate the right talent to take steps towards employee wellbeing.

In conclusion, there have been a lot of beneficial discussions, dialogues and challenging moments to reach such a consensus. The conversations relied mostly on the merged outcomes of Phase 1 and Phase 2 conjectures. The discussions' transparency gave them the right to express themselves freely, which was easy being facilitated by me. The suggestions were affordable and insightful, which in parallel were supported by relevant literature to step toward rigor. In summary, three action plans and six strategic interventions were developed under two pillars: leadership and HR system. The summary of the action plans and strategic moves are outlined in Table 51 below.

Table 51: Action Plans and Strategic Interventions

Key Pillar (variable)	Course of Action	Determinants of Focus	Strategic Intervention	Accountability	Suggested Timeframe
Leadership	To ensure supportive leadership on top of the operations.	POS POP	❶ Running an annual leadership assessment programme so we can assess the style of leadership. The organisation can run many programmes like the Myers-Briggs Type Indicator (MBTI) test or the 360° assessment test. ❷ To provide a leadership-training course for those who need more knowledge that ensures the right leadership style (mostly supportive leadership).	HR manager in the company Head Quarter	Jan 2022–Jun 2022

HR system	Change the appraisal and performance system structure	CU_OR & PD RC	❸ To change the frequency of appraisal sessions from one or two per year to four sessions per year. The appraisal suggested running quarterly, so the culture of work changed toward dialogue, a coach rather than sales only. ❹ To suggest changing the structure of the performance paper by including more qualitative objectives. The qualitative aim will score behaviors of managing conflicts.	HR manager in head quarter office & sales manager	Jan 2022–Dec 2022
	To ensure the right MR selection with a long-term contract	POS & POP PD & CU_OR	❺ To obligate companies to open a legal entity in Iraq if they want to continue their sales activities. ❻ To open an internship program for pharmacy college students, so the pharmacists, before they graduate, get enough knowledge on how to sell medicine, while companies explore talents that fit company requirements.	HR head quarter office & legal department Sales manager & HR manager Baghdad	End of Jun 2022 Jan 2022–Dec 2022

6.4 Evaluation of the Action Planes (Phase 4)

The most valuable AR is practice-oriented, which can improve practice (Zuber-Skerritt and Fletcher, 2007). AR is valuable when it is one that all stakeholders and decision-makers who can impact as a change agent take part in the research, and it is one that emphasises issues relevant to the community or organisation or the world around us. Hence, at this stage of my AR, I ran an evaluative part for the key action intervention plans and strategies presented above. The other key stakeholders who are valuable and important to listen to are mostly decision-makers and government executives essential in the pharmacy business. The section I consider as the step towards closing the AR by evaluating the action (Phase 4), assembled qualitative inputs that envision empirical and academic implications. A series of informal meetings between September and November 2021 ended with the focus group on December 2021. It was formed with two main stakeholders: the Iraqi league of the scientific bureaus (ILSB), and the Pharmacy

Union’s (PU) representative to discuss two perspectives. The first one was the positive outputs of our action plan at Merkat, and the second one was the opinions of the pharma companies toward better implementation of this action plan. The ISLB is a gathering of the scientific bureaus and pharma companies’ leaderships. The league is one of the legal representations of 90% of pharmaceutical traders in Iraq. The PU is the big umbrella under which all pharmaceutical bodies in Iraq are based. There were twelve participants present while the researcher was the facilitator. The name of the main attendees who contributed to the discussion are as follows:

1. Dr. Jaleel Al Hadad, ex-MOH leader in Kimadia and union board member
2. Dr. Hussam Al Shemari, ex-Novo Nordic country manager and currently deputy head of scientific bureau league
3. Dr. Zaid Al Shawee, member of the union board and representative of the union for the meeting
4. Dr. Subhi Al Abdeli, member of the league and expert in ISO 9001, GMP (good manufactory practice) and GDP (good distribution practice)
5. Dr. Mohamed Shir Khan, country manager of MS Pharma Company.
6. Dr. Waleed Al Sadi, head of market access in Novo Nodisc in Iraq.

The focus group duration was four hours, with one 15-minute coffee break. The consent to share their feedback, pictures and disclosures of the names were duly obtained. It started as usual with a PowerPoint presentation that presented the researcher’s background, the research background, the research questions, the roadmap of the research, the qualitative and quantitative outcomes, the merged outcomes, and strategies of the action plan interventions. The presentation took 45 minutes, while the discussions took around two hours and the closing was one-hour long. The key elements focussed on in the discussions are as follows:

A) Alignment with the research problem that the high turnover among pharmacists is a chronic and complex important issue. Most of the stakeholders' members agreed on the presumed effectiveness of the action plan and high interest to understand and explore their implications on pharma industries

B) Questioning the current regulations and rules toward exclusivity of the pharmacist as the only allowed major to work as MR.

C) Political polarisation between the government and scientific bureaus. It was a challenging moment to manage two opinions toward resolving the issue between them. Every group was considering any opinion as a political message to stand with or against each other.

The introduction emphasised the findings showing the solutions and the value of getting them from the employees or from throughout the community. In addition, I highlighted the problem development, and how it is evolving along with the pace of life's development. I prepared a 20-slide presentation, starting with the research background, research problem, why the problem is important for the pharmacist community to details of the research outcomes and proposed action plans. Through the discussions, I concluded two interventional action plans, adding to the sales manager's direction toward confirming the right implementation of the action plan:

6.4.1 MR focus

In the focus group, the participants were divided into two groups. The first group saw the issue mostly related to the MRs themselves, that is as the issue linked to them and their being not ready to join the working communities and commit to delivering their scientific value to serve the patient. The lack of readiness was introduced by three important participants: Dr. Waleed (head of market access at Novo Nordisk, the giant Danish pharma company), Dr. Mohammed (country manager of MS, a Jordanian pharma company), and Dr. Jaleel (formal union board member adding to his current position as an important member of the scientific bureau league). Dr. Waleed commented:

. The pharmacist taught through pharmacy schools' knowledge that could not build up such competencies. The market demand for certain skills in the recruitment phase mostly does not match newly graduated pharmacists. I see a negative impact of social media on the role's reputation as I see immense negativity circulating in these social media toward the MR role

As a facilitator, I reminded the group as well as Dr. Waleed that high turnover is related to other factors. The perceived feelings of the MRs in the pharma companies and their dissatisfaction with the support received, the image of the role, and the conflict or ambiguity they are facing every day in the work are external factors rather than lack of capabilities. I asked him if the lack of capabilities in the new joining MRs should be filtered in the selection phase (during the interview phase).

Dr Waleed followed up on his comment:

'Yes, I agree. However, we could not obligate the entire scientific bureau on certain operation guidelines. We are an emerging market and law enforcement still developing. Therefore, to start with the education institutes, "pharmacy schools" through including academic bodies, will pave the way for graduates to develop certain competencies that meet the minimal requirements of the MR role

Subsequently, I searched the literature to confirm the transformative power of social media, as suggested by Dr Waleed. Some researchers posit the role of social media that extends beyond the power of certain marketing tools and that can alter many aspects of consumer behaviour. Increasingly, the social media transforming power is possibly used to build non-rigid flexible communications, exchange with remote talent and engage in micro-outsourcing. The wide-ranging ramification of social media stretches across research to investigate the effect on different disciplines, including marketing, sociology, strategy, and economics. For instance, Xenos *et al*. (2014) emphasised the role of social media use to promote certain political engagement among young people. The research, for instance, shed light on the potential use of social media to help stem or reverse patterns of political inequality that have troubled scholars for years among three countries: the US, the UK and Australia. The researcher claimed that broadening the use of social media is broadening political participation, more engagement of youth in the public sphere, and strong help for any leader to soften traditional patterns of political inequality or disengagement. Despite the vitality of social media in our lives, and especially the youth MRs, the applicability of the social media campaigns as well as the education role of universities posed a question asked Dr Mohammed, the country manager of the MS pharma:

'Have you ever asked who is leading the business in their opinion, why the MRs are excessively "changing" their organization? I am saying, "changing" instead of leaving as the best terminology to define this excessive turnover. As one of those leaders who has hundreds of stories on this issue, I think the MRs are taking the advantage of law, regulations and their exclusivity. Their manipulative behaviour through the exclusivity of pharmacist to work as MR, by allowing them through current law to work for the government and to work in parallel for pharma companies as part-time (after the working hours of the day job), made them spoiled and laid back to leave you at any point of conflict.

The discussion of why the MRs are leaving the pharma companies from a different perspective in the focus group was escalating between two parties: the pharma companies' leaders vs. the PU rep. The voice of the scientific bureau attributed the issue to the MRs' behaviour of ***taking advantage of the regulations*** that allow any MR professional to work in the private sector after the day's job working hours. It applies to all healthcare employees (nurse, physicians, dentists, radiologists, anaesthesiologists, etc.) as the government before 2003 followed a system similar to the Communist system of accepting duality (government and private). The government obligated health professionals to work for the government as a condition to permit them to work for their private businesses. After the 2003 political change, the government continued to work with the old system while the private market kept growing. For instance, all pharmacists aspire to have the license to open their pharmacy after the obligatory 5-year working period for the government. They consider it a kind of future security to have this advantage; all new graduates are focussed on being enrolled in a government job alongside working as an MR. Here, Dr. Mohammed stated that when the moment of separating the government employee from those in the private sector is reached, we will see no turnover issues at pharma companies. Dr. Jaleel, an ex-member of the PU board, echoed what was said by Dr. Mohammed:

'I think the MR excessive turnover is manageable either through changing the law toward either private or public pharmacists, or waiting till we see more pharmacists graduating without employment.

Some researchers have explained the potential differences between part-time (PT) and full-time (FT) employees. Thorsteinson's (2003) meta-analysis, which was conducted (k = 38, N = 51,231) to examine the size of the difference between job attitudes of FT and PT employees, supported the theory of partial inclusion but with ***a lack of differences***. PT employees appear to be less involved with the organisation but experience the ***same satisfaction*** with the work because of their choice to divide their involvement between the job and other things. Clinebell *et al.* (2007) studied the PT and FT differences in the financial industry, hypothesising similar determinates used in this study: OC, job involvement, role ambiguity, RC, and inclusion. The results of his empirical study aligned with Thorsteinson's (2003) meta-analysis in terms of job commitment and satisfaction; however, it showed less inclusion and engagement in the job than the FT employees. I think that opinions that discuss the PT issue for the employees are not supported. That is waiting to have more applicants in the future for the MR role who have less chance to work for the government is a kind of ignorance. However, through the discussion, I realised that 'changing the regulations and law' was frequently mentioned, so I moved to focus on open legislation.

6.4.2 Focus on Legislation

The other part of the discussion emphasised the rules and regulations that govern the pharmaceutical trade in Iraq. The scientific bureau is the official and the only entity that is allowed importing, storing and distributing of pharmaceutical and MR supplies in Iraq (Ibrahim et al. 2016). The law that governs the licensing, renewal and approval of the scientific bureau is managed by legislation dated 1973. Such old and outdated regulations are considered insignificant by the workers in the scientific bureau, which make the private pharmaceutical market dangerous, uncontrolled and almost unregulated

(Ibrahim, et al. 2016). For instance, Al-Humadi (2019) mentioned that about 80% of pharmaceutical distribution channels (scientific bureaus), and consequently wholesalers and pharmacies do not abide by the pricing policies of medicinal goods set by the MOH and the union of Iraqi pharmacists, as it is not fully documented in the law. The WHO has also commented frequently that Iraq must urgently pay attention towards legislating an effective policy for medicine trade and regulations (Al-Humadi, 2019). A considerable number of scientific drug bureaus are continuously complaining about low margins because of the cumbersome situation they are in due to a lack of electronic point of sales in most bureaus, as they are still using the obsolete old system of distribution (Alsamarai, 2018). Such a disadvantage is considered a concern for many international and regional pharmaceutical companies to boosting their contribution to the country. Too many recommendations addressed the challenges in the private market and advised the decision-makers at all levels in the MOH and union to revisit strategies and engage pharmacists to improve the current role of pharmacists in all settings. The increased number of pharmacy students must be accommodated to redirect the excessive increase in the number of community pharmacies through the change in the law. Therefore, research on pharmacy practices, policies, and new regulations should start immediately, as the MOH, PU and colleges of pharmacies have been unable to reach the goal of quality pharmaceutical products.

