

**An exploration of the influence of employee
empowerment on organisational
commitment in the pharmaceutical
regulatory affairs environment**

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A research project submitted to the Gordon Institute of Business Science,
University of Pretoria, in partial fulfilment of the requirements for the degree of
Master of Business Administration.

04 November 2024

PLAGIARISM DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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ABSTRACT

As healthcare organisations continually encounter difficulty in remaining adaptable and competitive in delivering exceptional healthcare in the midst of intense competition, shifting regulatory landscape, and a shortage of essential service providers, it is critical that healthcare organisations adopt strategies that will retain key talent who are committed to the organisation, especially scarce healthcare professionals such as Regulatory Affairs (RA) Pharmacists in the pharmaceutical organisations. By examining how both structural and psychological empowerment affects employee commitment to the organisation, this research sought to enhance the understanding of the various empowerment factors that influence the commitment of RA pharmacists in the pharmaceutical industry and to tackle the issue of turnover among these professionals. The research employed an exploratory qualitative approach to acquire a more profound understanding and insight of the structural and psychological empowerment factors that influence the organisational commitment of regulatory affairs pharmacists. A total of sixteen semi-structured interviews were used to gather data with RA Pharmacists occupying various roles in pharmaceutical organisations to gain further insights. The research resulted in the identification of additional parameters that pharmaceutical organisations could utilise to enhance the structural and psychological empowerment of RA pharmacists, which would contribute to organisational commitment and the ultimate achievement of organisational goals.

KEYWORDS

Structural empowerment, psychological empowerment, organisational commitment, regulatory affairs pharmacist, regulatory pharmacists, pharmaceutical industry, healthcare professional.

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LIST OF ACRONYMS

COVID	Coronavirus Disease
EE	Employee empowerment
EU	European Union
EXCO	Executive Committee
FIP	International Pharmaceutical Federation
HCR	Holders of certificates of registration
KPIs	Key performance indicators
MREC	Masters Research Ethics Committee
OTC	Over the counter
PE	Psychological empowerment
RA	Regulatory Affairs
R&D	Research and Development
SAHPRA	South African Health Products Regulatory Authority
SE	Structural empowerment
WHO	World Health Organisation

CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Introduction

This chapter introduces the research topic, an exploration of the influence of employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment. It addresses the context of the study, the purpose statement, the research problem, the research objectives, the significance of the research for business and theory, the delimitations of the study and the research report outline.

1.2 Context of the study

Healthcare organisations continually encounter difficulty remaining adaptable and competitive in delivering healthcare. These difficulties encompass intense competition, a shifting regulatory landscape, and a shortage of essential service providers (Kahaleh & Gaither, 2005; Cruz & Ignacio, 2022). Modern healthcare organisations, including pharmaceutical companies, operate within an intricate and constantly evolving environment, requiring swift decision-making and empowered employees to enhance performance and organisational commitment (Lundin et al., 2022). In traditional organisations, structural empowerment, which includes access to information, support, resources, and opportunities, is only accessible to senior leadership, leaving lower-level employees without structural empowerment (Kahaleh & Gaither, 2005).

The global health sector relies heavily on the pharmaceutical industry, which is crucial for producing life-saving medications and medical devices (Mayimele et al., 2023). The industry showcased its capabilities during the COVID-19 pandemic through swift decision-making and the manufacture of exceptional life-saving medicines. Pharmacists play a critical role in providing services in the healthcare sector, including compounding, administering medications, and offering patient counselling, among other responsibilities (Cruz & Ignacio, 2022). Additionally, RA Pharmacists within the pharmaceutical industry play a crucial role in registering new medicines with health authorities, such as the life-saving medicines used during the

COVID-19 pandemic. Moreover, RA pharmacists provide regulatory guidance to pharmaceutical organisations to review and approve marketing promotional materials (Rao et al., 2023).

Even though pharmacists play such a crucial role in pharmacy practice, there is a shortage of pharmacists, primarily in Regulatory Affairs (Cruz & Ignacio, 2022). Additionally, RA pharmacists encounter regulatory obstacles, lack of access to information in organisations, inadequate professional training and support, insufficient recognition and compensation, limited technology, and training access, as well as lack of training resources (Cruz & Ignacio, 2022). These challenges create a barrier and have a negative impact on the performance of RA pharmacists in pharmaceutical organisations, which subsequently affects the commitment of these professionals to their organisations, ultimately leading to decreased intention to remain in the organisation. Much empirical research has been carried out on structural empowerment, primarily relevant to nursing (Goedhart et al., 2017; Lundin et al., 2022; Roji & Jooste, 2020). However, insufficient research has examined the influence of structural and psychological empowerment on the organisational commitment of pharmacists (Kahaleh & Gaither, 2005).

In South Africa, limited studies have been conducted on employee empowerment and organisational behaviour in the context of RA pharmacists in the pharmaceutical industry. This research aims to fill this gap of insufficient studies on the impact of structural and psychological empowerment on pharmacists and address the business need for employers to pay attention to factors that will reduce the ongoing shortage of RA pharmacists in the pharmaceutical industry through empowering RA pharmacists, which will lead to organisational commitment. Therefore, this research explored the influence of employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment in South Africa.

1.3 Purpose statement

The pharmaceutical industry is a critical sector globally, producing life-saving medicines and medical devices (Mayimele et al., 2023). This industry showcased its capabilities, competence, adaptability, and significance during the COVID-19 pandemic through its pivotal involvement in producing and distributing COVID-19

vaccines, which remarkably saved the lives of numerous individuals (Mayimele et al., 2023).

According to Fitch Solutions (2024), the pharmaceutical industry in South Africa reached a market magnitude of around seventy-one billion rand at the end of 2023, signifying its firmly established nature. Furthermore, Mayimele et al. (2023) assert that in Sub-Saharan Africa, South Africa is the leading exporter of pharmaceuticals. It can, therefore, be argued that the pharmaceutical industry in South Africa plays a huge role in producing life-saving medicines and medical devices, which contributes to the environment of business in South Africa.

The pharmaceutical industry in South Africa is closely associated with pharmacy practice, which falls under the pharmacy classification according to the Pharmacy Act (Republic of South Africa, 1974). Pharmacists have various responsibilities, including compounding, administering medications, and providing patient counselling (Cruz & Ignacio, 2022). Additionally, pharmacists have taken on extra roles in RA and public health (Cruz & Ignacio, 2022). The responsibilities of RA Pharmacists in the pharmaceutical industry include registering new medicines, providing regulatory guidance and advice to pharmaceutical organisations, and evaluating and endorsing marketing promotional materials (Rao et al., 2023). Furthermore, RA Pharmacists are involved in expediting the approval of new medicines by developing efficient methods to minimise barriers and shorten registration timelines, thus enabling swift market entrance (Rao et al., 2023).

There is a significant shortage of pharmacists in pharmacy practice, especially in Regulatory Affairs (Cruz & Ignacio, 2022). According to Bates et al. (2016), the World Health Organisation (WHO) has estimated that the global healthcare workforce shortage is projected to reach 12.9 million by 2035, up from 7.2 million. African nations have a notably lower number of pharmacists per capita, with less than 5% of the total pharmacist workforce in Africa employed in the pharmaceutical industry and an even smaller number employed in regulatory affairs (Bates et al., 2016).

Furthermore, as recently as September 2024, the International Pharmaceutical Federation (FIP) (2024) asserted in its report that "Pharmacists are vital, yet in short supply" (p.8). This clearly illustrates the scarcity of pharmacists, particularly RA pharmacists, in the pharmaceutical industry.

In addition to the shortage of pharmacists, RA pharmacists face challenges such as regulatory barriers, lack of information disclosure by organisations, insufficient professional training and mentorship, inadequate recognition and compensation, limited access to technology and training, lack of technology integration, and lack of training resources (Cruz & Ignacio, 2022; Lundin et al., 2022). These challenges negatively affect the performance of RA pharmacists in pharmaceutical organisations.

The scarcity of RA Pharmacists impacts the pharmaceutical industry by hindering the registration of novel medicines, resulting in limited or no public access to medicines. Having RA pharmacists in the pharmaceutical organisation provides a competitive advantage and is crucial for ensuring the sustainability of registering and producing novel life-saving medications and medical equipment. In conclusion, the obstacles faced by RA pharmacists, such as limited experiential practice, insufficient learning opportunities, inadequate training, disrupted hardware access, and lack of information access, contribute to a lack of employee empowerment (Kanter, 1993; Lundin et al., 2022; Seibert et al., 2011).

Empowerment encompasses both structural and psychological aspects. Structural empowerment refers to the socio-structural elements that allow employees to obtain learning opportunities, knowledge, assistance, and resources (Kanter, 1993; Lundin et al., 2022; Seibert et al., 2011). In contrast, psychological empowerment involves *intrinsic* task drive and the perception of control over one's job.

The research study aims to urge the management of pharmaceutical organisations to pay attention to structural and psychological empowerment factors that lead to the organisational commitment of RA pharmacists. Pharmaceutical organisations should focus on improving and strengthening specific structures or factors of empowerment. According to Amor et al. (2021) and Seibert et al. (2011), psychological empowerment has been linked to job satisfaction, commitment, and retention outcomes. This research seeks to achieve organisational commitment, mainly affective commitment, as an outcome of the empowerment of RA pharmacists in the pharmaceutical industry.

1.4 Research objectives

This research explored how structural empowerment (access to opportunity, information, support, and resources) contributed to psychological empowerment (meaning, competence, self-determination, and impact) (Amor et al., 2021; Seibert et al., 2011). Furthermore, how psychological empowerment ultimately contributed to the organisational commitment (affective) of RA pharmacists working in the pharmaceutical organisation (Aggarwal et al., 2018).

The research aimed to answer the following research questions in the context of RA pharmacists working in pharmaceutical organisations.

Research question 1: How does structural empowerment contribute to the development of psychological empowerment?

Research question 2: How does psychological empowerment contribute to organisational commitment?

1.5 Significance of the study

1.5.1 Empowerment

Extensive research has been conducted on structural empowerment, which is based on Kanter's structural empowerment theory (Kanter, 1993; Lundin et al., 2022) and psychological empowerment theory (Llorente-Alonso et al., 2023; Seibert, 2011; Spreitzer, 1995). Wagner et al. (2010) conducted a study in the health sector, but research on the impact of structural empowerment on pharmacists has been limited (Kahaleh & Gaither, 2005).

1.5.2 Organisational commitment

Organisational commitment has been a subject of research interest since around 1950. Organisations must identify factors that enhance employees' commitment, ultimately helping organisations achieve their goals (Fantahun et al., 2023; Zaraket et al., 2018).

According to Kahaleh and Gaither (2005), there are insufficient studies on employee empowerment and organisational commitment among pharmacists. Furthermore, in South Africa, no studies have been conducted on employee empowerment and organisational behaviour in the context of RA pharmacists in the pharmaceutical industry. This research aims to address the gap in the body of knowledge of insufficient studies on the effect of employee empowerment on the organisational commitment in the context of RA pharmacists working in the pharmaceutical industry, thereby contributing to the body of knowledge in understanding the impact of structural empowerment and organisational commitment of RA pharmacists in the pharmaceutical industry (Kahaleh & Gaither, 2005; Llorente-Alonso et al., 2023).

On the theoretical front, the study adds to the body of knowledge regarding limited literature on **structural and psychological empowerment and organisational commitment for Regulatory Affairs Pharmacists** in the South African context.

On the practical side, the study helps organisations to understand the importance of **structural and psychological empowerment** among Regulatory Affairs Pharmacists to improve their affective organisational **commitment**.

Regulatory Affairs Managers and senior leadership of pharmaceutical organisations should focus on minimising the elements present in the work environment that might create a feeling of **helplessness and demotivation in employees**. They should create a working environment where employees are encouraged to work autonomously and participate in the decision-making process.

1.5.3 Business implications

Regarding the business implications, this research study aims to encourage pharmaceutical companies' management and senior leadership to prioritise the structural and psychological empowerment of RA pharmacists to achieve organisational affective commitment. Pharmaceutical companies should concentrate on enhancing and fortifying specific structures or aspects of empowerment. Kanter's theory (Kanter, 1993; Lundin et al., 2021) has demonstrated positive connections between employees' access to structural empowerment and organisational commitment (Yang et al., 2014). Additionally, according to Seibert et al. (2011), job satisfaction, commitment, and retention outcomes have been linked to psychological

empowerment. This research aimed to achieve organisational commitment, particularly affective commitment, because of empowering RA pharmacists in the pharmaceutical sector.

1.6 Delimitations of the study

The research occurred in South Africa, a developing country facing a shortage of healthcare professionals, including pharmacists, as stated in the FIP report (FIP, 2024). The WHO estimates a global shortage of healthcare workers. African countries have notably fewer pharmacists per capita. Less than five percent of Africa's pharmacist workforce is employed in the pharmaceutical industry, and even fewer work in regulatory affairs. This indicates that regulatory affairs pharmacists in the pharmaceutical industry are scarce (Bates et al., 2016); WHO, 2024). This shortage of RA pharmacists necessitates the need to conduct research to explore the influence of employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment and answer the research questions.

1.7 Research report outline

This research study was based on Kanter's theory of empowerment, looking at structural empowerment factors (Kanter, 1993), the theory of psychological empowerment (Llorente-Alonso et al., 2023; Seibert, 2011; Spreitzer, 1995) and lastly, the theory of organisational commitment (Mercurio, 2015; Zaraket et al., 2018).

The following chapters address the theory and literature review (Chapter 2), research questions (Chapter 3), research methodology (Chapter 4), research findings (Chapter 5), discussion of findings (Chapter 6) and conclusions and recommendations (Chapter 7). In addition, the research report includes references and applicable appendices.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on structural empowerment, psychological empowerment, and organisational (affective) commitment of employees in the context of RA Pharmacists working in the pharmaceutical industry.

The theoretical framework of self-determination theory for empowerment (Llorente-Alonso et al., 2023; Seibert, 2011; Spreitzer, 1995) and affective (attitudinal) commitment theory for organisational commitment (Mercurio, 2015; Zaraket et al., 2018) were discussed. The discussion centred around the pharmaceutical industry, pharmacy practice within regulatory affairs, the scarcity of RA pharmacists, and the significance of empowerment and organisational commitment among RA Pharmacists.

2.2 The Pharmaceutical industry

The pharmaceutical sector is significant worldwide, producing crucial medicines and medical equipment (Mayimele et al., 2023). During the COVID-19 pandemic, the pharmaceutical industry showcased its global significance by actively participating in producing and disseminating vaccines, ultimately saving countless lives.

As per Fitch Solutions (2024), the South African pharmaceutical industry achieved a market size of approximately seventy-one billion rand by the end of 2023, indicating its well-established presence (Horner, 2021). Additionally, Mayimele et al. (2023) argued that South Africa led as a pharmaceutical exporter within Sub-Saharan Africa. Consequently, one can argue that the pharmaceutical industry greatly contributes to South Africa's business landscape by producing life-saving medicines and medical equipment.

The Medicine and Substance Control Act, Republic of South Africa (1965) regulates the pharmaceutical industry in terms of the registration and sale of medicines through the South African Health Products Regulatory Authority (SAHPRA). SAHPRA ensures that the holders of certificates of registration (HCR), including pharmaceutical companies, comply with the regulations of the Medicines Act. The

pharmaceutical company is registered as a pharmacy according to the Pharmacy Act, Republic of South Africa (1974), and conducts its business under the supervision of a Responsible Pharmacist as stipulated by the Pharmacy Act (Republic of South Africa, 1974).

2.3 Pharmacists and their significance

Pharmacists are the third largest group of healthcare professionals worldwide (Cruz & Ignacio, 2022). A Pharmacist is registered with the South African Pharmacy Council according to the Pharmacy Act (Republic of South Africa, 1974). Among other responsibilities, pharmacists compound and administer medications and provide patient counselling (Cruz & Ignacio, 2022). Pharmacists have taken on extra duties such as regulatory affairs, institutional, and public health (Cruz & Ignacio, 2022). The responsibilities of RA Pharmacists in the pharmaceutical industry include registering new medicines, providing regulatory guidance to organisations, and reviewing and approving marketing materials (Rao et al., 2023). Moreover, RA pharmacists expedite the health authority's approval of both innovative and generic medicines. RA pharmacists achieve this by developing efficient methods to reduce barriers and shorten registration timelines, facilitating quick market entry, which is considered a dynamic capability (Rao et al., 2023).

Despite the crucial role of pharmacists in pharmacy practice, there is a worldwide scarcity of pharmacists, as indicated by Anderson et al. (2009) and Baites et al. (2016), especially in Regulatory Affairs. Furthermore, the FIP (2024) report asserted that "Pharmacists are vital, yet in short supply" p.8. This scarcity significantly challenges the profession and industry (Cruz & Ignacio, 2022). The shortage of RA pharmacists resulted from the increased demand for pharmacists due to expanded responsibilities that necessitate pharmacists' skill sets (Mayimele, 2023).

Additionally, the scarcity of RA pharmacists can be attributed to the barriers to regulatory experiential pharmacy practice (Cruz & Ignacio, 2022). RA pharmacists encounter difficulties such as lack of access to information from organisations, inadequate professional training and mentorship, insufficient recognition and compensation, limited access to technology and training, and inadequate training resources (Cruz & Ignacio, 2022). These challenges have a negative impact on the

performance of RA pharmacists in pharmaceutical organisations, affecting their empowerment and subsequent organisational commitment.

2.4 The impact of the shortage of RA pharmacists

The shortage of RA Pharmacists has an impact on the pharmaceutical industry because it hinders the registration of new medicines, leading to limited or no public access to these medicines. Employing RA Pharmacists within pharmaceutical organisations provides a competitive edge and ensures the continued approval and production of new life-saving medications and medical equipment. RA Pharmacists can fulfil the role of a Responsible Pharmacist as outlined by the Pharmacy Act (1974), which is vital to the operations of pharmaceutical companies. Therefore, a lack of RA Pharmacists may result in a lack of vital healthcare outcomes, leading to limited access to essential health services for the public, which can harm the country's healthcare delivery (FIP, 2024).

Given the scarcity of RA Pharmacists, organisations must focus on implementing strategies that enhance retention and foster employee dedication. One effective approach to achieving this is empowering employees, a factor proven to increase organisational commitment (Lorente-Alonzo et al., 2023).

RA Pharmacists face many challenges, including limited practical experience post-formal training, inadequate learning opportunities in the workplace, insufficient training, disrupted access to hardware, and limited access to information. These challenges significantly contribute to a lack of employee empowerment (Aggarwal et al., 2018; Lundin et al., 2022).

2.5 Theoretical lens

The theoretical lens was discussed by using the empowerment framework as proposed by Kanter's Theory of Empowerment (Kanter, 1993; Spreitzer, 1995; Seibert et al., 2011; Llorente-Alonso et al., 2023) and organisational commitment theory (Aggarwal et al., 2018; Mercurio, 2015; Zaraket et al., 2018).

Figure 2.1 represents the literature review process in terms of the key constructs discussed: structural empowerment, psychological empowerment, and organisational commitment. The literature review delved into understanding the influence of structural and psychological empowerment on organisational commitment in the context of RA pharmacists in the pharmaceutical regulatory environment. Under structural empowerment, four factors were reviewed: access to resources, access to support, access to information, and access to opportunities.

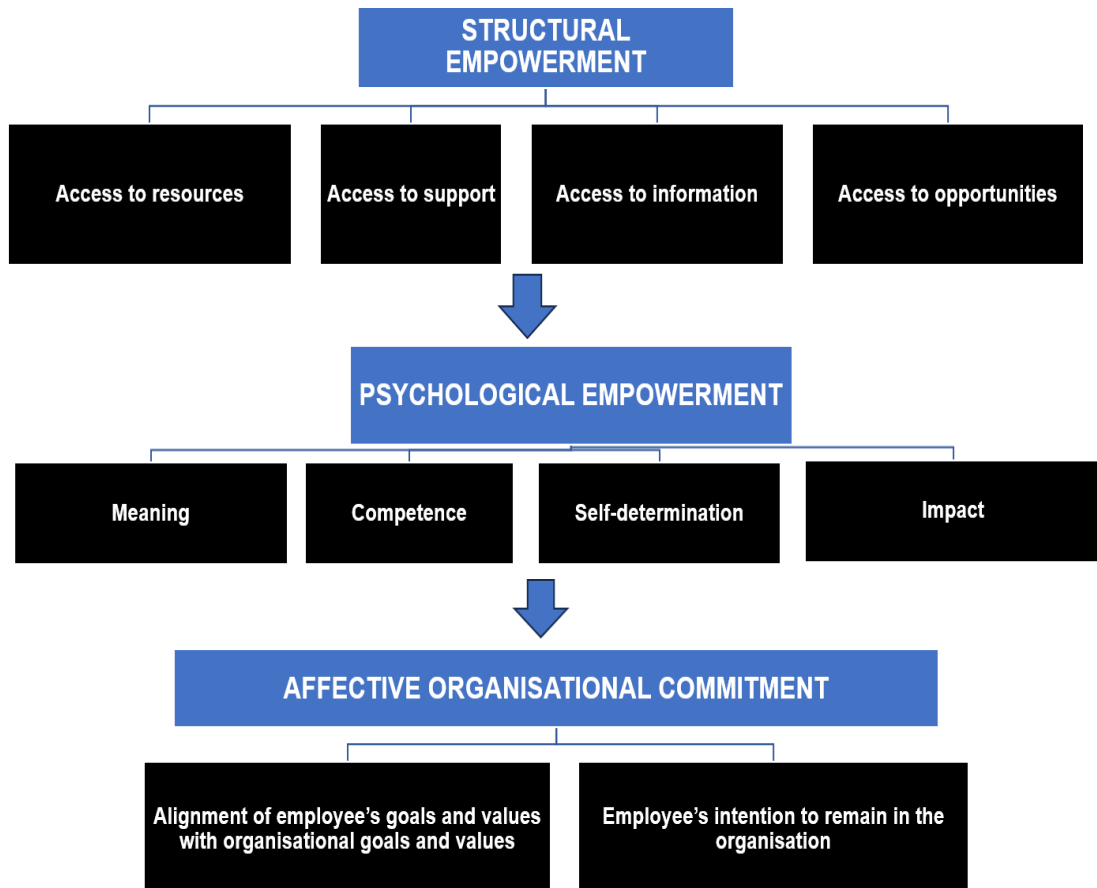


Figure 2.1: Flow of the Literature Review

Source: Adapted from Seibert et al. (2011, p. 982).

In addition, four factors were reviewed under psychological empowerment: meaning, competence, self-determination, and impact. In contrast, two factors were reviewed under organisational commitment: alignment of employee goals and values with the organisational goals and values and factors that relate to intention to remain in the organisation.

2.6 Employee empowerment

Kanter (1993) first introduced the concept of employee empowerment (EE). Two theoretical perspectives on empowerment exist, socio-structural and psychological perspectives. Empowerment is defined as the decentralisation of power and authority whereby leaders in organisations empower their employees with structures, policies and practices which enable employees to perform their tasks (Seibert, 2011). Furthermore, Echebiri et al. (2020) posits that empowered employees take initiative on their own and act in a creative manner.

2.6.1 Structural empowerment

Structural empowerment (SE) refers to the socio-structural elements that allow employees to obtain learning opportunities, knowledge, support, and resources. (Kanter, 1977, 1993; Lundin et al., 2022; Seibert et al., 2011). Furthermore, it involves the social structures that facilitate individuals in achieving their professional goals by providing access to opportunities, pertinent information, support, and resources (Amor et al., 2021; Roji & Jooste, 2020). Gahlawat and Kumar (2021) asserted that structural empowerment involves organisations providing self-determination to employees to perform their roles.

According to Goedhart et al. (2017), SE involves using resources to accomplish objectives through obtaining information, assistance, resources, and opportunities for learning and development. Additionally, Lundin et al. (2022) stated that access to information encompasses understanding organisational changes, policies, technical information, and expertise necessary for employees to carry out their responsibilities.

Furthermore, RA pharmacists receive support through feedback from internal stakeholders and management, which fosters independent decision-making and innovation (Aggarwal et al., 2018; Goedhart et al., 2017). In addition, access to resources includes the ability of RA pharmacists to obtain the required finances, time, supplies, and equipment for achieving organisational objectives (Goedhart et al., 2017; Kanter, 1993; Wagner et al., 2010).

Lundin et al. (2022) asserted that opportunities within the organisation advance when employees have access to learning and development, and this is applicable to RA

pharmacists. To summarise, structural empowerment involves providing RA pharmacists with structures, information, resources, support, and learning opportunities, granting them autonomy and flexibility to perform optimally in their roles.

Therefore, research question 1 is: *How does structural empowerment contribute to the development of psychological empowerment?*

2.6.2 Psychological empowerment

In contrast, psychological empowerment (PE) refers to an internal drive to perform tasks, the belief in controlling one's job, and a proactive approach to one's work responsibilities. It represents an employee's mental reaction to empowering work environments (Goedhart et al., 2017; Llorente-Alonso et al., 2023; Seibert et al., 2011; Singh & Sarkar, 2019).

Furthermore, Spreitzer (1996) and Seibert et al. (2011) view socio-structural factors as antecedents of psychological empowerment that lead to the development of psychological empowerment. Additionally, Spreitzer (1995), Goedhart et al. (2017), Amor et al. (2021), Gahlawat and Kumar (2021) stated that psychological empowerment consists of four components: meaning, competence, self-determination, and impact.

2.6.2.1 Meaning

The concept of meaning pertains to how people view their work as important or significant (Amor et al., 2021). Spreitzer (1995) defines meaning as the value of a goal or purpose judged by the employee's standard. Within the Regulatory Affairs context, meaning refers to the fit between RA Pharmacists' values, beliefs, and behaviours and their occupational requirements. According to Gahlawat and Kumar (2021), meaning involves employees viewing their jobs as important to them, which contributes to an individual's self - drive to perform their job optimally.

2.6.2.2 Competence

According to Amor et al. (2021), competence encompasses abilities, skills, and capabilities that can help one accomplish one's work. Spreitzer (1995) defines competence as the individual's belief in their ability to perform tasks effectively. Bandura (1988) defines competence as personal mastery. It also includes feelings of self-efficacy that enable RA pharmacists to perform work activities effectively.

2.6.2.3 Self-determination

Self-determination refers to autonomy, independence at work, and the ability to do their job freely (Spreitzer, 1995; Amor et al., 2021). In the context of RA pharmacists, it refers to the pharmacists' freedom to initiate or perform work-related tasks.

2.6.2.4 Impact

The concept of impact relates to how employees perceive the effect of their work on the organisation or department (Amor et al., 2021). Spreitzer (1995) defines impact as the ability of an employee to influence the outcomes at work strategically. As Murray and Holmes (2021) noted, it emphasises employees' perspectives on their actions.

Gahlawat and Kumar (2021) asserted that combining the four dimensions, meaning, competence, self-determination, and impact, is essential in empowering employees to perform optimally in their roles. The research study explored these elements of psychological empowerment, meaning, self-determination, competence, and impact in the context of RA pharmacists.