One intervention was suggested by Dr. Subhi, an expert and consultant of the best practice in the good manufactory practice (GMP) and the good distribution practice (GDP):

'I think the scientific bureau could overcome any issue of the excessive turnover by implementing the ISO 9001 of the quality management system. Principle seven in the ISO 9001 describes the relationship management guideline that regulates the relationship of the employer (scientific bureau) and the employee (the MR).

In the meantime, it is no question that the government is not including the relevant certificates in the opening approvals. It is obvious from the above introduction that the government is still struggling to regulate the market and control the implementation of the regulations. I intervened and questioned the participants to discuss the real reasons the pharmaceutical companies are not conditioning GDP or ISO 9001 as a condition to give the license to distribute the pharmaceutical products.

The PU, through many action-learning sessions, especially the head of the union, professor Dr. Mustafa al Hiti, emphasised the weakness of the law and regulations that govern the pharmaceutical trade in Iraq. For instance, the law does not have a full description for the MR role, minimal requirement to work for the role, working hours, code of ethics to be followed, and the relationship of the MR with the employer (scientific bureau) or the pharma companies. The ongoing practice is simply related to the scientific bureau's optional advancement in the quality management system to attract giant pharma companies or to keep them for a long-term relationship. Such optional upgrades are very costly and unnecessary if it is not conditioned with the approval to operate. In my previous meeting with Professor Dr. Mustafa, he commented:

'We all in the pharmacy union realize the necessity of changing the law to manage the business and the human capital. We would not like to repeat the previous mistakes that we impose the law, rather discuss it with all stakeholders through the emergence of real needs.

Dr. Mustafa shared his experience as ex-head of the reconstruction fund for areas affected by terroristic operations (REFAATO). The fund was established 'to be a body that coordinates between the international organisations and Iraqi line ministries for the urgent reconstruction operations and to carry out the mid- and long-term reconstruction operations for areas liberated from ISIS'[1].

'I'm sharing with you, dear Ahmed, my experience as REFAATO fund head. For any project we execute, we faced immense pressure from different stakeholders. The management of the stakeholders never resolved without including the local community in the decision, so all parties submit to the needs and we get rid of political conflict.

Most of the focus group used the example of the MOH's latest legislations to implement GMP as a condition to approving any ***pharmaceutical manufactory (the manufacturer)*** in Iraq, so the pharmaceutical distribution (scientific bureaus) can be highly improved by implementing the GDP. The MOH put a guideline in place for the auditing of manufactory and obliged them with many requirements to continue operating. The focus group exemplified the ISO 9001 and the GDP certificate, or any other similar certificate to be part of any distribution activity. Such new legislation will lead to improved human management system in the scientific bureau and decrease the excessive turnover of the MRs. Such an improvement suggests taking into consideration the performance of key indicators, such as the job description, the legal frame or the contract, the career pathway tracker, the development plan, etc.

6.5 Summarised Action Plans in the Evaluation Session

As part of the issue, I reminded the participants about the role a leader in providing psychological safety for the followers and discussing the issue with responsibility. I put forth the perspective of the issue as a case that needs no defence or excuse. As a leader, we have a moral responsibility to upgrade the level of our followers to the optimal standard. In addition, I clarified that we had gathering to take action rather than wait for the time to help resolve the issue. I also reminded them that many issues with high turnover, if left behind without understanding the real variables causing the turnover, might develop into a big loss for all. I clarified that 'I'm ringing the bell' toward the complexity of the issue, as I think the collaborative work could lead the pharmacist community towards better job satisfaction, image and returns. The focus group came up with possible evaluative intervention strategies that aligned with the current action plans and added the below-suggested actions.

1. Optional training course to be added to the HR efforts for new graduates: The deputy head of the scientific league emphasised the role of awareness for the new MRs joining the pharma companies being aligned with the internship programme. The scientific bureau league showed high willingness at the end of the discussion to conduct a bi-annual two-day sessions inviting all pharma companies to take part in an induction training, talking about the role according to determinants of this study. For instance, the suggested induction course will take into consideration the ***perceived support expected, standard operation policies*** of the company***, code of conduct*** and ***ethical and moral standards.*** The second day should discuss the structure of the pharma companies (sales, marketing and MR departments and differences between each), the hierarchy of the companies, performance key indicators, and the dynamic business landscape in Iraq. In addition, the researcher asked that the results of the research, as we did in the focus group, be presented in a bigger gather with the attendance of a number of the scientific bureau members. The aim of such a presentation is to increase awareness of the leaders in the pharma trade toward this issue.

2. Drafting a new law that ensures an esteemed sustainable pharmaceuticals trade in Iraq:

The most unsettling issue in the reviews and comments on the pharmaceutical business in Iraq with outdated regulations and legislations that are 40 to 50 years old. For instance, the records of the organisation for economic co-operation and development (OECD) that comprise 38 developed countries show that average expenditures between 1970 and 2018 grew from 200 USD to 4500 USD per capita. Such a huge increment globally is reflected in the legislation aspect. The regulatory aspect, the complexity of the products introduced and the vast changes in the business landscape oblige governments to think seriously of moving alongside such development. The league seriously took into consideration possible changes in the scientific bureau law, as mentioned in the action plan (legality of contracts), and proposed to add the following points:

A. The presence of quality management systems like ISO 9001 in any approval of scientific bureau licensing to distribute medicines or MR supplies

B. The presence of the HR department mediating relationships between employees, employers and government bodies

C. The presence of a code of ethics that regulates the relationship between companies, scientific bureau, customer and consumer

D. Discussing the conflict of interest between the public and private sectors. In another word, PT MR employment should be discussed according to the increment expected of new graduates**.**

6.6 Reflections and Concluding Points

Hearing evocative voices from inside and outside stakeholders surrounding the issue of turnover of MRs in pharma companies was an inspiring and thought-provoking exercise. One of the interesting lessons I learned through discussions with the management is that many wonderful ideas could be concluded with dialogue toward a better workplace, either implemented or in the way of implementation. In addition, these wonderful ideas are not just a matter of luxury thinking; I witnessed their effects on the team during all steps of AR. I had the chance to share with the team what is going on and noticed a dramatic change in their behaviour. In addition, I recognised that I am creating a learning organisation and managing through corresponding literature to cascade empirical knowledge and synthesise other knowledge. The ideas action plans were suggested using an experiential knowledge of the team, and proven by literature, allowing me to see the cycle of AR outputs and its impact in a more concrete way. The excitement of seeing the change in the team was beyond words because it showed the meaning of penetrating social construct to bring valid actionable knowledge.

The emancipatory role of free speech within the organisation was observed as well as how useful and impactful departing from the rut can be. For instance, the free speech of managers made them dare question the leadership capabilities in managing the complexities of the country through being supportive rather than being assertive. Also, it opened minds in the context of leadership's impact in the turnover issue, as it may be the next step in AR shortly. I think shaking the system to encourage external stakeholders to think differently and pull out the blame game is an achievement in a country famous for bureaucracy and rigidity. The top executives in the pharmacy union or scientific bureaus association disavowed the existing laws for the first time. Being updated and responding to the new era of having human capital in the field, taking care of their needs, following up, and calibrating the performance are all humanistic approaches that can improve the democratic system that we aim to implement, building towards a strong and independent economy.

The linkage of academic and practical aims has been a transformative journey for the myself. The project's genesis stems from the my personal experiences and the immense pressure faced throughout my career due to high turnover rates among MRs in Iraq's pharmaceutical sector. This personal motivation and the desire to bring about positive change within the pharmaceutical community in Iraq serve as the driving force behind this research. Through the application of Coughlan and Brannick's (2010) cycles of action, I construct earlier a conceptual model of MR turnover, aiming to understand the root causes of the turnover phenomenon by examining various determinants that influence MRs' decisions to leave their roles. These determinants encompass both psychological aspects that push MRs to leave organizations and factors that hold them back from making such decisions. The push attitudes theory is extensively explored, covering personal determinants, work-related determinants, and opportunity determinants. The study delves academically into factors such as co-workers' network, self-accomplishment, personal goals, leadership, work environment, distributive justice, pay satisfaction, alternative job opportunities, and more. Moreover, the research also considers the forces that prevent MRs from leaving, including emotional well-being, job-related depression, anxiety, and burnout. The new conceptual model that includes independent determinants (POS, POP, RC, PD, and CU_OR), mediating determinants (OI & OC), and dependent determinants leading to turnover intention (TI) obviously in this chapter linked into the action phase, collaborating with sales managers, HR managers, and commercial managers at Merkat to develop corrective measures and strategies aimed at reducing turnover. The key focus of the action plans revolves around HRM and leadership excellence, emphasizing the selection of MRs through internship programs, restructuring appraisal systems, and regular leadership assessments and training to improve POS, POP, RC, PD, CU_OR to get better Organisational commitment.

It also shows the evaluation of the key action intervention plans and strategies. External stakeholders, including executives, decision-makers from the Pharmaceutical Union (PU), pharmaceutical bureau leagues, and commercial directors in pharma companies, are engaged for legislative changes that regulate MRs' employment in pharma companies, including revisiting the status of part-time MRs with dual work environments. Additionally, the implementation of the action plans is contingent upon the provision of a high-quality management system through ISO 9001 certifications for scientific bureaus.

In conclusion, the AR project has been an impactful journey of generating new knowledge, re-understanding the MR role, and developing practical strategies to reduce turnover in Iraq's pharmaceutical sector. Through a multidimensional approach, the study explores various determinants influencing turnover intention and underscores the importance of HRM and leadership excellence in fostering a positive work environment. The proposed action plans and strategies hold the potential to bring about meaningful change, but legislative and Organisational support will be crucial for their successful implementation. By addressing the challenges of turnover, the research contributes to the enhancement of the pharmaceutical community in Iraq and paves the way for improved well-being, commitment, and retention of MRs, ultimately leading to better healthcare delivery and patient outcomes.

CHAPTER 7: IMPLICATIONS, LIMITATIONS & FUTURE RESEARCH

7.1 Introduction

The ongoing AR uses academic and empirical resources to investigate, construct, conceptualise and relearn external realities for betterment. The advancement expected from this project is not achieved by one researcher. It has been a long journey assisted by other researchers from within and outside the pharmaceutical community. This chapter discusses key findings from previous phases of the research in an actionable manner. First, the chapter discusses the academic actionable knowledge that contributed to the body of academic literature. Second, the chapter discusses the empirical actionable knowledge and how that contributed to the practitioner's organisational life and on government day-to-day practice. Limitation of this research and the future research opportunities are also presented.

7.2 Academic Actionable Implications

Actionable knowledge is the knowledge that shares effectiveness in terms of academic and practical aspects. This AR was a chance to explore the academic contribution to the MR role and their practical life as well. The first academic implication concerns the re-evaluation of turnover research that follows combined theorisation through identity theory and social exchange theory. The current study constructed the combined model and found no currencies of exchange between the two theorisations. Despite the trail of some research to combine them, as in Avanzi *et al.* (2013 and 2018) and Tavares (2016) who concluded that social exchange variables could have a link with identification of the employee, our results did not find evidence that social exchange elements are linked to identification. It is simply because no overlap occurs between employees' attributes and the organisational mission, ideology and values that change the behaviour from self-interest to organisational best interest. Therefore, this study output of lowering turnover through the commitment path to keep employees from leaving the organisation only works without considering identification as mediator. In other words, when there is good level of reciprocity through exchange theory, this does not necessarily influence psychological well-being and embeddedness of MRs in the organisation and only a lower TI should be expected and not the elimination of it. Therefore, the preferred conceptualisation to follow is the one-path theorisation to avoid over-explanation of the behaviour through overlapping effects that may confuse the course of action.

The second implication suggests that social exchange theorisation seems more important to the understanding of turnover than identity theorisation in developing countries or organisations that rapidly change. Longevity of the employee experience with the organisation could bring such aspect (identification theorisation); however, without too long a presence of organisational activity in any country or place, it seems that the social exchange theorisation is better to follow to understand the behaviour of turnover. Take CU_OR as an example – as it is part of a person's mental programming, it is expected to induce identification and is not linked to commitment and satisfaction in retention research. The assumption that better culture fit provides better belongingness and better identification is justified by sophisticated psychology, as it is intertwined with employee personality or emotion. However, if we discuss it with the context of the transitional period of the country or in large mergers happening frequently today, or restructuring of the organisation because of the introduction of new technology, such organisational social contexts – not only in the health sector but at all changing organisational levels – inflict employee self-interest rather organisational interest. The transitional period always comes with a cumbersome situation so, identification comes later and self-satisfaction comes first. Another example of PD, Misher et al. 2010, 2012 assume its ability to affect a deep psychological status of the human-wellbeing factor that affects MR identity to justify turnover. The empirical results in this study were not positively related to identification in Iraq, which means the psychologically distressed MR prefers leaving the role due to lower reciprocal return rather lower attachment as a result of accumulated negative feelings and oppressed emotions towards the role. Such new understanding could bring new academic actionable knowledge to the literature's explanation; developing countries, emerging economies, new mergers, or newly restructured organisations in the MR field or other industries can simplify the research approach and drive quick practical solutions related to reciprocity to understand the turnover problems better than deep psychological theorisation and the identity theory paths.

Third, academic implication related to the necessity to understand the variables that sustain the MR role from the patient-centric aspect and not the growth aspect was revealed. The upcoming era of digitalisation called the ***fourth industrial revolution*** – a global initiative that aims to merge technologies and blur the boundaries between the physical, digital and biological spheres is a matter – risks abandoning MRs from their role if we do not theorise their social contexts' variables and importance of presence (Belousova, 2020). Such points mandate linking human capital behaviour with the delivery of patient value in raising mobility and preparedness for transformation through technology. The academic actionable implication of this research is considered as a start toward understanding social processes and the sociocultural reality that shapes the future. The emphasis of academic knowledge on MR behaviour is to enable them to migrate the hard skills to soft skills in the labour market, which may be considered the introduction for a new hybrid MR. Experts advise pharmaceutical companies to prepare for the influence of so-called new opportunities in the face of declining effectiveness of visits to doctors, and develop new measures to increase efficiency in the face of restrictions emergent as a a result of COVID, restrictions on advertising of medicines, and increasing the role of the patient in medicine selection (Belousova, 2020). I think this research maps the pattern of behaviour of MRs in Iraq and in Middle East to implement the fourth industry model through emphasising what is likely to retain MR. So, role clarity, support from the organisation, importance of prestige, and management of culture and psychological dissonance all serve to retain the new MR in the emerging model.

7.3 Practical Actionable Implications

The current study is possibly the first AR in Iraq that has resolved the excessive pharmacists working as MR turnover in pharma companies. The current study verifies arrays of determinants that cause higher MR TI through direct effects or indirect effects via the intermediary of OC. The current findings have implications on different levels:

7.3.1 Implications on the Leadership Level

The current study's implication on the leadership level confirms that dealing with Iraq needs specific and tailored management systems led by competent leadership to render organisational support. Such implications are aligned with the research in organisational development studies in developing countries, emphasising special attention toward tackling ***barriers that block managers' capabilities*** to manage the right implementation of the strategy (Huskisson *et al.*, 2000). Emerging economies suggest more attention be devoted to ***more resources to develop leaders*** who can consecutively discover or examine the obstacles that help or halt this emergence, respectively. Therefore, the role of the development of managerial skills and leadership behaviour is crucial to reach a minimal level of stability in such a new setup. The critical question is who should start such readiness of leaders: the government system or pharmaceutical companies? I conclude through the current study that pharma companies are accountable for developing and readying their leaders to deal with the ill-defined system, poor governance, insufficient infrastructure, weak legislation and changeable, and volatile environment. Hence, effective leadership that induces change that enables the organisation to become desirable plays a major role in the team's better commitment. The leadership traits that render organisational support increase role commitment and yield better performance, and consequently less TI.

7.3.2 Implications on the Organisational Level

When I mention the organisational level in this study, I mean the main player in the management of MR: the scientific bureaus. So, the main implication concerning the scientific bureaus is the provision of the best and most effective HR management systems for recruitment, staffing practices, training, and management of the workload and job stress. Among hundreds of scientific bureaus, only a handful have an HR department! The scientific bureaus must invest to upgrade their HR system to handle the level of challenges to consequently bring better stability and cost-saving measures. Scientific bureaus are not any more than a small office doing a minor job in a central tyrant government. The individualistic non-central system of management that emphasises personal development, free trade concept, and rapid socioeconomic changes mandate another level of upgrade to an organisation that takes part in solving problems. In addition, continuing the current passive role of being a legal frame to represent the pharma companies on paper, while the team suffers from ambiguity between who should manage the day-to-day challenges is ruining the role image. The duality of job because of the PT concept in staffing, poor control and support offered to managers, poor level of employees' commitment, and lack of belongingness to the organisation because of the defective work environment and young generations' savviness are all real issues for today's management. The HR upgrade should deal seriously with the contracting frame, performance guidelines, KPIs of performance and personnel mental and physical security.

7.3.3 Implications for Governmental Bodies

When we talk about governmental bodies, we talk about the PU and the MOH. Both governmental bodies are essential in regulating and managing pharmaceutical trades in Iraq. The roles of the PU and MOH involve defending the right of the pharmacist's job and increasing the welfare of any role related to the pharmaceutical business. The role is to strategize the pharmaceutical business to comprehend, embrace, accommodate, and sustain a reputation of being a long-term job role. The first implication of governmental bodies is related to legislating the regulations that deal with the highest standard of quality management and ethical business integrity. Any MR background employee who carries a scientific message to promote or sell certain pharmaceutical products should not be left without a tracking system. The scientific bureaus themselves complain about outdated laws and regulations, so expectedly, the current signal toward more AR to draft new regulations that fit with the new era.

7.4 Future Research and Limitations of the Study

The study fulfils the objectives of understanding determinants of voluntary high turnover of pharmacists working for pharma companies; however, the research has limitations as highlighted below.

First, the research generalisation of MRs' roles and transferability of knowledge is limited to pharmacist majors only. The research examines the pharmacists in the sales and marketing role only, while the role also involves employing non-pharmacist majors like MRs. The reason behind the recruitment of non-pharmacists is related to the frustrations of many scientific bureaus with the high turnover rates of the pharmacists, thereby forcing them to accept veterinaries or biologists as alternatives. Despite the debate between the old regulations and the new amendment that advise recruiting pharmacists only, the scientific bureau has shifted to recruit whoever can cope with achieving the objectives.

Second, the sample of the respondents were subject to some demographic variances that were difficult to capture in the study. For instance, the pharmacists in the country's capital (Baghdad) differ from the other states in Iraq. The competition in the capital, the availability of vacancies, the offering, the challenges and other hidden factors may considerably influence the turnover intention more than in other places. The competition of pharmacists in Baghdad is higher than in other states because of the high numbers of graduates from the high number of pharmacy schools; however, the population in Baghdad is large, which encourages pharma companies to allocate more resources. Despite such variances, I still believe that the results of this study would not be influenced to a great extent. Nonetheless, future research could increase the sample size and diversify the geographical aspect of sample origin to overcome such possible minor biases.

Third, the study concluded three action plans and six strategies focussing on leadership, human resources and legislation, thereby completing one cycle to resolve the high turnover. Due to the time constraint, this study does not include implementing the interventions and observing the changes in the cycle. I intend to continue this research to observe the implementation of the interventions in the years to come.

One of the best future research opportunities to pursue is the role of leadership in the development of MR in Iraq. It is obvious through the research the pivotal role of leaders in the management of human capital. In addition, I think AR that helps reform or re-learn the new leadership to the socioeconomic changes that Iraq is undergoing is a great future opportunity. Another AR opportunity that may be pursued for the future is the exclusivity of the pharmacists for MR roles in Iraq and examining whether it is the right decision for sales effectiveness or if the role should be open to other majors. The current practice is a hybrid between two majors (pharmacist and non-pharmacist), while the intention among decision-makers is to respond to the pharmacist community to make it exclusive. The exclusivity implementation pops up as a tagline in the election of the new head of the pharmacist union or is pragmatically used to allure new graduates during the election time. However, it seems a big part of scientific bureaus cannot maintain it. It worth mentioning as well that the null relationship of organisational identification, and consequently psychological dissonance as a variable in the human resource research in Iraq should be researched further. Both social identity theory and self-categorisation theory construct the solid foundation of organisational identification but seem not developed enough because of the short staying period in the role. The general individual attitude on the membership of social unit to develop self-esteem from social membership may be one of the interesting subjects to research.

7.5 Conclusions and Reflective AR learning

One major personal output of the current AR is self-awareness and the shift in the learning paradigms from the objective to subjective perspectives. The cyclic iterative intervention through seeing, suspending habitual ways of thinking, sensing through redirecting attention away from objects that are external to the self, envisioning new realities, and prototyping resolutions transformed me personally. The theory U by Scharmer (2016) served me as a guidance to understand life-source as the greatest potential for self-development and personal growth, and served as the analytical tool on how I make sense of myself in relation to organisations (life-source) and cultivate my ability to become more aware(see Figure(9).

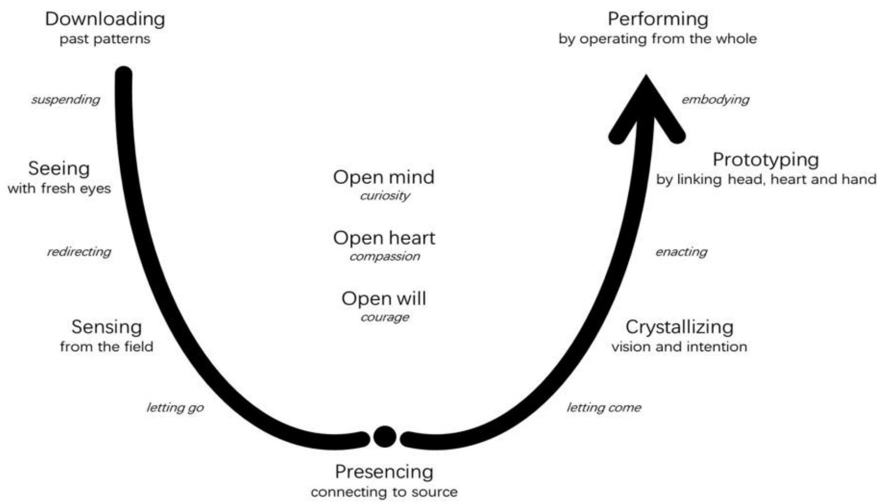


Figure (9) Theory U by Otto Scharmer opening our mind, emotions, and will to moments of discovery and mutual understanding.