Furthermore, one of the behavioural outcomes of psychological empowerment is attitudinal or affective organisational commitment (Fantahun et al., 2023; Seibert et al., 2011; Zaraket et al., 2018). Therefore, research question 2 is: *How does psychological empowerment contribute to organisational commitment?*

2.7 Organisational commitment

Employees' psychological empowerment leads to the development of organisational commitment (Amor et al., 2021). Organisational commitment is defined as the extent to which an individual connects with an organisation as a whole rather than a specific department or workgroup (Mowday et al., 1979); Fantahun et al., 2023). The three types of organisational commitment are affective or attitudinal, continuance, and normative commitment (Gahlawat & Kumar, 2021).

Affective (attitudinal) commitment pertains to an employee's sentimental connection, perception of belonging, and organisational involvement (Fantahun et al., 2023). According to Gahlawat and Kumar (2021), affective commitment relates to the employee's emotional attachment to the organisation, which leads to the employee deciding to remain in the organisation.

Normative commitment involves the perception of duty to the organisation, while continuance commitment is linked to perceived costs associated with leaving the organisation (Fantahun et al., 2023). Gahlawat and Kumar (2021) defined continuance commitment as the sense of boundness of the employee to the organisation.

This research focuses on affective (attitudinal) organisational commitment in relation to employees' emotional connection and involvement in the company. Affective organisational commitment represents a reciprocal relationship where individuals dedicate themselves to the organisation as defined by three elements: (1) deep conviction of the objectives and principles of the organisation, (2) willingness for commitment to the organisation, and (3) inclination for belonging in the organisation (Gahlawat & Kumar, 2021; Fantahun et al., 2023).

An elevated employee affective organisational commitment level benefits healthcare institutions like pharmaceutical companies and RA pharmacists. These implications include a solid aspiration to accomplish organisational objectives and a firm commitment to remaining with the organisation. This level of commitment also leads to enhanced organisational performance, heightened motivation, a sense of belonging, and a strong emotional connection to the organisation.

Conversely, poor organisational commitment results in a higher likelihood of intentions to leave the organisation, diminished organisational performance, and

poses a risk to providing high-quality patient safety and pharmaceutical care (Alemayehu et al., 2021; Fantahun et al., 2023).

In addition, Zaraket et al. (2018) conducted a study investigating how giving employees more control over their work affected their commitment to the organisation. Their study discovered that "granting employees job autonomy through empowerment positively affected organisational commitment" (p. 288). Therefore, a lack of employee empowerment led to a decrease in organisational commitment. Moreover, Thin et al. (2021) stated that reduced organisational commitment contributes to higher turnover intentions among pharmacists, leading to a shortage of pharmacists.

2.8 Analytical framework

This research explored how structural empowerment (access to opportunity, information, support, and resources) contributed to the development of psychological empowerment (meaning, competence, self-determination, and impact). Furthermore, the study explored how psychological empowerment contributed to the affective organisational commitment of RA pharmacists in the pharmaceutical industry. Figure 2.1 illustrates the constructs of structural empowerment, psychological empowerment, and the outcome of affective organisational commitment that this research explored in the context of RA pharmacists working in the pharmaceutical industry.

2.9 Conclusion

The literature review focused on structural empowerment, psychological empowerment, and organisational (affective) commitment using the theoretical framework of self-determination theory for empowerment (Llorente-Alonso et al., 2023; Seibert, 2011; Spreitzer, 1995) and affective (attitudinal) commitment theory for organisational commitment (Mercurio, 2015; Zaraket et al., 2018). The literature review discussion was centred around the pharmaceutical industry, pharmacy practice within regulatory affairs, the scarcity of RA pharmacists, and the significance of empowerment and organisational commitment among RA Pharmacists.

Structural empowerment factors, namely, access to resources, access to support, access to information and access to opportunities, were discussed and how they lead to the development of psychological empowerment (Lundin et al., 2022; Seibert et al., 2011).

Furthermore, psychological factors, namely, meaning, competence, self-determination, and impact, were discussed (Spreitzer, 1995; Amor et al., 2021). The literature showed how empowered employees have an affective commitment to organisations in that their values and goals align with the values and goals of the organisation, and employees have increased intention to remain in the organisation (Gahlawat & Kumar, 2021; Fantahun et al., 2023).

Much empirical research has been carried out on structural empowerment, primarily relevant to nursing (Goedhart et al., 2017; Lundin et al., 2022; Roji & Jooste, 2020). However, insufficient research has examined the impact of structural and psychological empowerment on the organisational commitment of pharmacists (Kahaleh & Gaither, 2005). This research aims to fill this knowledge gap of insufficient studies on the impact of structural and psychological empowerment on pharmacists and address the business need for employers to pay attention to factors that reduce the ongoing shortage of RA pharmacists in the pharmaceutical industry through empowering RA pharmacists, which lead to organisational commitment.

The knowledge gaps are further explained in Chapter 3, which details the research questions.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Introduction

This chapter presents the research questions of this research based on the knowledge gaps identified. The research aimed to answer the following two specific research questions in the context of RA pharmacists working in pharmaceutical organisations in South Africa. Each of the research questions has been derived from reviewed literature.

3.2 Research questions

Research question 1: How does structural empowerment contribute to the development of psychological empowerment?

Research question 2: How does psychological empowerment contribute to organisational commitment?

Table 3.1 presents each theme with the related research question and the unique knowledge gap.

Table 3.1: Mapping of research questions to unique knowledge gaps

Knowledge Gap (KG)	Research Question (RQ)
<p>Theme: Structural and Psychological empowerment</p> <p>KG1: Even though pharmacists play a crucial role in pharmacy practice, there is a shortage of pharmacists, primarily in Regulatory Affairs. RA pharmacists encounter a lack of information access by organisations, inadequate professional training and support, insufficient recognition and compensation, limited technology and training access, and a lack of training resources (Cruz & Ignacio, 2022)</p>	<p>RQ1: How does structural empowerment contribute to the development of psychological empowerment?</p>

Knowledge Gap (KG)	Research Question (RQ)
.	
<p>Theme: Psychological empowerment and Organisational commitment</p> <p>KG 2: Empowerment challenges create a barrier and have a negative impact on the performance of RA pharmacists in pharmaceutical organisations, which subsequently affects the commitment of RA pharmacists to their organisations, leading to decreased intention to remain in the organisation (Goedhart et al., 2017; Lundin et al., 2022).</p>	<p>RQ 2: How does psychological empowerment contribute to organisational commitment?</p>

Source: Authors own.

3.3 Conclusion

Two research questions have been presented in this chapter based on the knowledge gaps identified.

The next chapter discusses the research methodology used in this research, exploring the influence of employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

This chapter introduces the choice of methodology and the purpose of the research design. Furthermore, the research philosophy (interpretivism), approach selected (inductive), methodology (mono method qualitative), research strategy (phenomenology), time horizon (cross-sectional), population, unit of analysis, sampling method, measurement instrument, data collection process, data transcription, quality controls, research ethical considerations and research limitations were discussed.

4.2 Choice of methodology

4.2.1 Research Design – Exploratory

According to Cruz and Ignacio (2022), a shortage of pharmacists, particularly in regulatory affairs, exists, along with barriers to regulatory experiential practice, categorised as personal, administrative, professional, motivational, and technological. Opting for an exploratory design would be beneficial as it would aid the researcher in obtaining a more profound comprehension of the research questions, given that there is limited research on employee empowerment and organisational commitment within the regulatory affairs pharmacists in South Africa.

Saunders and Lewis (2018) stated that exploratory research is suitable when the researcher aims "to uncover information that is not clearly understood" (p. 115). This permits the researcher to raise questions, develop a more comprehensive understanding of the research subject, and evaluate a research topic from new perspectives. This study delved into how employee empowerment impacts the organisational commitment of regulatory affairs pharmacists in the pharmaceutical setting. Hence, an exploratory design was considered fitting for this research.

4.2.2 Research Philosophy – Interpretivism

The philosophy of interpretivism in research is utilised to "comprehend the variations among individuals in their capacity as social participants" (p. 109), as stated by Saunders and Lewis (2018), and it is commonly employed in qualitative research. With interpretivism, data is gathered from dependable and credible sources who are experts in their respective fields, ensuring the legitimacy of the data collection process. This data collection method enabled the researcher to grasp the context, providing valuable insights for further research (Towers et al., 2020). For this study, the interpretivism philosophy was suitable for investigating how employee empowerment impacts the organisational commitment of RA pharmacists in the pharmaceutical setting.

4.2.3 Research Approach – Inductive

Inductive research enabled the researcher to repeatedly inquire about participants' information to gain a deeper understanding (Zikmund, 2010). Arguments are developed based on individual observations and experiences. Interviews were utilised to expand the theory. The researcher employed the inductive approach to understand how others interpreted events and phenomena (Saunders & Lewis, 2018). The study was inductive as it aimed to investigate the influence of employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment. Therefore, the inductive approach was suitable for this research.

4.2.4 Methodology – Mono Method Qualitative

The research topic utilised a mono-method qualitative approach (Saunders & Lewis, 2018). Previous studies, such as the one by Al-Bsheish et al. (2019), have employed quantitative research methods to investigate structural empowerment, psychological empowerment, and organisational commitment. However, a mono-qualitative approach was adopted for this research because the researcher believed that the exploratory methodology would facilitate asking in-depth questions and discovering genuine underlying meanings and new insights into the research topic (Zikmund, 2010).

4.2.5 Research Strategy – Phenomenology

Phenomenology was used to understand the essence of a particular research topic, and the researcher contacted individuals who have experienced the phenomenon. Phenomenological research describes, reflects upon, and interprets experiences (Zikmund, 2010). The researcher wanted to understand the *individual's lived experience* (Saunders & Lewis, 2018).

4.2.6 Time horizon

The research was conducted on a cross-sectional time horizon due to the limitation of the time set to conduct the research (Saunders & Lewis, 2018). In a cross-sectional time horizon, the researcher gathered information from individuals within a particular time, referred to by Saunders and Lewis (2018) as "*snapshots*" (p. 129). There are no plans to continue this research study over a more extended period than allocated, nor will it be repeated for the same purpose in the future. As such, the cross-sectional time horizon was suitable for this research.

4.3 Population

According to Zikmund (2010), a population (universe) is a collection of entities with specific characteristics. The population in this research included all RA Pharmacists (in various roles) employed in pharmaceutical companies (both innovative and generic companies) located in South Africa, and it was estimated that there would be three thousand pharmacists working in regulatory affairs.

4.4 Unit of analysis

The unit of analysis for a research study indicated what information should be provided, by whom, and to what level of aggregation (Zikmund, 2010). For this research, the unit of analysis was pharmacists working in the regulatory affairs department (RA pharmacists) of pharmaceutical organisations, including both innovative (multinational organisations producing novel medicines) and generic

(local organisations producing generic medicines) based in the province of Gauteng in South Africa, since most pharmaceutical companies are based in Gauteng. Pharmacists who are not working in regulatory affairs departments, such as hospital pharmacists, retail pharmacists, and production pharmacists, were excluded from this research.

4.5 Sampling method

The nonprobability sampling method was used. Nonprobability sampling is applicable when the researcher does not have a complete list of the population (Saunders & Lewis, 2018). Selecting a sample from the population was difficult when the complete list was unavailable.

In addition, Saunders and Lewis (2018) posit that nonprobability sampling is commonly used with qualitative data collection methods. Purposive homogeneous sampling was used as RA pharmacists have knowledge and experience of the research topic. This implied that the researcher used own judgement to select the sample of qualified (RA pharmacists) individuals to respond to the research questions.

Sampling criteria were implemented to eradicate bias in the selection of participants. The researcher's personal network was used to select the participants, who were restricted to the sampling criteria. Potential participants were contacted via email, WhatsApp, LinkedIn, and mobile phones or telephones. Respondents who satisfied the specified criteria were requested to suggest additional candidates who also met the specified criteria (snowballing). Refer to Appendix A for the email template that invited participants to participate in the interview.

Based on the unit of analysis, the criteria for the selection of participants for this research were:

- a) Pharmacists occupying various positions in the regulatory affairs (RA) department of pharmaceutical organisations, including both innovative and generic organisations.
- b) The pharmacist's current and previous RA experience and depth of knowledge on the subject were considered.
- c) The pharmaceutical organisations were based in the province of Gauteng in South Africa because many pharmaceutical organisations operate in Gauteng province.

Sixteen RA Pharmacists were contacted and selected as the sample size for this qualitative research. Table 4.1 presents the list of participants in the research study.

Table 4.1: Profile of participants

Participant (P)	Gender	Organisation (Generic or innovator)	Profession	Role in the organisation
P1	Female	Innovator	Pharmacist	RA Manager
P2	Female	Innovator	Pharmacist	RA Manager
P3	Female	Innovator	Pharmacist	RA Manager
P4	Female	Generic	Pharmacist	RA Senior Manager
P5	Female	Innovator	Pharmacist	RA Manager
P6	Female	Innovator	Pharmacist	RA Consultant
P7	Female	Innovator	Pharmacist	RA Consultant
P8	Male	Generic and Innovator	Pharmacist	Senior Regulatory Affairs Manager
P9	Female	Innovator	Pharmacist	RA Responsible Pharmacist
P10	Female	Generic	Pharmacist	RA Pharmacist
P11	Female	Innovator	Pharmacist	RA Pharmacist
P12	Female	Innovator	Pharmacist	RA Labelling Manager
P13	Female	Innovator	Pharmacist	Head of RA and Responsible Pharmacist
P14	Female	Innovator	Pharmacist	Director of RA
P15	Male	Innovator and generic	Pharmacist	RA Pharmacist
P16	Female	Generic	Pharmacist	Head of RA

Source: Authors own.

4.6 Measurement instrument

The measurement instrument involved conducting in-depth interviews with selected participants, incorporating asking questions and documentation of responses. An interview guide was created, which was aligned with knowledge gaps and corresponding research questions outlined in Chapter 3, Appendix C. Appendix E presents the Consistency matrix. Semi-structured interviews were carried out to gather data. The interview guide was used as the instrument, and the data collected was the answers to the interview questions.

To ensure a lack of bias and to maintain consistency, each interview was conducted once with each interviewee. Microsoft Teams was utilised for the interviews as the participants preferred the modality. The choice of interview method was dependent on the participant's choice. Interview sessions were organised in 30 to 60-minute time intervals. There were no written responses by the interviewees. The interview process was documented through recording and transcription following consent approval by the interviewee.

4.7 Data gathering process

Before conducting any interviews, the researcher obtained ethical clearance approval from the institution. Ethical consideration was taken to ensure the participant's personal information protection and that the research was conducted ethically.

After ethical clearance approval, interview sessions were scheduled with a sample of RA pharmacists. The researcher conducted two pilot interviews with chosen individuals to test if everything was working well, including the functionality of the recording device. After that, the interview guides were amended based on the feedback from the pilot interviews. After the pilot interview, interviews with sixteen participants were conducted based on the interview schedule agreed upon by the participant and the researcher. The interview schedule served as the foundation for the discussion with each interviewee (Ryan, 2018). The interviews were conducted via Microsoft Teams, as proposed by the participants.

During the interview process, the researcher welcomed the participant, clarified the aim of the interview, confirmed their willingness to participate, and, if they agreed, allowed the participant to read and sign the consent form, Appendix B. All the participants agreed to participate in the interview. Interview-based data collection occurs with a willing participant (Saunders & Lewis, 2018).

Interviews were recorded and transcribed only after obtaining consent from each participant. The interview sessions continued until data saturation (Saunders & Lewis, 2018). Theoretical saturation is reached in the data-gathering process when all critical insights have been extracted, signifying that the conceptual categories forming the theory have been thoroughly explored and the emerging theory is complete and firmly supported by data (Hennink & Kaiser, 2022).

4.8 Data analysis approach

Thematic analysis was utilised to analyse the data. Thematic analysis, according to Delve (2020), is a qualitative research process that analyses data collection, such as recordings from interviews or focus groups, to identify meaningful patterns within the data. Thematic analysis is a continuous process of self-reflection where the researcher's personal experience is crucial for deriving significance from the facts. The researcher analysed data to identify patterns and created codes using a deductive coding technique. Codes with similarities were organised into categories and then classified into themes. An inductive technique was utilised to examine the themes. Figure 4.1 present the inductive technique used to examine the codes to theme generation.

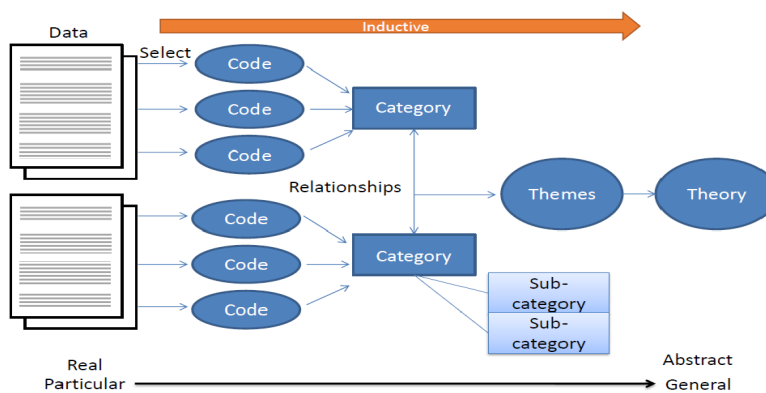


Figure 4.1: Inductive technique used for code to theme generation

Adapted from Saldana (2009)

Furthermore, Strauss and Corbin (1990) divide coding into three stages: open coding, where the text or codes identified relevant categories, axial coding, where categories are developed and interconnected and lastly selective coding, where the themes are identified.

Thematic analysis was adopted since it is a qualitative analysis method that enables the identification of patterns and themes that can be examined using the inductive technique. Atlas.ti software was used to analyse and code the data (Hwang, 2008).

4.9 Quality controls

The study used the qualitative research methodology, which is subjective. The findings of the collected data needed to be valid and reliable (Morse et al., 2002). Validity ensured that the collected data was accurately measured and that the findings were truly what was said by participants (Saunders & Lewis, 2018). Given (2008) stated that collected data must demonstrate trustworthiness through credibility, reliability, transferability, dependability, and confirmability. The researcher considered these key factors throughout the data collection process.

Source reliability was demonstrated by the credibility of the sample, which consisted of experts (RA pharmacists) who were knowledgeable and understood the research constructs. The researcher gained insights and understanding from them. Furthermore, reliability focuses on data collection and analysis methods that produce consistent findings (Saunders & Lewis, 2018). The researcher remained objective throughout the data collection and analysis process as part of quality control.

The pilot interviews also helped in quality control as the video recorder and transcribing software were tested to ensure they functioned correctly to minimise errors during the interview process. Evidence and data integrity was maintained by the researcher as there was accuracy and reliability of the data collected, including how data was collected by conducting interviews with the selected participants, recording, and transcribing the data after approval from participants, and after that, analysing the data using thematic analysis to create themes.

4.10 Research limitations

The research was conducted cross-sectionally, which meant that the researcher had a restricted time frame to gather data and could not revisit individuals to confirm findings or obtain additional data. Qualitative data cannot be extrapolated from a sample to represent the entire population. Biases and preconceptions that the researcher introduced during data collection can impact the final findings.

4.11 Ethical considerations

Ethical consideration was taken to ensure the protection of the personal information of the participants and that the research was conducted ethically. An ethical clearance application was requested from the Masters Research Ethics Committee of the institution (MREC). The purpose of this research ethics process was to ensure that the research was conducted ethically, in accordance with the institution's policy and in such a way that the rights of all stakeholders associated with the research were protected. After ethical approval, the selected participants were requested to participate in the interview, and an email invitation was sent to them. Refer to Appendix D, for the Ethics approval communication.

The informed consent letters signed by the supervisor and the researcher were given to each participant. The informed consent letter assured the participants that participation in the research interview was voluntary and that the participant could withdraw at any given time. Furthermore, the consent letter assured participants that all data would be reported without identifiers. Each participant read the informed consent letter and signed it. The ethical approval process and the informed consent letters ensured the integrity of the data collection process, further maintaining the quality control of the research process.

4.12 Conclusion

This chapter detailed the research methodology and addressed the following topics: choice of methodology, population, unit of analysis, sampling method, measurement instrument, data gathering process, data analysis approach, quality controls, research limitations, and ethical considerations. The findings of the data collection will be addressed in the following chapter.

CHAPTER 5: FINDINGS

5.1 Introduction

This chapter presents the findings of the research questions established in Chapter 3. It outlines the findings from data analysis gathered through in-depth, one-on-one interviews with experts. The interview questions were created using a consistency matrix and correspond directly to the research questions from Chapter 3. This methodology ensured alignment between the research questions, relevant literature, data collection methods, and analysis techniques.

5.2 Description of the sample

The research employed nonprobability purposive and snowball sampling techniques. These methods resulted in the selection of 16 individuals who participated in semi-structured interviews. Additionally, the transcripts were employed for thematic analysis, during which codes, categories, and themes were recognised and linked to the research questions outlined in Chapter 3. Atlas.ti was used for coding and theme generation because the researcher believed it was suitable software for managing the large number of codes produced throughout the data analysis process. Refer to Appendix F for the data analysis code book.

The frequency of codes was analysed from the generated codes, helping to identify data saturation. Data saturation was achieved when no further information was uncovered from the participants' interviews in a qualitative research framework (Saunders & Lewis, 2018). The researcher conducted the interviews, and it became clear after the fourteenth participant that no additional codes were produced, signalling that data saturation had been reached. The researcher proceeded with interviews for all scheduled participants, totalling 16 individuals. A total of one thousand two hundred and sixty-nine codes emerged from the semi-structured interviews with the 16 participants, and these codes are presented in Figure 5.1.

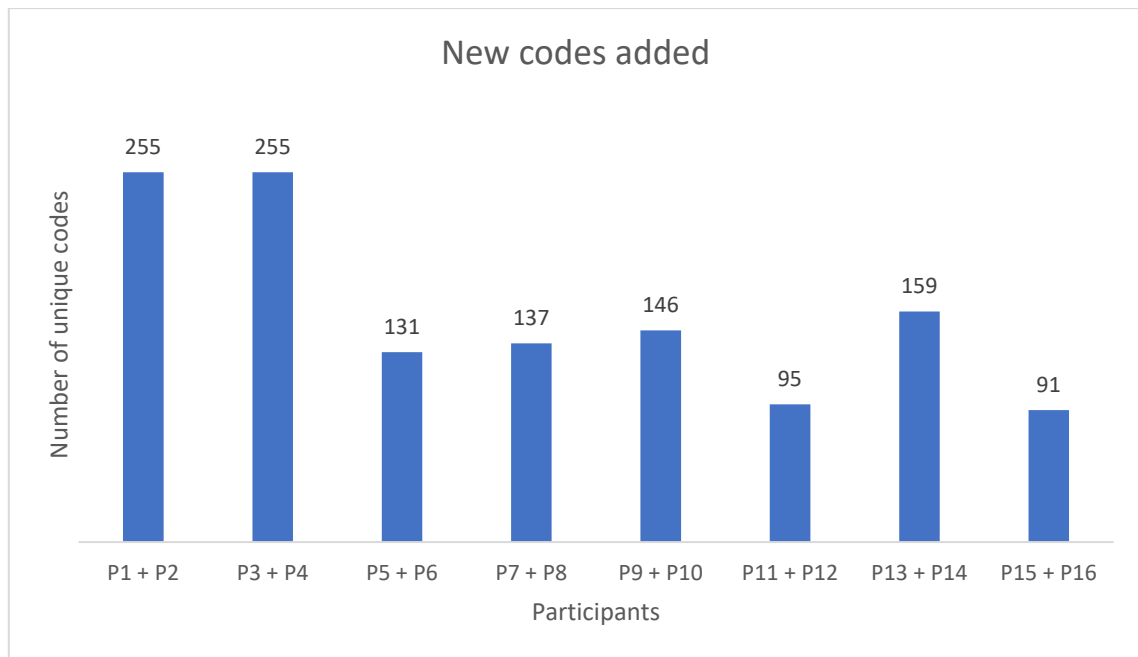


Figure 5.1: Number of codes created during the analysis process

Source: Authors own.

5.2.1 Description and details of the participants

For the purpose of this research, the non-probability sample was selected based on the stipulated criteria.

The sample consisted of sixteen participants; eighty-eight percent of participants were female, while twelve percent were male, thirty-one percent worked in a generic pharmaceutical organisation, and sixty-nine percent worked in an innovator pharmaceutical organisation. Table 5.1 presents the information and details of the sixteen participants.

Table 5.1: Information and details of the participants

Participant (P)	Gender	Pharmaceutical Organisation (Generic or innovator)	Profession	Role in the organisation	Duration in the current organisation	Additional comments	Duration of interview
P1	Female	Innovator	Pharmacist	RA Manager	10 months	More than 8 years' experience in RA from previous employment	33 minutes
P2	Female	Innovator	Pharmacist	RA Manager	1 year	Has 8 years' experience from previous organisations	48 minutes
P3	Female	Innovator	Pharmacist	RA Manager	3 years	Has RA experience from previous organisations	38 minutes
P4	Female	Generic	Pharmacist	RA Senior Manager	7 years	Has RA experience from previous organisations	38 minutes
P5	Female	Innovator	Pharmacist	RA Manager	9 years	Has RA experience from previous organisations	45 minutes
P6	Female	Innovator	Pharmacist	RA Consultant	1 year	Has 9 years RA experience from previous organisations	39 minutes
P7	Female	Innovator	Pharmacist	RA Consultant	2 years	N/A	31 minutes
P8	Male	Generic and Innovator	Pharmacist	Senior Regulatory Affairs Manager	12 years	Has more than 10 years RA experience from previous organisations	30 minutes
P9	Female	Innovator	Pharmacist	RA Responsible Pharmacist	5 months	Has more than 10 years' experience in RA from previous organisations	35 minutes
P10	Female	Generic	Pharmacist	RA Pharmacist	8 months	Has more than 14 years RA experience from previous organisations	34 minutes
P11	Female	Innovator	Pharmacist	RA Pharmacist	2 years	Has 12 years RA experience from the previous organisations	53 minutes
P12	Female	Innovator	Pharmacist	RA Labelling Manager	12 years	Has RA experience from previous organisations	25 minutes
P13	Female	Innovator	Pharmacist	Head of RA and Responsible Pharmacist	7 months	Has 14 years' experience in RA from the previous organisations	26 minutes
P14	Female	Innovator	Pharmacist	Director of RA	4 years	Has more than 10 years' experience in RA from previous organisations	51 minutes
P15	Male	Innovator and generic	Pharmacist	RA Pharmacist	9 months	Has 4 years' experience in RA from the previous organisations	31 minutes
P16	Female	Generic	Pharmacist	Head of RA	8 months	Has 6 years' experience in RA from the previous organisations	27 minutes

Source: Authors own.

The duration of employment in the current organisation varied from ten months to twelve years, and most of the participants had RA experience from previous employment. The interview duration varied from twenty-five to fifty-three minutes, a total of about ten hours, demonstrating that in-depth interviews were conducted. The sample was heterogeneous, with pharmacists occupying various roles in the organisations; three participants were RA pharmacists, four were RA managers, two were senior RA managers, two were RA consultants, two were Responsible Pharmacists, and two were Head of RA. One participant was the Director of RA. All the participants were experienced in regulatory affairs, and deeply understood employee empowerment needs and factors that influenced organisational commitment.