In the below sections, I present my reflections on sensemaking (left -hand downward part which is a development of perceptual ability), giving-in which is a reflexive phrase that represents a retreat to contemplate letting go, and interpretations that turn up from envisioning and prototyping the action plans. The discussion includes my philosophical position to construct a new reality, tensions, contradictions, and worries from exposing myself to the ongoing question: how I know what I know (Cunliffe, 2004).

7.5.1 My Ontological Rearrangement

Our conventional ways of seeing things cheat us. We look for wholeness (reality) as made up of small parts assembled to define it and make it effective. It is like seeing the machine assembled from different parts that are independently related (Senge *et al*., 2004). Unlike that, living systems and specifically social system are not a mere association of many parts, but it is continuously changing and growing, and one part can manifest another. What makes this position more turbulent is the emergence of 'global institutes' which are the companies where we work. The post-industrial society's new setup that known by corporates is shaping the societies to new requirements to join them (de Geus, 1998). It is not about how smart you are in living and dealing with materiality, but now it is the time to know how to deal with human who manage materials. My shift in the philosophical position, from the surface of the reality to deeper unseen reality brought me new learning to adjust beyond seeing and sensing the issues. To simplify, the understanding of the whole (the organisation at Merkat) through a deep understanding of it is parts (the ex-employees) deepens the awareness of oneself, intuitions, and insights. I realised through the MRs' feedback that the events led them to leave were likely power game between top managers and MRs through exerting a pressure to achieve objectives. I think exposing these new emerging intuitions and insightful understanding is the source for creating new realities, and consequently changing through learning. I discovered through applying AR the power of participation as an excellent tool to crystalise new intents beyond the number analysis, as this enables ontological adjustment to pave the path to herald the change from within. This is how I concluded the meaning of ontological rearrangement of the researcher to enable the organisational change, according to Otto Scharmer, creator of theory U, who used the term 'Presencing' that emerges by merging sense and presence (living mindfully), which happens when leadership perception breaks the silo to connect with the source of knowledge to envision the emerging future.

7.5.2 My Managerial Learning in Action

One of most valuable managerial learning was the struggle to decide according to theory U, the right approach to a proper design (which is not an easy task for most researchers), the best dialogical discourse, the right analysis tool, and making meaning of results. I started with answering the top priority research questions (Plano Clark and Ivankova, 2016), according to theory U. As a manager, I decided to 'see and sense' the turnover issue to reach the "Presencing" stage, through opening my heart, mind and will to change. Relying on Dawadi *et al*.'s (2021) seminal work, I considered qualitative data generation first to tentatively answer my research question. The second learning was knowing how to decide if to keep the qualitative and quantitative data independent or interacting to answer the research questions. My managerial learning informed the importance of keeping participants away from ego-reactivity by mixing them in one forum. So, I learned when to combine the data is a matter of political and socio-cultural link to answer the research questions; therefore, I have combined the two sets of data at a later stage. The third challenge was the sequence or timing of each part, either sequential or concurrent. This was well-informed through learning that probably concurrently was related to fully understanding the turnover phenomenon in the context of Iraq, which was not the case. The sequential timing allowed me to re-understand, to crystalise the right determinants, and perform the change.

The role duality as a researcher and manager at the same time, i.e., being helper for the pharma companies or scientific bureaus vs. recommending resolutions through more rules and regulations brought excitement and amazement. I was challenged by all parties on my real intent toward resolving the issue, as I could see such in the faces of the participants questioning every question, query, and clarifications. It prompted me to be very vigilant, ready and clear on my intent over all cycles of the research, through contradictions along the journey. It is challenging especially when the determination of each party is quite different despite the announced early statement of collaboration with one aim. Learning that MRs are not staying long in their roles due to improper leadership guidance and support toward objectives placed me in friction with pharma leaders, while learning about inept regulatory aspects put me in friction with the government executives, and learning about weak control put me face-to face with the union. I reflected on the research project completion and concluded that the issue could not be solved without the collaborative efforts of all relevant stakeholders to change the total role of external and internal perceived image, which is continuously deteriorating. The difficult nature of the role and involvement of the MR with many agents (patient, doctors, managers, and him/herself) delay the expected results. However, careful movement toward realistic, affordable and can be employed right now. The ideal management system that should be implemented requires hundreds and thousands in investments that come with the guarantee of an unclear return on the same. Such discussions need very careful handling so as not to backfire, leading to rejection or indifference. The price regulations, the cost of high risk operating in Iraq, the many other issues of counterfeit, parallel import and volatility are enough challenge to pharma companies to add another burden on their operations. The sensemaking of the leakage in the cost of human resources talent and team instability may need a careful management to convince that such investment will lead to payoff. For instance, each MR ideal productivity per annum should hit USD $500K. Any defect in the retention plan will negatively impact this number and consequently impact the profitability range. The necessity of this participative AR cycles' continuum efforts is important to optimise and restore role esteem. The action plan is the net result of prototyping and performing. The adjustment of management system (HR), improving behavioral aspect of managers, attaining more organisational support, and revising legislations as top action plans expected to reduce turnover rate. The success key indicator measured through better organisational commitment by regular quantitative surveys.

7.5.3 My Contribution to Theory

Thinking about the future of MRs, expanding the understanding of the role from organisational commitment (value delivery), combined with organisational identification (loyalty to job) in the pharma companies could bring new understanding to the MR role. I have tried to expand my seeing, sensing and presencing stages by including as much as possible for the determinants to implement a model that comprehends all possible reasoning. Despite the Iraqi context that could not capture the meaningfulness of organisational identification, it is possible to use the early model in other contexts (other countries in the region that have longer experience with pharma companies and MR role) to expand the psychological understanding.

7.5.4 AR Validity

One of the major valuations in AR is matching the findings with what it set out to achieve. The internal validation was accomplished through evaluation sessions and sharing summaries with as many stakeholders as possible. The external validation was achieved through sharing with peer research communities, external MR communities, pharma companies etc., applying the knowledge to improve human welfare, ongoing learning and improvement, understanding of change and accepting the validity of dialogue to overcome biases and assumptions; all of this has been assured in this AR

CHAPTER 8
CONCLUSIONS

8. Conclusions

As this thesis is an AR that implements a new understanding of turnover of MRs in Iraq, it has simultaneous academic and practical aims: it aims to generate new knowledge in the newly emerged pharmaceutical business to change through relearning the MR role in Iraq among the pharmaceutical community. I strive to present through construction of the conceptual model of MR turnover, an understanding of the root of the phenomena through determinants involved in the decision to leave the role; this is because I faced immense pressure throughout my career due to high turnover rates and became the centre of this thesis. The undertaking of the research subjects me to critical thinking on how to manage empirical complexities with the right practical steps to reduce turnover. I have developed a new understanding to include all possible two dimensions that play a major role in the psychology of turnover: the force that deals with the currency of reciprocity, and others that deal with employee identification from the embeddedness aspect in Iraq's context. Coughlan and Brannick's (2010) cycles of action of constructing, planning, acting and evaluating moved across all chapters to understand the actions. The action learning was analysed sequentially (qualitative, quantitative, qualitative) to reach the required integrations between theory and practice and to answer research questions.

The MRs' turnover behaviour according to their life complexity, encouraged me to discuss all causes to understand their decision. I concluded that one psychological aspect may not be enough to explain turnover intention. Therefore, the push attitudes theory behind leaving organisations like personal determinants (co-workers' network, self-accomplishment, personal goals, etc.), work-related determinants (leadership, bad decisions, unfriendly environment, distributive justice, unrealistic goals, missing reward, pay satisfaction, etc.) or opportunity determinants (alternative job, inadequate development, desire for change, etc) was questioned and analysed throughout the research. I also included forces that hold MRs from leaving the organisation such as emotional well-being: less emotional exhaustion, minimal burnout and stressful reactions, no job-related depression, fewer psychosomatic complaints, and low level of anxiety to answer the research questions. My learning through this step concluded the importance of applying applied psychology to the human behaviour in the organisation, the vast array of reasons and causes that generate all contradictory forces in MR toward any decisions, and the importance of linking socioeconomic factors to legal aspect and development of the MRs worldwide.

I engaged in the re-understanding of the MR role from within. Despite having being experienced in managing MRs, I had a challenging moment of rearranging my ontology from a realism stance to constructionism, which was the philosophical positioning I adopted to understand how to go from surface to a deeper level of reality. I understand how they feel a bit embarrassed about their role, how uncertain they are about their goals or strategies, the frequency of conflicts they undergo with the internal or external stakeholders, the pressure to achieve sales, and the insufficiency in harmony with the work environment. My learning through this phase exposed me to the superficial thinking of many leaders in the field toward their employees, and how the real world can change our perspective and decisions. Our understanding seems to be hidden behind compliments and false assumptions, mostly through unreal conversations in daily work. Also, it showed me the role of leadership in the organisation, and how they should not ignore any signal that could hinder the main role of a leader; the capacity to provide a safe psychological environment through dialogue and emancipation is of utmost importance for a leader.

The research question that aimed to be answered through this research was as follows: what are the determinants for the turnover of the MRs (pharmacists) working in pharmaceutical companies in Iraq and how to reduce it? The research answered the question by concluding independent determinants which are effectively involved in the turnover rates of Iraqi MRs, from organisational determinants: (POS), (POP), individual determinants (RC, PD and CU_OR), mediating determinants moderating their effects: (OI & OC), to the dependent determinants leading to quitting the organisation: (TI). These outcomes were constructed theoretically, endorsed qualitatively through thematic analysis from ex-employees' feedback, and the narratives were coded using Atlas.to, which is a computerised tool ensuring themes match the model. Then, through the quantitative survey, the model validity was harnessed by surveying 183 MRs to discover the OI's invalidity as an intermediary determinant to finding a new model validating OC as the intermediary variable toward LI. A new conceptual model was developed accordingly with five determinants: POP, POS, RC, PD, and CU_OR and one intermediary determinate OC to explain TI. The learning through this step showed the absence of an emotional well-being link, as many respondents seemed to have been unable to identify themselves in their roles.