5.3 Presentation of findings

The findings discussed in this chapter were guided by the research questions presented in Chapter 3. These research questions were developed in response to the knowledge gaps highlighted in the literature review found in Chapter 2. After conducting interviews with participants and analysing the transcripts, relevant codes were identified and labelled descriptively in relation to each research question.

A frequency count was also employed to identify and organise the significant codes generated throughout the data analysis. In the frequency analysis, each code was tallied for each participant, and the most prevalent codes were identified by aggregating their occurrences across all 16 participants. The codes that appeared more than 10 times were deemed significant for this research. The subsequent step involved categorising and grouping the codes according to the themes.

The research content was organised based on the themes identified in the thematic analysis. The codes derived from the research questions were used to structure and present the findings in this chapter, focusing on each research question separately. In line with the agreement made with participants in the informed consent letter, their identities remained confidential; therefore, the 16 participants were given numerical identifiers ranging from P1 to P16.

5.4 Findings for research question 1

Research question 1: How does structural empowerment contribute to the development of psychological empowerment?

The goal of research question 1 was to determine the perceived factors of structural empowerment that aid in the development of psychological empowerment for RA pharmacists within the pharmaceutical organisation. The initial four questions of the interview were designed to grasp the concept of structural empowerment from the viewpoint of the participants and to explore how the perceived absence of structural empowerment factors affected the participants' ability to perform their jobs effectively.

Additionally, the questions aimed to verify or dispute whether the four elements of structural empowerment, namely, access to resources, access to support, access to information, and opportunities outlined in existing literature, were truly the primary factors contributing to the participant's perception of psychological empowerment. The list of the highest frequency codes for research question 1 is presented in Table 5.2.

Table 5.2: Most frequent codes relating to research question 1

Number	Codes	Frequency count
1	○ Support	41
2	○ Autonomy	31
3	○ Resources	29
4	○ Psychological Empowerment	26
5	○ Empowerment	24
6	○ Structural Employment	21
7	○ Confidence	20
8	○ Control	16
9	○ Influence	14
10	○ Access to Information	13
11	○ Decision-making	13
12	○ Motivation	12
13	○ Efficiency	11
14	○ Responsibility	11
15	○ Competence	10
16	○ Growth Opportunities	10
17	○ Independence	10

Source: Authors own.

After the thematic analysis process, two themes emerged regarding research question 1: structural empowerment and psychological empowerment, presented in Table 5.3.

Table 5.3: Themes relating to research question 1

Codes	Categories	Theme	RQ 1
Resources	Access to resources	Structural empowerment	How does structural empowerment contribute to the development of psychological empowerment
Time			
Support	Access to support		
Global accessibility			
Teamwork			
Collaboration			
Feedback			
Leadership			
Information	Access to information		
Profession	Access to opportunities		
Development			
Important	Meaning	Psychological empowerment	
Confidence	Competence		
Competent			
Autonomy	Self-determination		
Independence			
Influence	Impact		
Open	Axial	Selective	

Source: Authors own.

Research Question 1: How does structural empowerment contribute to the development of psychological empowerment?

To gather insights for addressing research question 1, the researcher asked the participants questions aimed at understanding the factors of structural and psychological empowerment. A total of seventeen codes were extracted from research question 1, and for clarity, a frequency count of 10 or more was deemed significant for the findings; see Table 5.2 for the frequency count of the codes. Eight categories emerged in relation to research question 1, with four categories pertaining to the theme of structural empowerment: access to resources, access to support, access to information, and access to opportunities. The remaining four categories corresponded to the theme of psychological empowerment: meaning, competence, self-determination, and impact. The following sections discussed the findings from structural empowerment and psychological empowerment themes in detail.

5.4.1 Structural empowerment

This theme emphasised the importance of organisational structures and systems in promoting empowerment. It included four sub-themes or categories: access to resources, access to support, access to information, and access to opportunities.

5.4.1.1 Access to resources

The availability of essential tools, technology, and support systems empowers individuals to perform their tasks effectively and efficiently. Three questions were posed within the access to resources category to gain insights into how RA pharmacists access the essential resources that allow them to excel in their roles. Access to necessary resources referred to the availability of crucial tools and technology that enabled RA pharmacists to carry out their tasks effectively and efficiently. This theme highlighted the understanding of the resources available to RA pharmacists that support optimal performance and how a lack of access to these resources affected their ability to perform at their best.

Many participants highlighted that they have access to the necessary resources, enabling them to function optimally in their roles.

"I have the right resources to allow me to perform my work duties. So there are also different platforms that we use ..., systems and software like Veeva Regulatory and TRS, which we use as part of regulatory." P2

"Yes, I have laptops and computers and access to the VPN (virtual private network) and the Internet, as well as access to the office where there's a printer, a copier, desks, etc." P12

The interviewee highlighted the appropriate resources they have access to, allowing them to perform their duties optimally.

Furthermore, another interviewee highlighted the privilege of working for a multinational company because access to resources is not a constraint to performance.

"As part of a multinational organisation, we are privileged in a way that resources are generally not a constraint to perform. We have similar or almost the same resources which are available in other markets or countries in first-world regions." P8

The interviewee highlighted that having access to resources, particularly technology and information management tools, is crucial for efficient and controlled work processes.

"Yes, I do... Regulatory information management systems software... promotional material software... support from global teams... a group internally that just does governance and regulatory intelligence monitoring... a risk monitoring platform..." P14

The interviewee emphasised that access to these resources empowered her to *"protect our business and make informed decisions," P14*, highlighting the positive impact of access to resources on her performance.

"Yes, yes, yes, I have plenty of resources." P15. The interviewee used an anaphor, emphasising the abundance of resources she has.

The above quotes regarding access to resources highlighted the perception of abundant resources within the organisation, contributing to the interviewees' sense of empowerment.

In contrast, the lack of access to resources negatively impacted the performance of interviewees.

"And if you don't have access [to resources], then there's no way you would be able to meet your key performance indicators (KPIs) or satisfy the requirements of your role" P1

"It impacts me in a very big way because we feed into the business. So that means there will be delays in the launch and in reviewing promotional material. So it's impacting the business and the other functions, but also impacting what we could give to the consumer." P5

The above quotes regarding lack of access to resources highlighted the interviewees' perception of the inability to perform and meet the organisation's obligations and

KPIs when there is a lack of access to resources, thereby highlighting the importance of access to resources to the employees.

5.4.1.2 Access to support

Encouragement, feedback, and guidance from managers and colleagues fostered a sense of belonging and confidence, enabling employees to navigate challenges and achieve their goals.

Three questions under the access to support category were asked to gain insights into understanding the interviewees' access to support, which will empower them to function optimally in their role. From this sub-theme, there was an understanding of the necessary support that interviewees received, which enabled them to perform optimally in their roles.

A significant number of interviewees mentioned that they had access to the necessary support, which empowered them to function optimally in their roles, and how a lack of access to support negatively impacted their performance in their roles.

"So we've got a higher encompassing management body. So, in our region, the company has support in that if you are overwhelmed or have a lot on your plate of your submissions or whatever you need to deliver on, you can always outsource [consultants]... So we have internal consultants sitting elsewhere globally, so you can outsource and ask for help to cope with your workload."
P1.

The interviewee highlighted the importance of having access to support locally and globally, which allowed her to perform optimally in her role.

The interviewee highlighted the sense of empowerment that she feels because of the continuous support that she receives.

"Yes. That [support] happen on a continuous basis. It's almost like a norm. It's the culture of the organisation that I'm in." P3.

The interviewee emphasised the consistent support system in the organisation, which fosters a sense of empowerment among employees.

"Leadership. You didn't mention it specifically, but I know it would also form part of the support system. Right. Leadership in an organisation is very important for the well-being of the employees. Okay. And where I'm at, the leadership really does go out to make sure that the employees are motivated and know how to choose the skills. And should a person not fit into the culture of the company, they are very quick to pick that up, and they will do something about it." P4

The interviewee highlighted the crucial role that leadership plays in fostering empowerment and the well-being of employees.

The interviewee highlighted the guidance, support, and feedback that she receives from the line manager on an ongoing basis, which fosters and empowers her to perform her role.

"Definitely, I do have support. I have a great line manager who is able to provide guidance and support. We also have one-on-ones every two weeks where we can check-in, and I can get feedback on certain things and guidance on them. As part of the performance management, we also have quarterly reviews where I can get feedback. I also elicit feedback from all my stakeholders that can help with my performance review and other support. I think that the organisation as a whole has a lot of support functions available." P12

"I have an amazing manager who is supportive and gives feedback transparently and honestly but in a human manner." P14

This sub-theme underscores the significance of providing employees with the necessary support to enhance their performance and sense of empowerment. The interviewee's responses highlighted the positive impact that having access to support had on their ability to fulfil their role effectively and contribute meaningfully to the organisation.

The negative impact that lack of support has on employees:

"Having mentioned the support that I get, if I have to remove it, I'll feel very demotivated and that will then impact my performance." P5.

The interviewee highlights the negative impact that having no access to support has on their ability to perform optimally.

The interviewee highlighted the fact that a lack of support disorganises a team and leads to a lack of confidence and empowerment.

"The impact of lack of support makes a team disorganised, right and also leaves a person without the confidence that what they're doing is actually what is needed." P10

The interviewee highlighted the negative impact of having a lack of access to support, which diminished her ability to perform and make business decisions.

"I found that I was not comfortable in making decisions because I was always scared that my manager would either revoke my decision or rebuke me for making that decision" P14

This category emphasised the importance of having access to support, which empowers interviewees to perform optimally in their roles. Lack of access to support disempowers, demotivates, and disorganises a team and makes employees unable to make key business decisions.

5.4.1.3 Access to information

Transparent and readily available information empowered individuals to make informed decisions, contribute meaningfully, and stay abreast of industry trends.

Three questions were asked under the access to information category to gain insights into the interviewees' understanding of the access to information required to empower them to function optimally in their roles. From the interviews, there was an understanding of the required information that interviewees received that enabled them to perform optimally in their roles and how the lack of access to information negatively impacted their performance.

A significant number of interviewees mentioned that they have access to the required information, which empowers them to function optimally in their roles.

The interviewee highlighted how the organisation plans and ensures that employees have information.

"Yeah, so we have [access to information] because the company... prepare you in advance. ...they would have ... quarterly meetings and monthly meetings. So you know before the work is on your slate." P1

The interviewee highlighted the access to information from different sources.

"Yes, I do have access to adequate information. I've got access to the SAHPRA website. We also get regular emails from the Self Care Association with regards to guidelines or any changes in guidelines." P3

"Yes... a database that updates us on regulatory trends... monthly ex-committee meetings... weekly update meetings... ingredient risk forum... OTC (over the counter) innovation forum..." P14

The interviewee highlighted an important fact that regulatory affairs are the centre of information, implying the importance of access to information in regulatory affairs.

"As regulatory affairs, we are the headquarters of information for the company most of the time. Right?" P4

Furthermore, the interviewee highlighted that when one has access to information:

"Your confidence gets boosted... You become ... that bold ... I can do this because I've got access to information..." P7

The interviewee underscores the critical importance of company data integrity and accuracy for providing sound advice and enabling the business to make informed decisions.

"Access [to information] is not the problem... the challenge is always with the data integrity and ensuring that what you are looking at or the data that you are looking at or information that you're looking at is the most recent, pure and accurate." P8

In contrast, the interviewees stated that lack of access to information negatively impacted their ability to perform optimally, elevated their anxiety level and led to delayed or wrong decision-making and self-doubt.

"Lack of information will just elevate my anxiety. Then, as a result, I won't be able to focus on the current task because I'll keep on asking myself, especially if it impacts my stability and security within the company. It gives me anxiety."

P5

Furthermore, the interviewee mentioned that lack of access to information led to bad-quality submissions to the health authority.

"That [lack of access to] information will then mean that the submission that one submits to the health authorities, which is SAHPRA in South Africa, will not be of quality." P6

Furthermore, the interviewee highlighted the challenges that she encountered due to a lack of access to information, which led to an increase in the approval timeline.

"Often we will not have the information, and it might be confidential information which we will need ... I think it will increase the [approval] timeline..." P11

Lack of information would lead to *"delayed decision-making, wrong decisions, and self-doubt." P14*

The interviewee highlighted the challenges that she was facing due to lack of access to information because of working for a local organisation as compared to a multinational organisation where access to information is not a constraint.

"So, actually, we've touched a little bit on the structure, which I would say is not adequate, the access to information. I say that because we are a local company, so the processes are determined at a local level versus a multinational company...it makes it difficult because there are certain things that I know should be in place but are not in place..." P16

Overall, the sub-theme of access to information highlighted how interviewees made informed decisions and offered effective advice to the business, showcasing the positive influence on performance. In contrast, the lack of access to information negatively impacted the employees due to elevated anxiety levels, bad decision-making, low-quality submissions, and increased approval timelines, which negatively affected their performance.

The sub-theme on access to information highlighted the need for organisations to ensure that employees have access to information to enable them to perform optimally.

5.4.1.4 Access to opportunities

This category explores opportunities for growth, development, and advancement, which empowered employees to expand their skill sets, reach their full potential, and remain engaged and motivated.

Furthermore, this subtheme explored the challenges of individuals' development and training opportunities, particularly in fast-paced or resource-constrained environments. It also highlighted the potential negative consequences of limited growth opportunities on employee's motivation and commitment.

The questions were asked under this category of access to opportunities to gain insights into the interviewees' understanding of access to opportunities which will empower them to function and develop in their roles. From the interviews, there was an understanding of the opportunities the interviewees received, which enabled them to develop and perform optimally in their roles, and how the lack of access to opportunities negatively impacted their performance.

Many interviewees mentioned that they have access to opportunities that empower them to function optimally in their roles and that a lack of access to opportunities negatively impacts their performance.

"In terms of development, the company has different opportunities which they make available. They have a myLearning department, which can assist you in developing yourself. there are also opportunities for having secondments, which you would then communicate and speak to your manager about as part of your growth... you'd be able to grow yourself in the different spaces for regulatory affairs that you're interested in." P2

This underscores growth and development opportunities, contributing to the interviewee's sense of empowerment and career advancement.

The interviewee highlighted her development opportunities, which fostered empowerment as she gained information and growth.

"Yeah, personally, I would say I have had opportunities for development. I think in the last three years that I've been in the company, in that I've moved, I think, two positions since the six years I've joined the company. And there is a lot of development. I'm going to describe development in terms of not moving by rank but by gaining information. Where I work, there's opportunities, there's lots of exposure." P4

The interviewee acknowledged that the organisation offered various learning and development opportunities, including online training, courses, and even funding for formal qualifications, contributing to their professional growth and ability to stay current in the ever-evolving regulatory landscape.

"The organisation that we work for definitely has [development], you know, it provides for opportunity for development and training. There's always online training available. It has schools that you can access, as well as different training courses that are available freely online for you to access." P8

The interviewee highlighted the different opportunities for growth which employees can access.

"Yes... EXCO (executive committee) Talent review... Keep Growing Campus... R&D (research and development) time to grow... secondments are flying left, right, and centre..." P14

The interviewee highlighted the negative impact of lack of access to opportunities, which made the interviewee feel stagnant and fixated.

"It will impact my ability to function in a negative way because you feel like you're stagnating, you're fixated on the same job. There are no opportunities. You just stuck ...no opportunities for growth, no opportunities to learn something..." P5

"Oh, that would make one very frustrated... There is no motivation to put in your all and do 100% because it's as if they don't value you and the company doesn't want to grow you." P7

The interviewee highlighted that a lack of opportunities would lead her to actively seek new employment, suggesting a potential negative impact on performance and retention.

"[Lack of opportunities] I would leave. Simple. I would leave. I would be looking for a job every day. Every day, I would be on LinkedIn..." P14

5.4.2 Psychological empowerment

This theme delved into the internal dimensions of empowerment, focusing on the psychological experiences that shaped an individual's sense of agency and self-efficacy. It encompassed four sub-themes: meaning, competence, self-determination, and impact. Each sub-theme was discussed in detail below.

5.4.2.1 Meaning

The perception of one's work as valuable and impactful fostered a sense of purpose and intrinsic motivation, leading to greater job satisfaction and commitment. This category emphasised the importance of finding purpose and meaning in one's work. It highlighted the intrinsic motivation that arises from feeling a sense of contribution and making a positive impact within the organisation and the broader community.

Interviewees were asked questions to gain insights into their understanding of 'meaning', whether their job was important to them and whether the activities they performed were meaningful to them or not.

100 % of interviewees mentioned that their job was important to them and that their job activities were meaningful. Furthermore, the interviewees stated that having the skills and knowledge in regulatory affairs enhanced their competence and empowered them to function optimally in their roles.

The interviewee highlighted that the job is meaningful to her as it aligns with her calling, which fosters her psychological empowerment.

"On a more serious note, kind of answering why this job is important to me because I went into the medical field in the first place, understanding my

calling as young as I was... that my calling is to heal people, is to help people..." P1

In addition, this interviewee highlighted that the job is important to her because she serves patients.

"This is very fulfilling for me. I feel I'm in the right space. I'm doing exactly what I'm supposed to be doing, which is why my job is so important to me because I always have the patient at the end of the spectrum. Whatever I'm doing, there's a patient, there's a face at the end of what I'm doing, you know?" P2

The interviewee highlighted that the job is important to her not only because people access quality medication but also because her job changes their health situation.

"... not only just making sure that people have access to quality medication. Also, knowing that I'm also changing someone else's situation in terms of their health care..." P6

The interviewee found their job meaningful both intrinsically, as it aligns with their education and interests, and extrinsically, as it provided the financial means to pursue personal goals and support their family.

"My job is important to me. It is what I trained for and what I studied for as part of the graduate degree, which I enjoy. And then my job is important to me because it allows me to do the things that I want to do in terms of the compensation that I receive..." P8

The interviewee highlighted that in addition to her loving what she does, it is the support and resources that she received from the organisation that empowered her to perform her job optimally, emphasising the importance of structural empowerment, which leads to psychological empowerment.

"The job is very important to me. I love what I do. I enjoy what I do. And maybe the reason why I enjoy it is because of the support that you get from the company, from the resources that are available, you're able to optimally do your job... the meaningfulness of the tasks come from sheer understanding that compliance and lifecycle management of a product is very important. It's

not even about me at the end of the day. It's about ensuring that the public, you know, receive safe medicines." P10

The interviewee highlighted why the job is important to her: she felt like she is giving back to the world due to the ability to launch products that help people with cancer.

"It's very important to me... being an innovator company, being able to launch, to be part of registering and launching products that would help with something like prostate cancer or lung cancer makes me feel like I'm giving back to the world." P11

"My job is important to me because I believe... (in) the organisation's purpose to provide better everyday health with humanity." P14.

The interviewee's strong alignment with the organisation's purpose and values and her passion for contributing to people's health suggested a high level of psychological empowerment, likely leading to enhanced performance and job satisfaction.

100% of interviewees believed that their job was important to them, highlighting the intrinsic value and sense of purpose they derive from their work, contributing to their psychological empowerment.

5.4.2.2 Competence

Confidence in one's skills and abilities empowered individuals to take ownership of their work, tackle challenges proactively, and contributed their unique expertise to the organisation. Interviewees were asked questions to gain insights into whether they have confidence in their ability to do the regulatory affairs job and whether having the skills and knowledge in regulatory affairs enhanced or diminished their competence.

A significant number of interviewees mentioned that they are confident in their ability to do the regulatory affairs job and that having the skills and knowledge in regulatory affairs enhanced their competence.

The interviewee highlighted how having the skills and knowledge in regulatory affairs enhanced her competence due to the knowledge she has acquired in regulatory affairs, which contributed to her psychological empowerment.

"I would say it [skills and knowledge in regulatory affairs] enhances my competence because there's a lot of knowledge that I've acquired in regulatory affairs." P2

"Yes, I do. Why do I feel so? Because there's a lot of support around me, and there's a lot of resources that I can refer to just in case I'm not clear about something." P3

This demonstrated the interviewees' self-assuredness in their abilities, which stems from the supportive environment and available resources, further enhancing their psychological empowerment.

The interviewee mentioned that she is hundred percent confident in doing biological regulatory work and acknowledges that she is seventy percent confident in doing a generic product application, demonstrating her willingness to learn new things, which contributed to her psychological empowerment.

"100% confident in terms of the biological side of things, and I would say 70% in terms of making a generic application because I wouldn't say that I have submitted enough doses for me to be confident." P4

The interviewee highlighted that competence is required in regulatory affairs because authorities will evaluate your work, and as such, one had to do it correctly.

"Definitely competence is needed here ... when your work is not just with you, it's going to help authorities, or it's going to be reviewed, or it needs approvals, you need to make sure that you're competent and you do it right. So, in terms of competency, yeah, I'm confident that I'm competent in my work, and I want to be more competent. Therefore, I will invest in learning." P7

The interviewee expressed strong confidence in their competence to perform their regulatory affairs role effectively, from gathering experience over several years working across different types of pharmaceutical companies, markets, and products, contributing to her psychological empowerment.

"Yes, I do so because I've gathered quite a number of years of experience across different types of companies with different markets and different types of products." P16

5.4.2.3 Self-determination

The freedom to make decisions, exercise control over one's work, and prioritise tasks empowered individuals to feel a sense of ownership and responsibility. This sub-theme delved into the intrinsic human need for autonomy and self-direction in the workplace. It underscored the positive impact of granting employees freedom and independence, enhancing performance, engagement, and organisational commitment.

Interviewees were asked questions to gain insights into whether interviewees have the opportunity for independence and freedom to do the regulatory affairs job and whether having the freedom to do their job enhanced or diminished how they performed it.

A significant number of interviewees mentioned that they have independence and freedom to do regulatory affairs work and that having this freedom enhanced their performance.

The interviewee highlighted the independence that her work requires. She must track her goals and her work, which contributed to her psychological empowerment.

"Yes. So with regulatory affairs, most of the work requires independence ... to track your goals, your work." P2

The interviewee emphasised the autonomy that she experiences in her role, allowing her to exercise control and make independent decisions, contributing to her psychological empowerment.

"There's a lot of opportunity to be independent. With my particular role, I feel it's more of an independent role." P3

The interviewee expressed the frustration that she will feel if there is no autonomy while performing her role, emphasising how lack of autonomy diminished her psychological safety.

"In my position? No [autonomy]... I'll be frustrated ... I am skilled enough. I wouldn't want anyone to be micromanaging me because I know what needs

to be done. And I am the kind of person who will shout when I get stuck. I will not keep quiet...So, yeah, I am experienced enough to be able to do whatever that needs to be done and more." P4

Furthermore, this interviewee highlighted how the freedom to do her work enhanced her job performance, contributing to her psychological empowerment.

"The freedom definitely enhances for me because the planning and everything is in my hands, so I know exactly how I plan and in terms of timelines and everything. So that definitely enhances the freedom and the independence." P6

"It [autonomy] enhances for me, it enhances my way of working because I'm able to go and read certain things. And then, if I get stuck, I go to my manager or my peers around the world to say, here, I'm getting stuck. How do you think this thing is? Tough. So it pushes you to be independent, to be... Maybe because I don't have a choice, I don't have colleagues here, but it gives you that independence to work on your own." P9

This demonstrated the positive impact of autonomy.

The interviewee highlighted the negative impact of lack of autonomy, which is a struggle for her. She attributed it to leaders who feel threatened by employees taking ownership of their work, which diminished her psychological empowerment.

"... Self-determination, it's a struggle. It's a struggle. And I think it just boils down to the management styles that we find in regulatory affairs where people are... if ... you are not the one who's directing your subordinates, you feel threatened when your subordinates are the ones who want to take ownership of their portfolios. Do you understand? Because it's like...Instructions need to come from me ... do you understand? And sometimes it gets so petty that somebody would even tell you how you must do it, right? And then you think, but that's not how I want to do it. And I know my way ... works." P10

The interviewee acknowledged the balance between autonomy and organisational constraints. The freedom to make decisions enhanced her performance, while policy adherence provided the necessary structure.

"[Autonomy] yes and no... empowered to make decisions... but have to work within the organisation's policies." P14

The subtheme of self-determination has demonstrated the importance of leadership in promoting self-determination in the workplace. This contributed to the positive psychological empowerment of employees, leading to self-driven employees who performed their roles optimally.

5.4.2.4 Impact

The ability to influence decisions, contributed to departmental goals, and witnessing the tangible outcomes of employees' efforts fostered a sense of empowerment. Interviewees were asked questions to understand whether they influenced what happens in their department.

The interviewee believed that she influenced what happens in the department, which contributed to her psychological empowerment.

"Yes, I do [have influence]. It's a team of, I think, five pharmacists or so and our manager. So we do have meetings. And obviously, being such a small team, everybody's opinion is heard, everybody's voice is heard." P1

"Yes, influence absolutely." P3.

This showcased the interviewee's perceived ability to make a difference and contributed to their department, fostering a sense of psychological empowerment.

The interviewee highlighted her influence as a manager in the department, which contributed to her psychological empowerment and enabled her to make tough decisions.

"Yes. As a manager, I do make tough decisions sometimes. In terms of strategy to submit, for example, variation strategy, in terms of a new product, deciding whether a product will be registerable or not, and in terms of dealing with a third party, by looking at things like their GMP standing, the quality of the dossier that we will normally upfront do due-diligence on, if I feel that the information will not be enough, I do have that opportunity to guide the

company, to say, this is not gonna work so that we don't, ... waste time knowing that it's not gonna work. So, yes, I do make tough decisions." P4

The interviewee highlighted that she influenced her department as she is the only person in South Africa. The company relies on the information she provides to make business decisions, which contributed to her psychological empowerment.

"Yes, I do. Yes, I do. Because I'm the only person in South Africa. I'm an expert in South African regulations. People may have experience in their own countries, but, you know, SAHPRA would have their own little differences from other authorities or countries. So all the time, literally all the time, you are asked, what is South Africa saying about this? What is Africa saying about this particular variation? How do you classify it? What are the conditions? Even though, yes, we are using EU (European Union) guidelines, there are those specific ones that are not related. You will always be asked, and you are expected to know what's happening in your country." P9

The interviewee mentioned that she does not have an influence on what happens in the department, highlighting the need for organisations to create an environment of psychological empowerment for employees.

"No, I don't have an influence on what happens in the department." P10

In contrast, this interviewee highlighted the benefits of having influence in the department, which is empowerment:

"Absolutely... So I think we have quite a big impact on the industry at large... I think it enhances it because I feel empowered." P11

The interviewee highlighted the benefits of having influence in the department, enhancing her performance, and empowering her.

"It [having influence in the department] enhances how I perform my job because if I've got that influence, ... decide how to make decisions, I feel empowered. I also empower my team right, and then once my team is empowered, they also feel they can make decisions, so there's no...delay [in] decision making. If people are empowered and there's influence in making decisions...quick decision making happens...effective collaboration...performance is enhanced" P14

In the sub-theme of impact, many interviewees mentioned that they influenced what happens in their department and that this influence enhanced how they perform their jobs, contributing to their psychological safety.