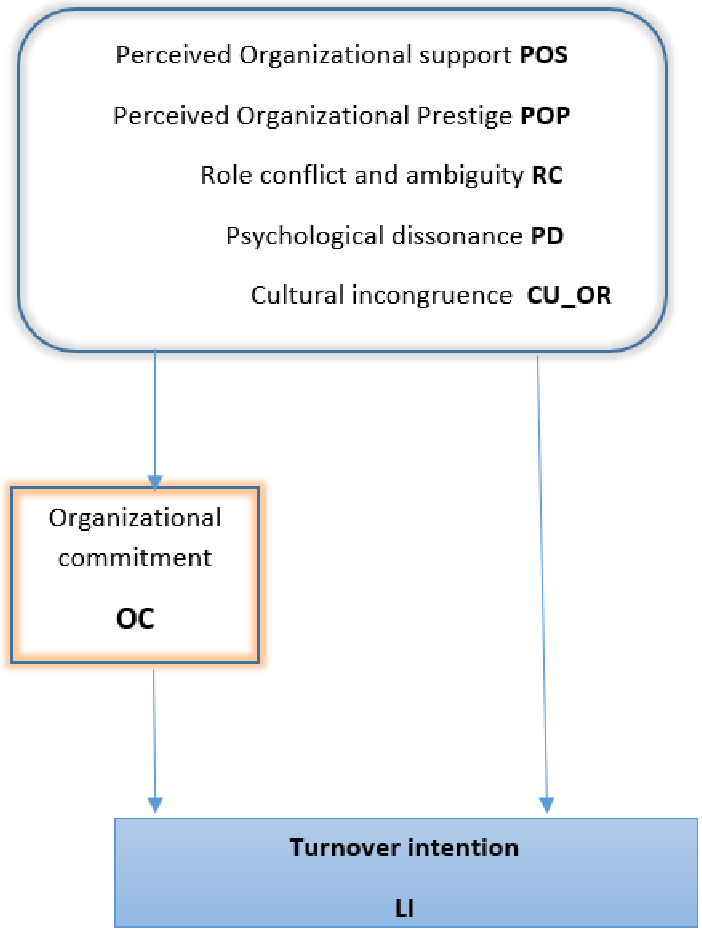


Figure 7: New proposed turnover conceptual model

Taking action was followed to unfold and develop through the participative AR's discussions with the sales managers, HR manager and commercial managers at Merkat, a set of corrective measures and strategies to reduce turnover. The discussions took place in a way of meta-inference after combining qualitative and quantitative outcomes to end up with three corrective action plans and six strategies. The key focus of the action plans emphasised two pillars: HRM and leadership excellence through these action plans. Such action plans referred to the preliminary approach of the HRM system in pharma companies, which depend on the transactional reciprocal aspect to sustain the business. Also, it concluded that there is no distinction between the determinants as presumed earlier, i.e., organisational and individual. The HRM focus also emphasised the right selection of MRs through introducing internship programmes, restructuring to a new appraisal system, and the increased frequency of annual appraisals. The excellence of HRM shall ensure a better RC, less PD, and more harmonised CU_OR, which consequently will result in better OC, and lower TI. The leadership focus emphasised supportive leadership at the top of the hierarchy of any sales team. Such steps can be achieved through running regular leadership assessments and periodic leadership training for the managers.

Reaching the final stage, I ran an evaluative part for the key action intervention plans and strategies presented in the previous phase. The external stakeholders were mostly executives and decision-makers from the PU, pharmaceutical bureau leagues and some other commercial directors in pharma companies. The discussion went through two pillars to enable good implementations of the actions plan. The first pillar emphasised the legislations that regulate the enrolment of the MRs to work for pharma companies. Having PT MRs with dual work environments (government and private work) should be revisited. The other emphasis was on enabling the implementation of the action plans by providing the best quality management system through ISO 9001 certifications for any scientific bureau. Without both changes in the legislation aspect in the pharma business, all efforts to reduce the turnover will be difficult to gain.

What would I do differently if I were conduct this research again and how this action research experience would influence the approach that the candidate will use for dealing with Organisational issues in the future:

1- Include a broader literature review: While I mentioned the utilization of many literatures, it would be beneficial to provide a more comprehensive literature review that encompasses relevant theories, models, and empirical studies related to turnover in the pharmaceutical industry. This would strengthen the theoretical foundation of the research and provide a broader context for the conceptual model and findings.

2- Also, it might be beneficial employing mixed methods approach from the outset, combining qualitative and quantitative data collection and analysis methods simultaneously. This could provide a more comprehensive understanding of the determinants of turnover and strengthen the validity of the findings.

3- Moreover, enhancing the generalizability of the research it would be valuable to include a comparative analysis with other countries or regions. This could provide insights into the unique aspects of turnover in Iraq while also highlighting commonalities or differences with the global pharmaceutical industry. a diverse range of stakeholders including MRs from other majors, representatives from larger number of pharmaceutical companies, and other industry experts (community pharmacists). Their perspectives and input could offer valuable insights and contribute to the development of more robust strategies to reduce turnover.

4- Finally, explore technological solutions that given the rapid advancement of technology, it might be worthwhile to explore the potential of technological solutions in addressing turnover. This could involve investigating the use of data analytics, artificial intelligence, or digital platforms to improve HR practices, leadership effectiveness, and employee engagement.

Appendices:

Appendix A: Ethical Approval email by DBA Research Ethics Committee

Dear Ahmed Al Salem,

I am pleased to inform you that the DBA Ethics Committee has approved your application for ethical approval for your study. Details and conditions of the approval can be found below:

Committee Name: DBA Ethics Committee

Title of Study: To stay or not to stay: Organizational determinants of voluntary turnover of medical reps' role among pharmacists working for pharma companies in Iraq.

Student Investigator:	Ahmed Al Salem
School/Institute:	School of Management Approval
Date:	05th April 2020

The application was APPROVED subject to the following conditions:

1. The researchers must obtain ethical approval from a local research ethics committee if this is an international study
2. University of Liverpool approval is subject to compliance with all relevant national legislative requirements if this this is an international study.
3. All serious adverse events must be reported to the Sub-Committee within 24 hours of their occurrence, via the Research Integrity and Governance Officer (ethics@liv.ac.uk)
4. If it is proposed to make an amendment to the research, you should notify the Committee of the amendment.

This approval applies to the duration of the research. If it is proposed to extend the duration of the study as specified in the application form, the Committee should be notified.

Kind regards,

Jim Hanly

DBA Ethics Committee University of Liverpool on-line Programmes

Appendix B: Participates information sheet

UNIVERSITY OF LIVERPOOL

Participant information sheet

Research Title

To stay or not to stay organizational determinants of voluntary turnover of medical reps' role among pharmacists working for pharma companies in Iraq.

You are invited to participate in the above study if:

□ You are a pharmacist worked or still working for role of medical rep (Merck or any pharma companies).

□ You are a pharmacist and you are working for the government or any other private entity.

Please, before you decide whether to participate, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and feel free to ask us if you would like more information or if there is anything that you do not understand. Please also feel free to discuss this with your friends, relatives and your manager if you wish. We would like to stress that you do not have to accept this invitation and should only agree to take part if you want. This survey should take approximately 15 minutes to complete. All responses will be anonymous, and no personal information is required. In another word, should you wish to ask or clarify?

Please contact the researcher on his phone 009647809109291 or his e-mail: Ahmed.alsalem@online.liverpool.ac.uk

What is the purpose of the study?

□

The study explores the reasons and facts that related to medical representatives - who are working for pharmaceutical companies in Iraq- intending to leave their role either for another company or to another job outside the pharmaceutical companies. There are factors affecting Iraqi medical reps to stay in pharmaceutical companies or to leave them and through your participation, the researcher will gain better understanding for these reasons. All results intended to serve the pharmacists' society toward better and healthier Iraq.

pg. 1 Date created 29/11/2019 Date reviewed / /2020 Version 3-2.4

Why have I been chosen to take part?

You have been invited to participate in this study because you are a pharmacist who is worked or still working for one of pharma companies, or you are a pharmacist who is working for your own private entity, government job or any other non-owned private job. Your cumulative experience in various pharmaceutical businesses will help researcher to identify factors or variables that affect her/his decision to stay or to leave medical rep role.

Do I have to take part?

It should be made clear that participation is voluntary and participants are free to withdraw at any time without explanation and without incurring a disadvantage. Kindly note that your consent to participate is implied by you completing and submitting the questionnaire. Please indicate that you have read and understood the information provided here by ticking the box at the top of the survey.

What will happen if I take part?

In this survey, you will be asked to electronic (online) questionnaire. You kindly should choose the most appropriate answer relevant to the question. The answer of 30 questions should not take more than 10 minutes to complete. The electronic questionnaire can be accessed by Monkey Survey website. After submission, the questionnaire will be forwarded to researcher's secure online survey account for analysis

How will my data be used?

The results will be used for the purpose of the Doctorate degree dissertation in Business management. However, they might additionally be disseminated at conferences or published in peer-reviewed publications. A report with the results will be sent to some NGO or governmental bodies to make better work conditions or enabling them to take better decisions to betterment of pharmaceutical business in Iraq.

"The University processes personal data as part of its research and teaching activities in accordance with the lawful basis of 'public task', and in accordance with the University's purpose of "advancing education, learning and research for the public benefit.

Under UK data protection legislation, the University acts as the Data Controller for personal data collected as part of the University's research. The [Principal Investigator / Supervisor] acts as the Data Processor for this study, and any queries relating to the handling of your personal data can be sent to:

Researcher — Ahmed Al Salem
Researcher's Office
Mansour, District no. 607,
Street no. 19, BLDG 16
ZIP code 10013, Baghdad-Iraq.

Researcher's Supervisor — Dr Ming Li (Lily)
Senior Lecturer in International Human Resource
Director of Studies MSc International Business
University of Liverpool Management School
G46B, Chatham Street, Liverpool L69 7ZH, UK

How will my data be collected?	Through online Monkey website or e mail
How will my data be stored?	In personal e mail of researcher with proper passcode
How long will my data be stored for?	Data should stay at least five years in archive
What measures are in place to protect the security and confidentiality of my data?	All data stored in passcode protected computer
Will my data be anonymised?	Yes and no names in the response sheet.
Who will have access to my data?	Researcher, supervisor and university.
Will my data be archived for use in other research projects in the future?	No
How will my data be destroyed?	Through deleting them from archive.

Are there any risks in taking part?

Your participation in this research will have no risk on your current role, future role or any other opportunity in the business of pharmaceutical companies. All responses will be coded and anonymity will be guaranteed.

Are there any benefits in taking part?

The results should be used only for the purpose of the Doctorate degree dissertation in Business management. However, they might additionally be disseminated at conferences or published in peer-reviewed publications. A report with the results will be sent to some NGO or governmental bodies to make better work conditions or enabling them to take better decisions to betterment of pharmaceutical business in Iraq.

What will happen to the results of the study?

Detail how the results will be made available to the participants and whether the results are to be published. If the results are to be published, detail how and where they will be accessible. Tell participants that they will not be identifiable from the results unless they have consented to being so.

What will happen if I want to stop taking part?

Participant can withdraw their participation in the study at any time, without explanation. Results up to the period of withdrawal may be used, if participants are happy for this to be done. Otherwise, participants may request that the results are destroyed and no further use is made of them. If results are anonymised, researcher should make clear that results may only be withdrawn prior to anonymization.

What if I am unhappy or if there is a problem?

If you are unhappy, or if there is a problem, please feel free to let us know by contacting ahmed.alsalem@liverpool.ac.uk and we will try to help. If you remain unhappy or have a complaint, which you feel you, cannot come to us with then you should contact the Research Ethics and Integrity Office at ethics@liv.ac.uk. When contacting the Research Ethics and Integrity Office, please provide details of the name or description of the study (so that it can be identified), the researcher(s) involved, and the details of the complaint you wish to make.

The University strives to maintain the highest standards of rigour in the processing of your data. However, if you have any concerns about the way in which the University processes your personal data, it is important that you are aware of your right to lodge a complaint with the Information Commissioner's Office by calling 0303 123 1113.

Whom can I contact if I have further questions?

Researcher

Ahmed Al Salem
Researcher Office
Mansour, District no. 607,
Street no. 19, BLDG 16
ZIP code 10013, Baghdad-Iraq.

Researcher's Supervisor

Dr Ming Li (Lily)
Senior Lecturer in International Human Resource
Director of Studies MSc International Business
University of Liverpool Management School
G46B, Chatham Street, Liverpool L69 7ZH, UK

Appendix C: Survey Questioner

Q1. What is your gender?
Answer Choices
Female
Male
Q2. Name your pharma company you are working for
Answered
Skipped
Q3. What is your age?
Answer Choices
18 to 24
25 to 34
35 to 44
45 to 54
Q4. What is the highest level of education you have completed?
Answer Choices
Bachelor in Pharmacy
Post-Graduate Diploma
Post-Graduate Master
Post-Graduate PhD
Q5. Are you Part-time or Full-time Medical Rep ?
Answer Choices
Full- time medical Rep (Morning and afternoon working hours)
Part- Time medical Rep (only afternoon working hours)
Q6. Since when you are working as a Medical Rep?
Answer Choices
6-12 Months
1-2 Years
2-5 Years
5-10 Years
Above 10 Years
Q7. I'm a medical rep who is :
Answer Choices
Managed directly by the pharma company
Managed by the agent
Q8. Are you a Medical Rep that you still a government employee?
Answer Choices
Yes
No
Q9. Is your pharmacy Licence in use?
Answer Choices
In Use
Not In Use
Not Active yet

Q10. Section one: Organizational SupportIn answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.									
Answer Choices	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
The organization values my contribution to its well-being.									
The organization fails to appreciate any extra effort from me.									
The organization would ignore any complaint from me.									
The organization really cares about my well-being.									
Even if I did the best job possible, the organization would fail to notice.									
The organization cares about my general satisfaction at work.									
The organization shows very little concern for me.									
The organization takes pride in my accomplishments at work.									

Q11. Section two: Organizational IdentificationIn answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.									
Answer Choices	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
When someone criticizes my company, I feel like a personal insult.									
I am very interested in what others think about my company.									
When I talk about my company, I usually say 'we' rather than 'they'.									
My companies' successes are my successes.									
If a story in the media criticized my company, I would feel embarrassed									
I am very interested in what others think about my company.									
When someone praises my company, it feels like a personal compliment									

Q12. Section Three: Psychological Dissonance In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.									
Answer Choices	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
I frequently need to suppress inner feelings when I interact with the customer.									
Many often, I suppress inner feelings to meaningless issues in the job.									
It is normal at work to force myself to positive emotions while I feel indifferent.									
I frequently have to suppress emotions to appear "neutral" on the outside.									

Q13. Section Four: Organizational Image and PrestigeIn answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.									
Answer Choices	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
People in my medical community think highly of my company.									
It is considered prestigious in the medical community to be employee of my company									
My company is considered one of the best in Iraq.									
People from other companies look down at my company									
My company does not have a good reputation in the medical community.									
A pharmacist seeking to advance his career in pharma companies should humble his presence in my company									
When other companies are recruiting new medical rep, they would not want medical rep from my company									

Q14. Section Six: Organizational Commitment In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.									
Answer Choices	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.									
I talk up this organization to my friends as a great organization to work for.									
I feel very little loyalty to this organization.									
I would accept almost any type of job assignment in order to keep working for this organization									
I find that my values and the organization's values are very similar.									
I am proud to tell others that I am part of this organization.									
This organization really inspires the very best in me in the way of job performance									
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.									
Often, I find it difficult to agree with this organization's policies on important matters relating to its employees									
I really care about the fate of this organization.									
For me this is the best of all possible organizations for which to work.									
Deciding to work for this organization was a definite mistake on my part									

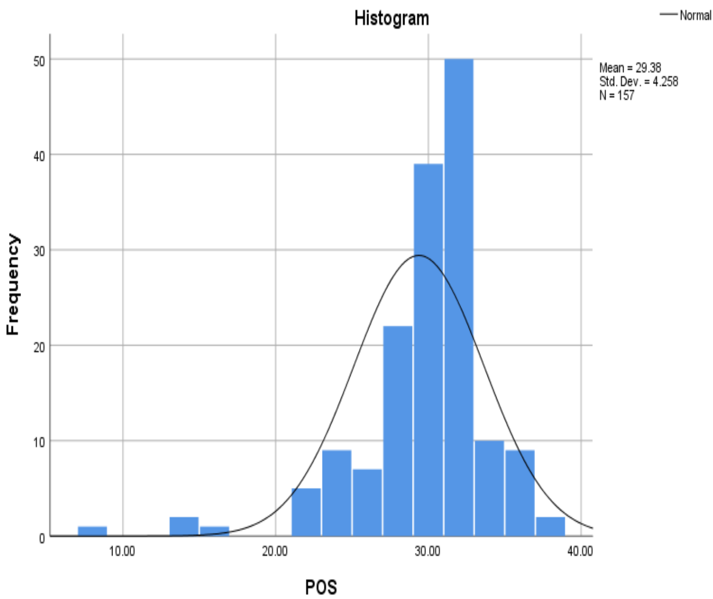
Q15. Section Six: Role Conflict and Ambiguity In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.									
Answer Choices	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
I feel certain about how much authority I have.									
I have clear, planned objectives for my job.									
I know that I have divided my time properly.									
I know what my responsibilities are.									
I know exactly what is expected of me.									
I receive clear explanations of what has to be done.									
I have to do things that should be done differently									
I receive an assignment without the manpower to complete it.									
I have to go against the rule or policy in order to carry out an assignment.									
I have to work with two or more groups who operate quite differently.									
I receive incompatible requests from two or more people.									
I do things that are likely to be accepted by one person and not accepted by others.									
I receive an assignment without adequate resources and material to execute it.									
I work on unnecessary things.									

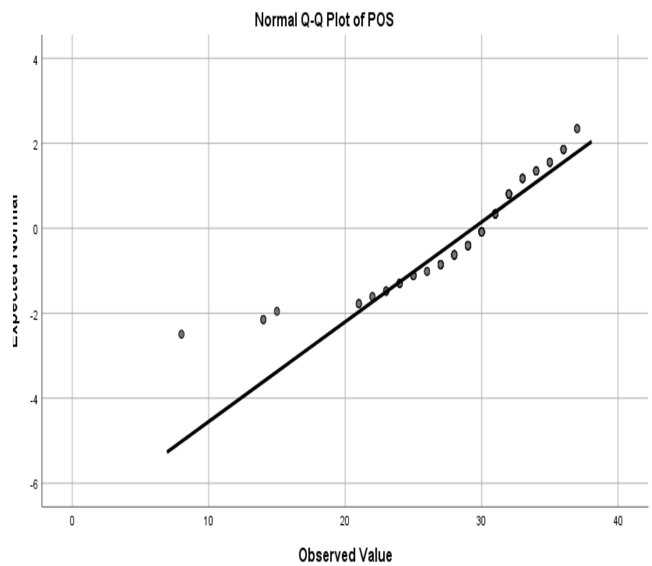
Q16. Section Seven: Quitting Intent and Mobility In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.									
Answer Choices	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
As soon as I can find a better job, I'll leave the organization.									
I am actively looking for a job outside the organization.									
I am seriously thinking of quitting my job.									
I would like a job with more responsibility.									
If I'm not promoted from my present job within three to five years, I will be disappointed.									
I would feel much better about working my company at if I were promoted.									
I'm not interested in moving from present job									

Q17. Section Eight: Organizational Culture In answering the following questions, indicate the extent of your agreement or disagreement in each of the following statements.									
Answer Choices	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree	Total	Weighted Average
My organization is a pleasant place to work where people share their personal information. In short, family-type organization gives attention to teamwork, participation, and consensus.									
The leaders or heads in my organization acting as mentors who gives importance to unity and morale.									
My organization highlights welfare measures, commitment to employee and importance to customers.									
My organization is a dynamic, entrepreneurial, and creative place to work.									
My organization are willing to take risk, innovate, and invent new medicine.									
My organization encourages individual initiative and freedom.									
My organization is result-oriented focuses on goal, winning a name, market share and targets.									
My organization leaders are ambitious, hard worker, tough and demanding.									
My organization is aggressive, emphasizing competitiveness and reputation.									
My organization is structured, formal, where procedures, policies comes before goals.									
My organization leaders are very concern about plan, schedule of job, timing, low risk and well organized performance.									
My organization compliance, rules, code of conduct to secure no one being fired from job is priority.									

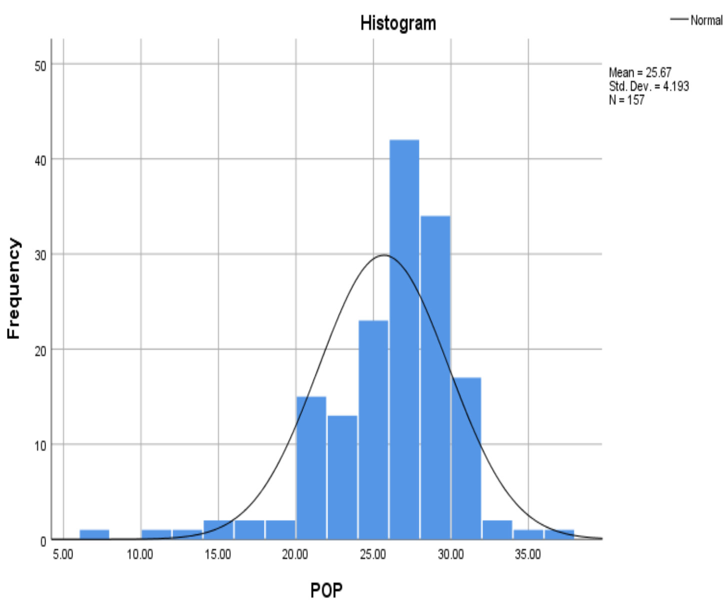
Appendix D: STATISTICS=MEAN STD DEV MIN MAX KURTOSIS SKEWNESS.