5.4.3 Summary of Research Question 1

The main aim of research question 1 was to achieve a deeper understanding of structural empowerment's role in organisations, which contributed to employees who are psychologically empowered to perform their roles optimally.

Eight categories emerged for research question 1. Four categories related to the structural empowerment theme, namely, access to resources, access to support, access to information, and access to opportunities. The other four categories related to the psychological empowerment theme were meaning, competence, self-determination, and impact.

The findings from the participants highlighted the importance of structural factors, namely access to resources, access to support, access to information and access to opportunities, which empowered employees to perform their roles optimally, contributing to the development of psychological empowerment. In addition, the findings of the participants highlighted how a lack of structural empowerment negatively impacted their ability to perform their roles optimally.

Furthermore, the findings indicated that participants who worked for multinational innovative companies did not have challenges with structural empowerment as they received support from their global counterparts. In contrast, participants who worked for local generic companies experienced structural empowerment challenges in terms of lack of access to resources, access to support and access to information.

In addition, the participants' findings highlighted the importance of psychological empowerment factors, namely meaning, competence, self-determination, and impact, which shaped the employees' sense of self-efficacy while performing their role in the organisation and how a lack of psychological empowerment negatively impacted their performance.

5.5 Findings for Research Question 2

Research Question 2: How does psychological empowerment contribute to organisational commitment?

Research question 2 aimed to identify the perceived psychological empowerment factors contributing to the development of organisational commitment for RA pharmacists in the pharmaceutical industry. The findings of the perceived factors contributing to psychological empowerment, namely meaning, competence, self-determination, and impact, were discussed in detail under section 5.4.2 – psychological empowerment and will not be discussed in this section.

Findings for perceived factors that contribute to organisational commitment will be discussed in this section. The interview questions were set up to get the interviewees' understanding and insights regarding the construct of organisational commitment. Furthermore, the questions sought to understand the perceived factors that enhanced or diminished the interviewees' intention to remain in the organisation. The list of the highest frequency codes for research question 2 is presented in Table 5.4.

Table 5.4: Most frequent codes relating to research question 2

Number	Codes	Frequency
1	○ Commitment	155
2	○ Organisational Commitment	53
3	○ Psychological Empowerment	40
4	○ Engagement	35
5	○ Empowerment	32
6	○ Motivation	30
7	○ Support	30
8	○ Ownership	28
9	○ Responsibility	26
10	○ Dedication	25
11	○ Autonomy	24
12	○ Loyalty	23
13	○ Confidence	20

Number	Codes	Frequency
14	o Value	15
15	o Organisation	14
16	o Fulfilment	13
17	o Growth	12
18	o Increased Commitment	12
19	o Competence	11
20	o Control	10

Source: Authors own.

The themes identified for research question 2 are presented in Table 5.5.

Table 5.5: Themes relating to research question 2

Codes	Categories (subtheme)	Theme	RQ 2
Motivation	Alignment of personal values and goals with organisational goals and values	Organisational commitment	How does psychological empowerment contribute to organisational commitment?
Dedication			
Autonomy			
Loyalty			
Ownership			
Values	Intention to remain in an organisation		
Goals			
Remain in organisation			
Company culture			
Environment			
Compensation			
Money			
Open	Axial	Selective	

Source: Authors own.

Research Question 2: How does psychological empowerment contribute to organisational commitment?

To gain insights to answer research question 2, the researcher asked participants questions in order to understand psychological empowerment and organisational commitment factors from their perspective. Twenty codes were identified based on research question 2. Any frequency count of 10 or more was deemed significant to enhance interpretation, as outlined in Table 5.4. One theme, specifically organisational commitment, surfaced from this research question. The following section discusses the findings of the organisational commitment theme in detail.

5.5.1 Organisational commitment

The theme of organisational commitment explored the elements that enhanced the interviewees' feelings of attachment and loyalty to their organisation, particularly affective commitment. It included two sub-themes: alignment with organisational objectives and values and factors affecting the intention to remain within the organisation.

5.5.1.1 Goals and values of the organisation

Interviewees were asked questions under organisational commitment to gain insights into whether they accepted or rejected the organisation's goals and values. Furthermore, they were asked questions to understand factors that influenced the interviewees' decision to remain or leave the organisation and explain the factors that influenced their decision to remain in the organisation.

A significant number of interviewees mentioned that they accepted the goals and values of the organisation as they are aligned with their personal goals and values. The interviewee mentioned the reasons for accepting the organisation's goals and values, which were the ethical nature of the organisation and that she is aligned with the values and goals of the organisation, which highlighted the interviewee's

acceptance and internalisation of the organisation's goals and values, contributing to her commitment to the organisation.

"I do [accept the goals and values of the organisation]. It's a very ethical company, you know, quality-focused, patient-focused...I am very much aligned with them. I'm very happy with their values." P1

The interviewee highlighted that she accepted the values of the company and that they are aligned with hers, further mentioning that if the organisation's values were not aligned with hers, the interviewee would have left the organisation. This highlighted that the alignment of values and goals is important in increasing the interviewee's intention to remain in the organisation, thereby contributing to their organisational commitment.

"I accept the company's values and what they stand for, and they are in line with my values. And if they were not in line with my values, I would have left a long time ago." P2

The interviewee emphasised that the organisation's values and principles contributed to her remaining there for nine years, contributing to her commitment.

"Yeah, I personally accept the company values and principles. I've been with the company now for almost nine years, mainly because their values align with my values." P5

The interviewee highlighted the organisation's values that aligned with her values, namely doing what matters most and keeping it human, which contributed to her commitment to the organisation.

"Yes, I do personally accept the company's goals and values because they are, even though they are the company's, but they're also values that I implement in my own life, doing what matters most, keeping it human." P7

"I can align with the organisation's values... and the organisation's purpose... speaks to me as a healthcare professional." P14

The interviewee's strong alignment with the organisation's goals and values indicated a high affective commitment, likely leading to a desire to remain with the organisation. Overall, the interviewees highlighted the importance of aligning goals and values with

organisational ones, contributing to organisational commitment and employee performance.

5.5.1.2 Factors which influence the intention to remain in the organisation

This sub-theme delved into the multifaceted elements influencing an employee's decision to remain with an organisation.

"...those factors [support, knowledge, opportunity to learn, resources, meaning, competence, autonomy and impact] put together will ensure that you as an individual ... you are mentally stable to perform the task as prescribed by the company." P9

"Okay, so for me, yes, I'll agree with what you've listed above [support, knowledge, opportunity to learn, resources, meaning, competence, autonomy and impact]. I just also want to add that within my specific department, and this, for me, is something which I found to be quite unique within this organisation because I've never experienced it anywhere else...team spirit." P3

This emphasised the various factors contributing to the interviewee's intention to remain with the organisation, including empowerment and team spirit.

The interviewee's response highlighted the alignment between their values and the organisation's goals and values, coupled with factors like fair compensation and work-life balance, significantly influencing their decision to remain committed.

"The first one is the money. Good pay. I need good pay. I need good incentives." "Secondly, I appreciate the flexibility... You have that freedom for work-life balance and work around your schedule." "And then thirdly, it's the prospect of growth, as we spoke about. Opportunity to learn." P1.

The interviewee highlighted remuneration as an important factor that influenced her decision to remain in the organisation.

"Yes, I'm not sure whether we spoke about remuneration in those attributes that you mentioned." "So to me, remuneration is also part and parcel... of

factors [influencing the interviewee's decision to remain in the organisation.]

P10

The interviewee highlighted various empowerment factors which will increase her intention to remain in the organisation.

"So, impact is very important for me because I need to know at the end of the day that what I'm doing makes a difference and how what I'm doing changes either people's situations or ...how it has an impact on the environment as well." P2

Furthermore, the interviewee stated that:

"...opportunities for growth are very important because they are part of job satisfaction. So having responsibilities that are meaningful in the company would make me satisfied at my job." "And another thing would be where you are being motivated, where you'd get regular feedback, and then you'd also get opportunities to advance yourself." P2

The interviewee's experiences highlighted the positive influence of empowerment on job performance, satisfaction, and organisational commitment. Furthermore, the analysis shed light on the persistent issue of gender disparity in leadership positions, emphasising the need for continued efforts to promote inclusivity and equal opportunities in the workplace.

"Yes, I might have spoken positivity throughout, but there are those little things that are beyond me. Okay. I can contribute, but a change of mindset in the community is needed. You know, women play a huge role in the community, and women's place doesn't remain in the kitchen. We need to be given opportunities out there." P4

The interviewee's decision to stay with the organisation is influenced by a combination of factors, including the organisational culture, the dynamic and challenging nature of the work, opportunities for learning and growth, compensation and rewards, and the quality of interactions with colleagues.

"Why do I like working here or remaining in the organisation and staying in? I like to... feel that the culture puts me and my personality, and more importantly, I feel that the organisation that I work for, ...is always

transforming. There are always new and different challenges in the work that we do all the time." P8

The interviewee prioritised factors related to empowerment and a sense of purpose, suggesting that these elements are crucial in fostering her commitment to the organisation.

"Support, the opportunity to learn, access to resources, a meaningful job, autonomy, impact... competence and knowledge ..." P14

The interviewee stressed the importance of aligning structures within the organisation, which related to empowerment factors that influence her decision to remain in the organisation.

"...just alignment in terms of understanding the structure. So, being transparent with the structure at a business unit level and at a group level, I think that is important because I think where the confusion comes in, is not understanding the structure and then the roles and responsibilities between the business unit and group level." P16

The interviewees highlighted empowerment factors (support, knowledge, opportunity to learn, resources, meaning, competence, autonomy and impact) influencing their decision to remain with the organisation, contributing to their affective commitment.

Furthermore, the interviews highlighted additional factors such as remuneration, rewards, team spirit, work-life balance, inclusivity, and organisational culture that influence the decision to remain in the organisation and contributed to affective organisational commitment.

5.5.2 Summary of Research Question 2

The main aim of research question 2 was to better understand the role of employees' psychological empowerment in contributing to their organisational commitment. Two categories emerged for research question 2 related to organisational commitment, namely, alignment on goals and values and factors influencing intention to remain in the organisation.

The participants' findings highlighted the importance of aligning the organisation's goals and values with the participants' own values and goals, which contributed to the participant's commitment to the organisation (affective commitment) and the performance of employees in their roles. In addition, the findings from the participants highlighted the importance of empowerment factors (support, knowledge, opportunity to learn, resources, meaning, competence, autonomy, and impact), which influenced their decision to remain with the organisation, contributing to their affective commitment.

Furthermore, the findings highlighted additional factors such as remuneration, rewards, team spirit, work-life balance, inclusivity, and organisational culture, which are important in influencing their decision to remain in the organisation and contributing to affective commitment.

5.6 Conclusion

This chapter presented the findings from the two research questions identified in Chapter 3, which were derived from the literature review in Chapter 2. Sixteen participants were interviewed, and they were RA pharmacists who occupied various roles in the pharmaceutical organisation. These included RA pharmacists, RA managers, RA heads, and RA directors in either generic or innovative pharmaceutical organisations.

Furthermore, the participants shared valuable insights into employee empowerment and organisational commitment from their perspective of working in RA. Codes, categories (sub-themes), and themes were identified for each research question through thematic analysis. The findings from this chapter are discussed in detail in Chapter 6 by comparing the findings presented in Chapter 5 with the literature review presented in Chapter 2.

CHAPTER 6: DISCUSSION OF FINDINGS

6.1 Introduction

Chapter 5 presented the findings from the semi-structured interviews conducted with the 16 participants based on the research questions highlighted in Chapter 3. This chapter offers an in-depth analysis of the findings related to the two research questions. It connects these findings to the literature review discussed in Chapter 2, highlighting any contradictions or similarities.

The sixteen participants interviewed were RA pharmacists who occupied various roles in pharmaceutical organisations in Gauteng Province, South Africa. The research was conducted to gain insights into the influence of employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment. The discussion of the findings is broken down into two research questions, which are detailed below.

6.2 Discussion – Research question 1

How does structural empowerment contribute to the development of psychological empowerment?

The goal of research question 1 was to identify the structural empowerment factors that influence the development of psychological empowerment for RA pharmacists within the pharmaceutical organisation in line with the literature review presented in Chapter 2. The participants were posed questions to gather insights about the empowerment factors that affected their ability to perform their jobs effectively. The purpose of these questions was to pinpoint the factors that the participants' organisation could leverage to enhance employee empowerment, which would, in turn, foster psychological empowerment and enable employees to execute their roles efficiently. Two themes emerged from the interview questions: structural and psychological empowerment.

6.2.1 Structural empowerment

The initial theme that surfaced from the interviews with participants was structural empowerment. The questions aimed to uncover the various elements contributing to structural empowerment and how they allow participants to perform at their best in their roles. Four categories (subthemes) emerged from the discussions regarding structural empowerment: access to resources, access to support, access to information, and access to opportunities (Kanter, 1977, 1993; Lundin et al., 2022). The insights derived from these factors were elaborated upon in the following sections.

6.2.1.1 Access to resources

A sub-theme that surfaced from the interviews concerning structural empowerment was the availability of resources. The questions posed aimed to evaluate if participants had the essential resources needed to perform effectively in their positions. Access to the required resources pertained to the availability of vital tools and technology that enabled participants to carry out their tasks effectively and efficiently. Many participants highlighted the significance of having access to these essential resources, which helped them perform at their best and achieve their goals (Goedhart et al., 2017).

In addition, some participants noted that being employed by a global innovative pharmaceutical company provided advantages, as resource access is not limited, unlike other participants who worked for a local company where access to resources was a challenge. This highlighted constraints with access to resources that affected how they performed, highlighting the significance of having access to these resources to RA pharmacists.