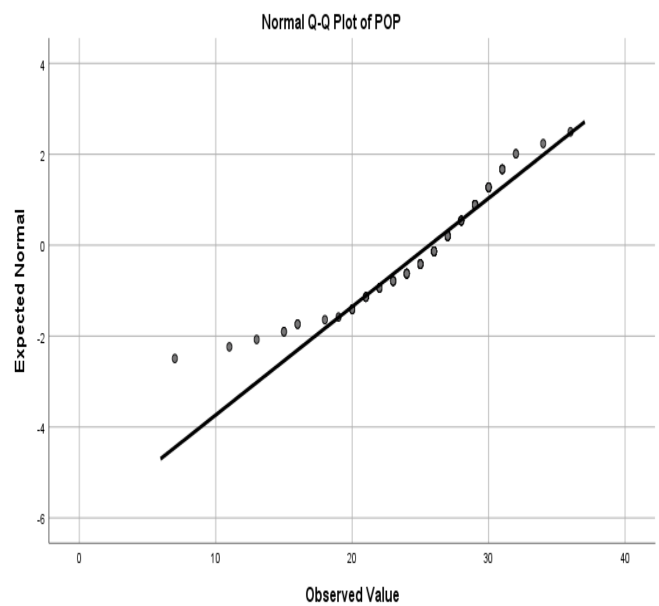
1- Perceived Organisational Support



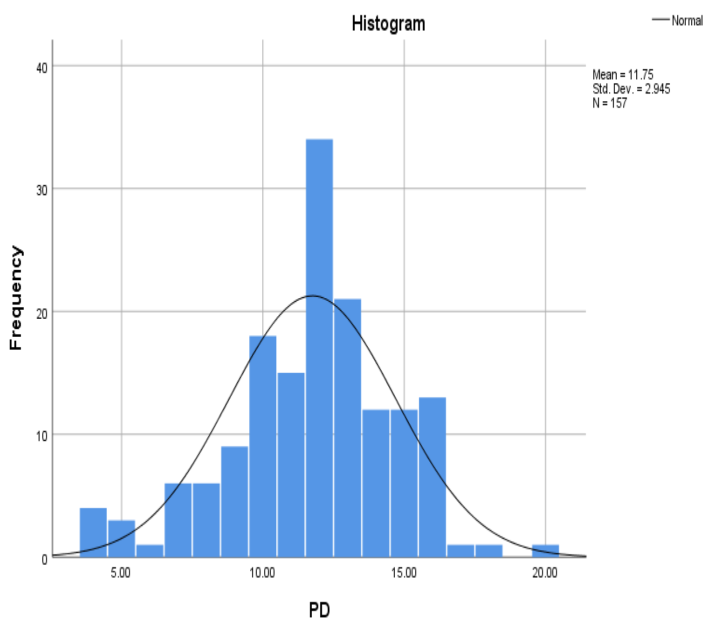


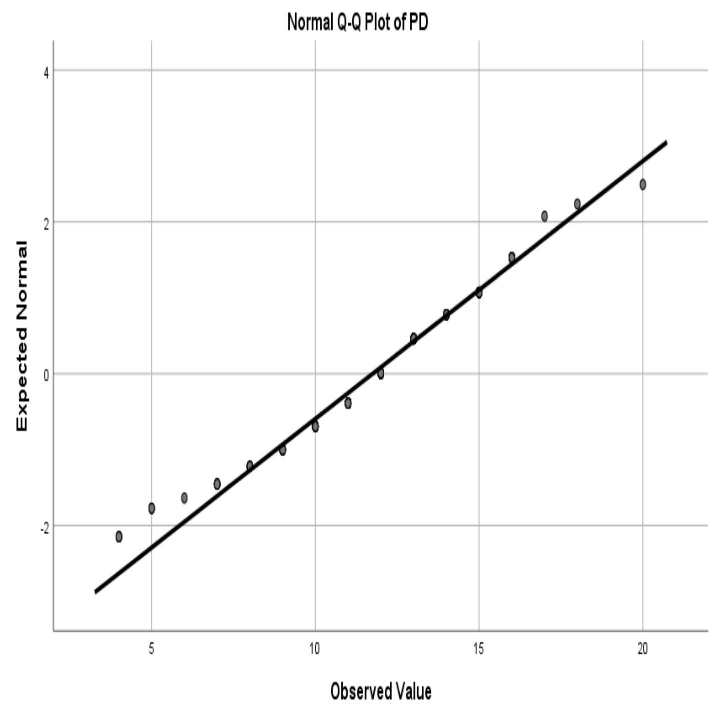
2-Perceived Organisational Prestige



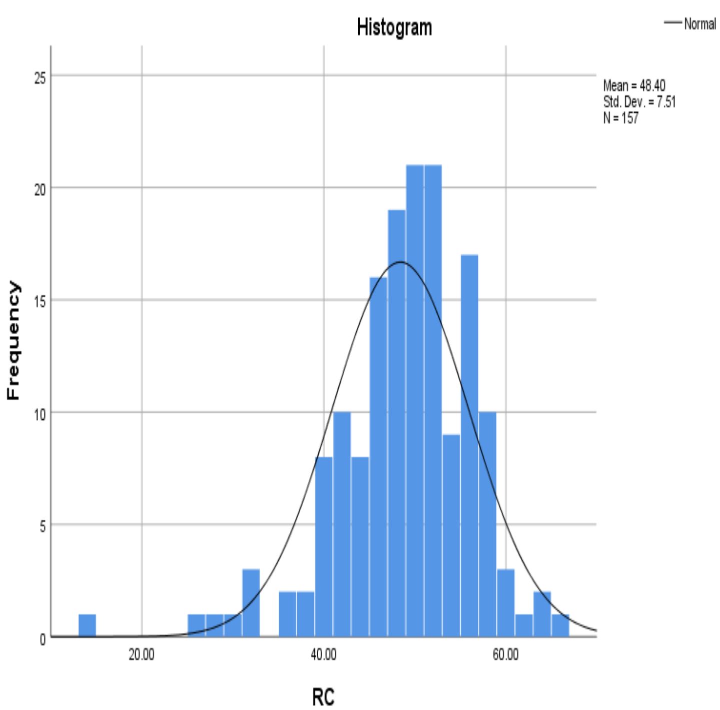


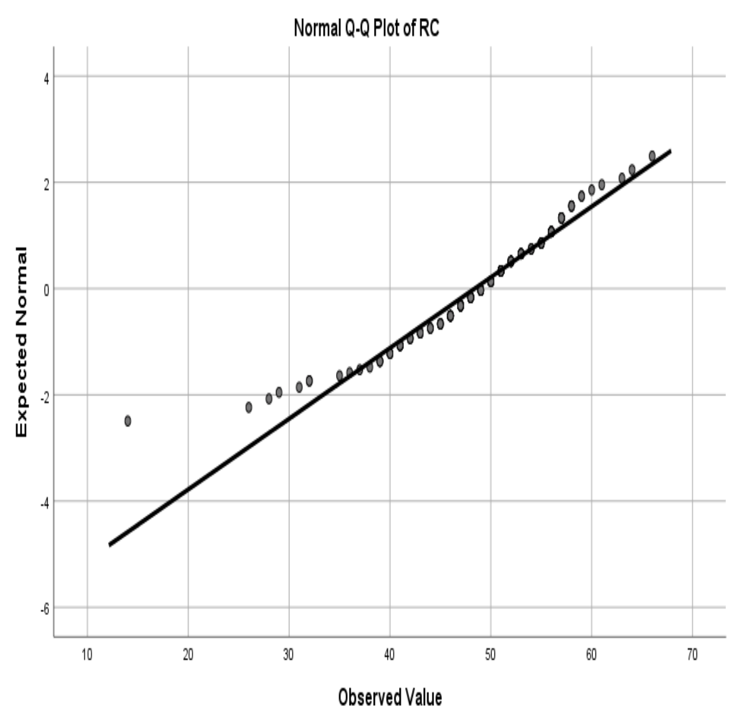
3-Psychological Dissonance



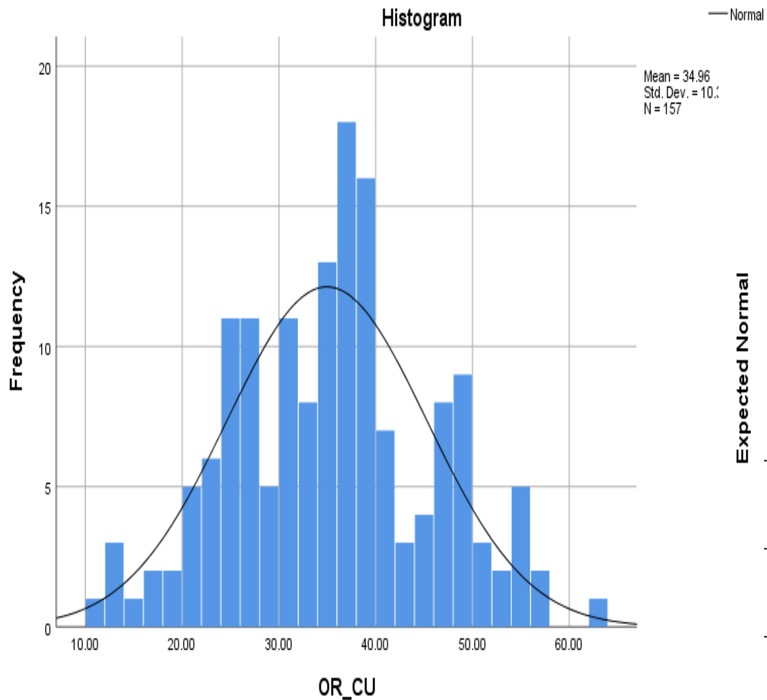


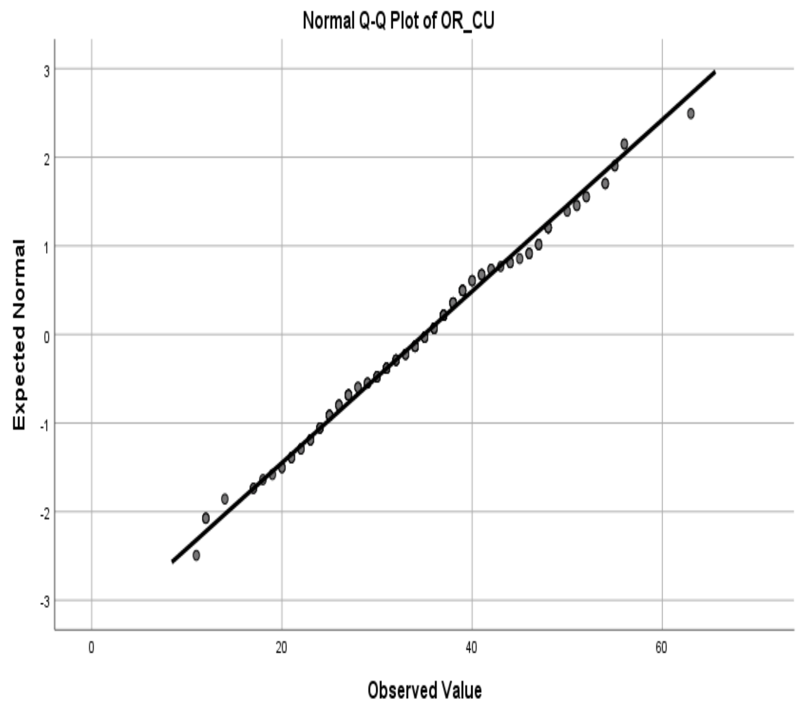
4-Role Conflict & Ambiguity



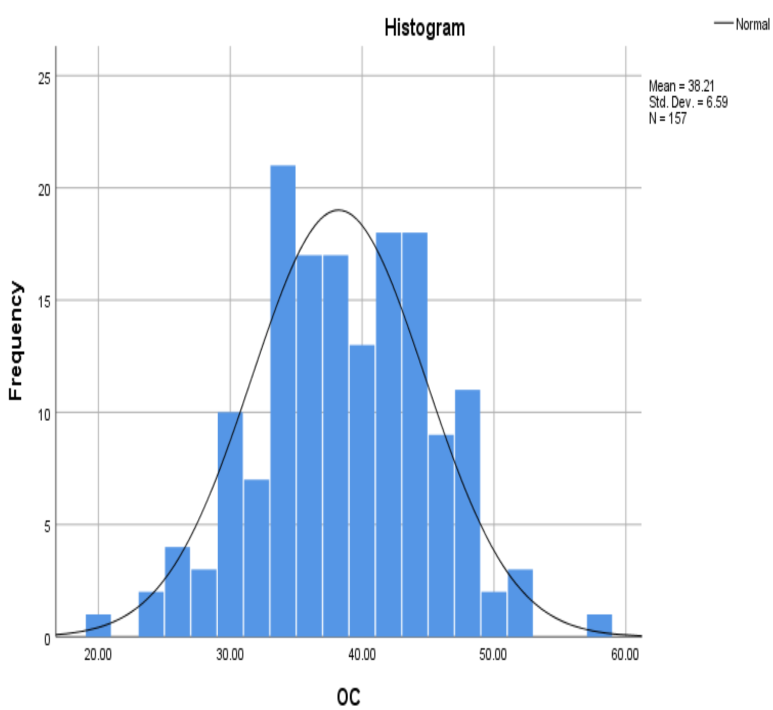


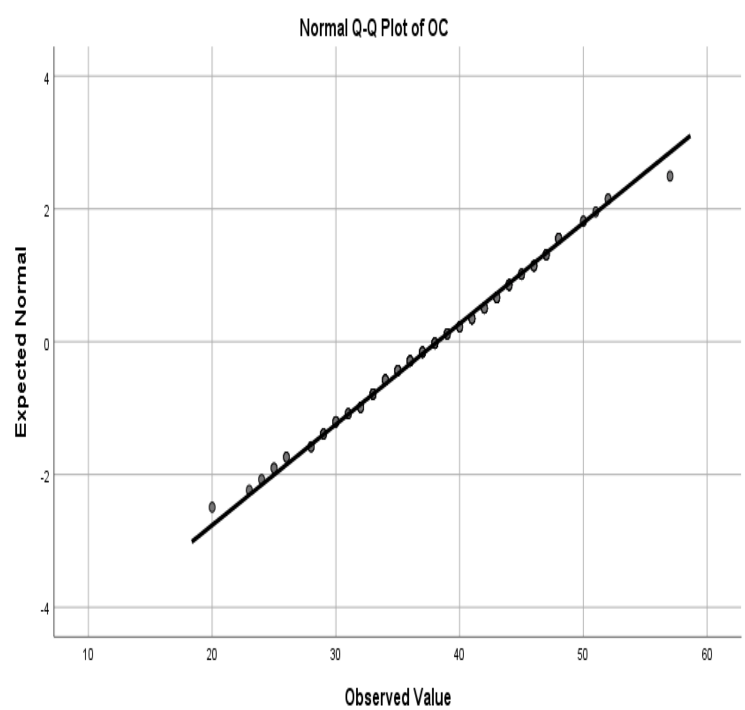
5-Cultural Incongruence



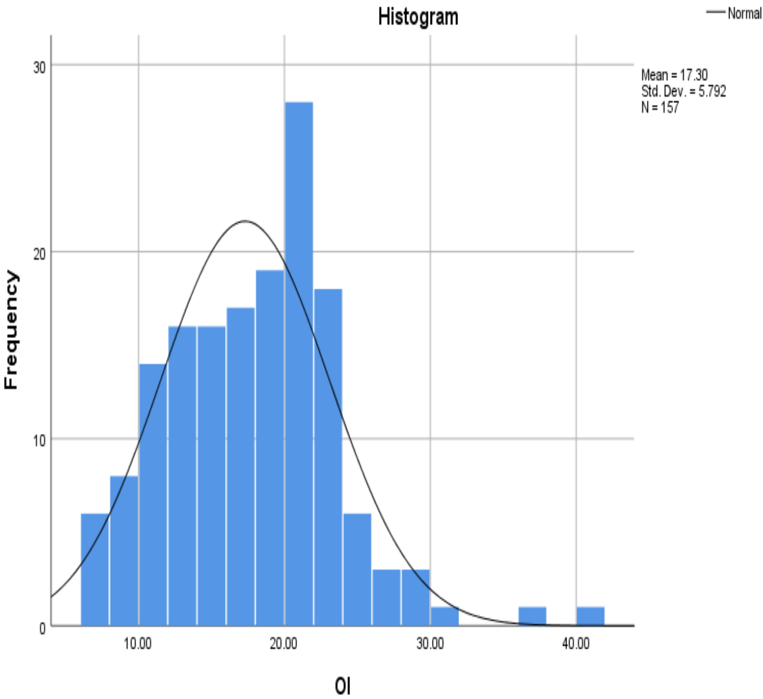


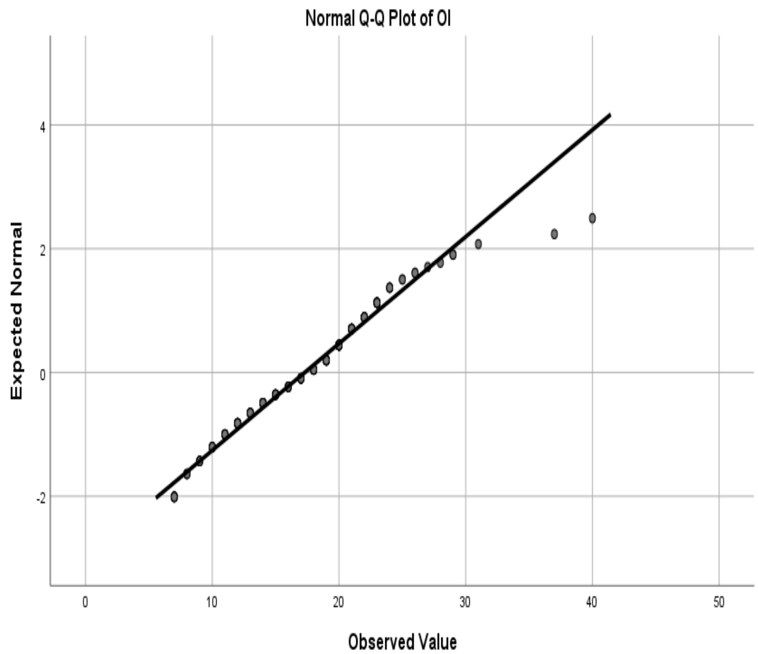
5-Organisational Commitment



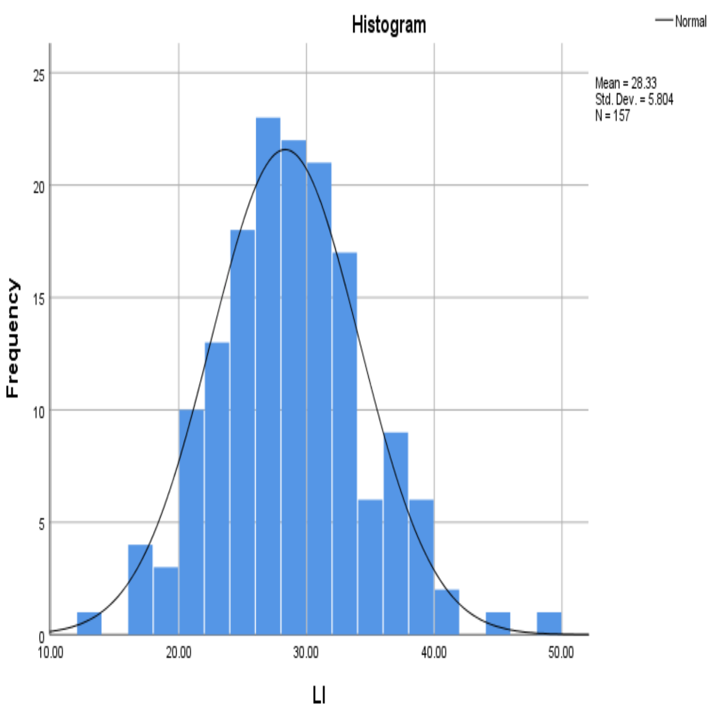


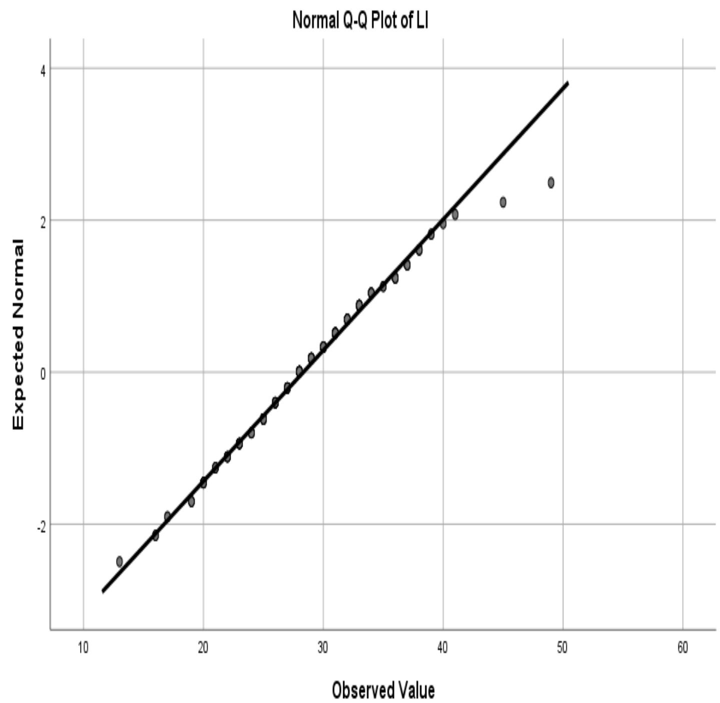
6-Organisational Identification



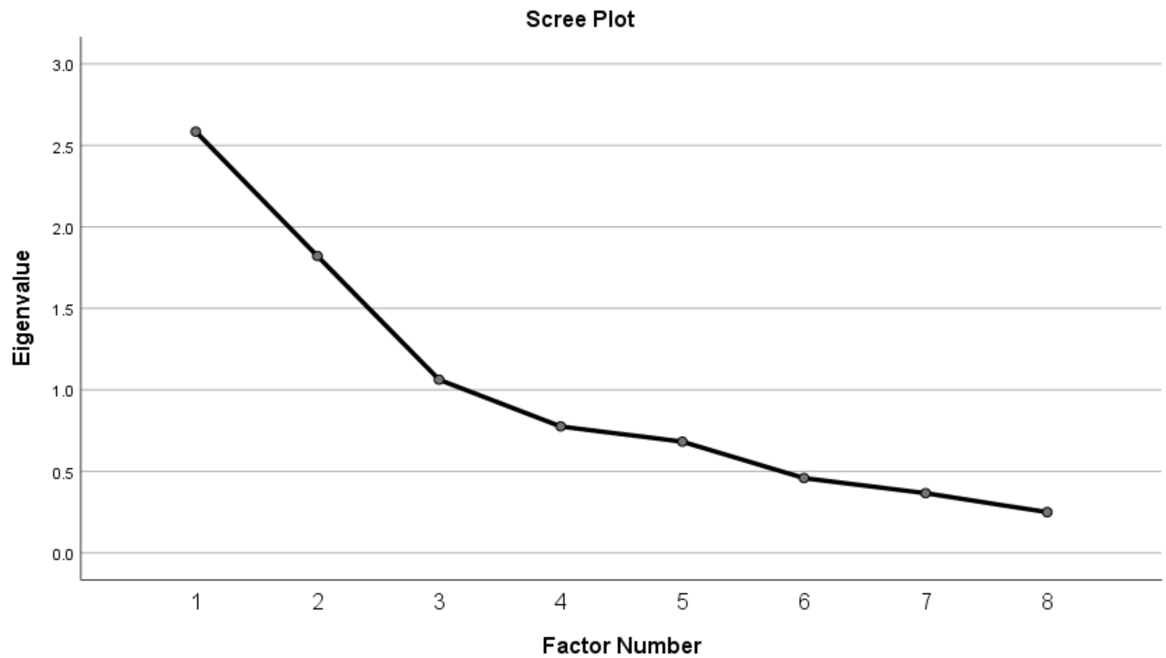


7-Turnover Intention

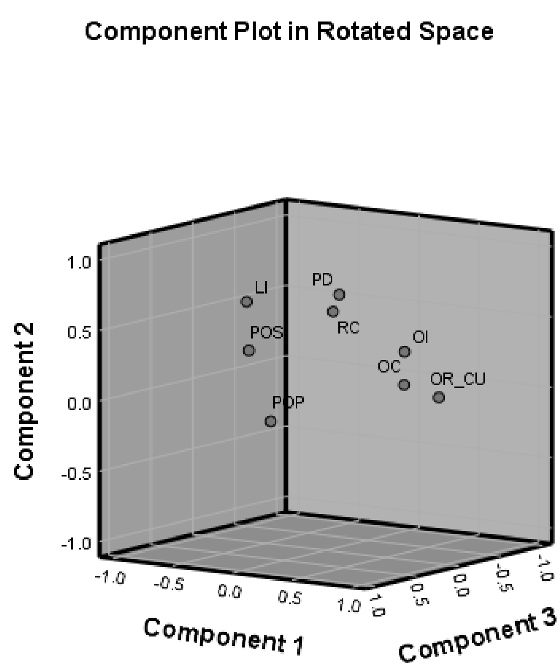




Appendix E: Factor Analysis



Appendix F: Rotated Component Matrix



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