Participants noted that the absence of resources adversely affected their performance, emphasising their perception of being unable to fulfil organisational obligations and meet key performance metrics when resources are unavailable. This underscores the significance of equipping employees with access to necessary resources.

6.2.1.2 Access to support

The interviews revealed access to support as another subtheme related to structural empowerment. The questions were designed to gather insights about the availability of support that enabled participants to perform at their best in their roles. Access to support pertained to the encouragement, feedback, and guidance provided by their organisations, which helped cultivate a sense of belonging and confidence. This empowerment enabled employees to tackle challenges and reach their objectives (Lundin et al., 2022).

Participants noted that they had access to the essential support that enabled them to perform at their best in their roles. Additionally, participants emphasised the empowerment they experienced from the ongoing assistance they received from their managers and colleagues. Furthermore, participants highlighted that the consistent support system within the organisation encouraged a feeling of empowerment among staff members. Moreover, participants emphasised the significant impact of leadership within an organisation on promoting employee empowerment and well-being.

In addition, some participants noted that they did not have constraints with access to support as they received support from global subsidiaries, which was an advantage for being employed by a global innovative pharmaceutical company, unlike other participants who worked for a local company, which highlighted challenges with access to support which affected how they performed, highlighting the significance of having access to support RA pharmacists. Conversely, participants pointed out that limited access to support had a detrimental effect, leaving them feeling demotivated and lacking confidence. This consequently harmed their performance and resulted in a lack of empowerment. Overall, participants emphasised the significance of organisations offering support that enabled employees to perform their roles to the best of their abilities.

6.2.1.3 Access to information

Access to information was an additional subtheme from the interviews related to structural empowerment. The questions were designed to deepen understanding and gather insights about the significance of access to information in enabling

employees to perform effectively in their roles. Clear and easily accessible information allowed employees to excel in their roles, make informed decisions, contribute effectively, and keep up with industry developments. Lundin et al. (2022) asserted that access to information encompasses understanding organisational changes, policies, technical information, and expertise necessary for employees to carry out their responsibilities.

Participants noted that having access to essential information enabled them to perform their roles effectively. Additionally, they highlighted that regulatory affairs serve as the information hub, underscoring the significance of access to information in this field. Additionally, participants emphasised the vital role of maintaining information integrity and accuracy to guarantee sound advice and allow the business to make well-informed decisions.

The participants emphasised that insufficient access to information hindered employees' capacity to perform at their best, increased anxiety levels, caused delays or poor-quality submissions to the health authority, and led to suboptimal decision-making. Additionally, they pointed out the difficulties they faced due to limited access to information, which extended the approval process and negatively impacted the organisation's performance.

Furthermore, the participants highlighted the challenges that are faced due to lack of access to information (incomplete information), causing delays in application submissions to the health authority due to working for a local organisation with limited capacity as compared to a multinational organisation where access to information is not a constraint.

The sub-theme regarding access to information emphasised how participants could make informed decisions and provided valuable guidance to the business, highlighting the beneficial impact of information accessibility on performance. The limited access to information adversely affected participants, resulting in poor decision-making, poor-quality submissions, and longer approval timelines, which negatively influenced employee performance.

6.2.1.4 Access to opportunity

The interviews revealed that access to opportunity was a significant sub-theme related to structural empowerment. This subtheme examined the opportunities for growth, development, and advancement that enabled employees to enhance their skill sets to achieve their full potential and stay engaged and motivated (Lundin et al., 2022).

Additionally, this subtheme examined the difficulties people might encounter when seeking development and training opportunities, especially in high-pressure or resource-limited settings. Many interviewees noted that they have access to opportunities that enabled them to perform at their best in their roles. This highlighted the availability of growth and development opportunities, enhancing the interviewees' feeling of empowerment and progression in their careers.

The interviewees highlighted the development opportunities that they experienced which cultivated their sense of empowerment as they acquired knowledge and growth. The interviewees recognised that the organisation provided a range of learning and development options, such as online training, courses, and financial support for formal qualifications. This aided their professional advancement and helped them to remain updated with the constantly changing regulatory environment.

In contrast, interviewees highlighted the negative impact of lack of access to opportunities, which made them feel stagnant, fixated and unempowered. The interviewees highlighted that lack of opportunities led them to actively seek new employment due to lack of empowerment, potentially negatively impacting performance and retention.

6.2.2 Psychological empowerment

The second theme that emerged from the interviews with participants was psychological empowerment. This theme delved into the internal dimensions of empowerment, which focused on the psychological experiences that shape an individual's sense of agency and self-efficacy (Goedhart et al., 2017; Llorente-Alonso et al., 2023; Seibert et al., 2011). Psychological empowerment encompassed four

sub-themes: meaning, competence, self-determination and impact. Each sub-theme will be discussed in detail below.

6.2.2.1 Meaning

Meaning was a sub-theme that emerged from the interviews regarding psychological empowerment. Meaning is the perception of one's work as valuable and impactful, which fostered a sense of purpose and intrinsic motivation, leading to greater job satisfaction and commitment (Amor et al., 2021). Questions on meaning explored the importance of finding purpose and meaning in one's work.

The interviewees highlighted the intrinsic motivation that arose from feeling a sense of contribution and making a positive impact within the organisation and the broader community. Interviewees were asked questions to gain insights into their understanding of 'meaning', whether their job was important to them and whether the activities they performed were meaningful to them or not.

Hundred percent of interviewees mentioned that their job was important to them and that their job activities were meaningful. Furthermore, the interviewees stated that having the skills and knowledge in regulatory affairs enhanced their competence and empowered them to function optimally in their roles.

The interviewees highlighted that the job was meaningful to them as it aligned with their calling, which fostered psychological empowerment. In addition, interviewees highlighted that the job was important because they served patients. The interviewees found their job meaningful both intrinsically, as it aligns with their education and interests, and extrinsically, as it provided the financial means to pursue personal goals and support their family.

In addition, the interviewees highlighted that the support and resources they received from the organisation empowered them to perform their job optimally, emphasising the importance of structural empowerment, which leads to psychological empowerment.

Hundred percent of interviewees believed that their job was important to them, highlighting the intrinsic value and sense of purpose they derived from their work, contributing to their psychological empowerment.

6.2.2.2 Competence

Competence was a sub-theme that emerged from the interviews regarding psychological empowerment. Competence, which involved confidence in one's skills and abilities, empowered individuals to take ownership of their work, tackle challenges proactively, and contributed their unique expertise to the organisation (Goedhart et al., 2017).

Interviewees were asked questions to gain insights into whether they had confidence in their ability to do the regulatory affairs job and whether having the skills and knowledge in regulatory affairs enhanced or diminished their competence (Amor et al., 2021). A significant number of interviewees mentioned that they were confident in their ability to do the regulatory affairs job and that having the skills and knowledge in regulatory affairs enhanced their competence.

The interviewees highlighted how having the skills and knowledge in regulatory affairs enhanced their competence due to the knowledge acquired in regulatory affairs, which contributed to their psychological empowerment. The interviewees highlighted that competence was required in regulatory affairs because authorities evaluated the submissions, as such one must do it correctly. The interviewees expressed strong confidence in their competence to perform their regulatory affairs role effectively, from gathering experience over several years working across different types of pharmaceutical companies, markets and products, contributing to their psychological empowerment.

6.2.2.3 Self-determination

Self-determination was a sub-theme that emerged from the interviews regarding psychological empowerment. This sub-theme delved into the intrinsic human need for autonomy and self-direction in the workplace. It underscored the positive impact of granting employees freedom and independence, enhancing performance, engagement, and organisational commitment (Amor et al., 2021).

Interviewees were asked questions to gain insights into whether they have the opportunity for independence and freedom to do regulatory affairs work and whether having the freedom to do their job enhanced or diminished their performance. A

significant number of interviewees mentioned that they have independence and freedom to do regulatory affairs work and that having this freedom enhanced their performance.

The interviewees highlighted the independence that their work required, as they must track their goals, which contributed to psychological empowerment. The interviewees emphasised the autonomy that they experienced in their role, allowing them to exercise control and make independent decisions, contributing to their psychological empowerment.

The interviewees expressed the frustration that they felt if there was no autonomy while performing their role, emphasising how a lack of autonomy diminished their psychological safety. Furthermore, interviewees highlighted how the freedom to do their work enhanced their job performance, contributing to their psychological empowerment.

The interviewees highlighted the negative impact of lack of autonomy, which is a challenge. Interviewees attributed lack of autonomy to their leaders who felt threatened by employees taking ownership of their work, which diminished their psychological empowerment. The interviewees acknowledged the balance between autonomy and organisational constraints. The freedom to make decisions enhanced their performance, while policy adherence provided the necessary structure.

The subtheme of self-determination demonstrated the importance of leadership in promoting self-determination in the workplace. This contributed to the positive psychological empowerment of employees, leading to self-driven employees who perform their roles optimally (Amor et al., 2021).

6.2.2.4 Impact

The impact was a sub-theme that emerged from the interviews regarding psychological empowerment. Impact is the ability to influence decisions, contribute to departmental goals, and witness the tangible outcomes of employees' efforts, fostering psychological empowerment (Amor et al., 2021). Furthermore, Murray and Holmes (2021) stated that impact emphasised employees' perspectives on their actions.

Interviewees were asked questions to understand whether they influenced what happened in their department. The interviewees believed that they influenced what happened in the department, contributing to their psychological empowerment. The interviewees highlighted their influence in the department, which contributed to their psychological empowerment, and enabled them to make informed decisions.

The interviewees highlighted the influence they had in the department as the company relied on the information provided by interviewees to make business decisions, which contributed to their psychological empowerment.

In the sub-theme of impact, a significant number of interviewees mentioned that they influenced what happened in their department and that the influence enhanced how they performed their jobs, contributing to their psychological safety.

6.3 Discussion – Research question 2

Research Question 2: How does psychological empowerment contribute to organisational commitment?

The purpose of research question 2 was to understand and gain insights into the empowerment factors that contribute to the development of organisational commitment for RA pharmacists in the pharmaceutical industry. Fantahun et al. (2023) state that attitudinal or affective organisational commitment is one of the behavioural outcomes of psychological empowerment.

The participants were asked three questions. These questions included asking if they accepted the organisation's goals and values and identifying factors that influenced their decision to remain in the organisation. One theme emerged from these questions, namely organisational commitment, and two sub-themes emerged: the alignment of personal values and goals with organisational goals and values and intention to remain in an organisation.

6.3.1 Organisational commitment

Organisational commitment is the theme that emerged from research question 2. The questions were aimed at gaining understanding and insights into factors that influenced employees' empowerment to perform their roles and contributed to their

decision to remain in the organisation. Two sub-themes emerged: alignment of personal values and goals with the organisation's values and goals and intention to remain in an organisation.

6.3.1.1 Alignment of personal values and goals with the organisation's values and goals

Alignment of personal values and goals emerged from the questions that participants were asked, and the purpose was to gain insights and understand whether there was alignment of values and goals between the participant and the organisation. The affective organisational commitment represents a reciprocal relationship where individuals dedicate themselves to the organisation as defined by three elements: (1) deep conviction of the objectives and principles of the organisation, (2) willingness for commitment to the organisation, and (3) inclination for belonging in the organisation (Fantahun et al., 2023). Many participants mentioned that they accepted the goals and values of the organisation.

The participants mentioned reasons for accepting the organisation's goals and values. One reason was the organisation's ethical nature, which aligned with the participants' values. This highlighted the participants' acceptance and internalisation of the organisation's goals and values, contributing to their commitment to the organisation.

The participants highlighted their acceptance of the company's values, further mentioning that if the organisation's values were not aligned with theirs, the participant would have left the organisation. This highlighted that the alignment of values and goals is essential in increasing the participants' intention to remain in the organisation, thereby contributing to the organisational commitment (Fantahun et al., 2023).

Overall, the participants highlighted the importance of aligning goals and values with organisational ones, contributing to organisational commitment and the ultimate performance of employees in their roles which is confirmed by the literature review in Chapter 2.

6.3.1.2 Intention to remain with the organisation

Intention to remain emerged from the questions that participants were asked, and the purpose was to gain insights and understand the factors that influenced participants to remain with the organisation. Poor organisational commitment resulted in a higher likelihood of intentions to leave the organisation, diminished organisational performance, and posed a risk to providing high-quality patient safety and pharmaceutical care (Alemayehu et al., 2021; Fantahun et al., 2023).

Many participants mentioned empowerment factors that influenced their decision to remain with the organisation. The multifaceted empowerment factors that participants highlighted were support, knowledge, opportunity to learn, resources, meaning, competence, autonomy, and impact. In addition, participants highlighted factors such as fair compensation or remuneration and work-life balance, which significantly influenced their decision to remain committed to the organisation.

The participants' experiences highlighted the positive influence of empowerment on job performance, job satisfaction, and overall organisational commitment, which is aligned with the literature review in Chapter 2. In contrast, some participants highlighted gender disparity in leadership positions as one of the factors diminishing their intention to remain in the organisation, emphasising the need for organisations to promote inclusivity and equal opportunities in the workplace.

The participants highlighted empowerment factors (support, knowledge, opportunity to learn, resources, meaning, competence, autonomy, and impact) that influenced their decision to remain with the organisation and contributed to their affective commitment.

Zaraket et al. (2018) uncovered that "granting employees job autonomy through empowerment positively affected organisational commitment" (p. 288). Therefore, a lack of employee empowerment led to a decrease in organisational commitment. In addition, Thin et al. (2021) asserted that reduced organisational commitment contributed to higher turnover intentions among pharmacists, leading to a shortage of pharmacists. Furthermore, participants highlighted additional important factors such as work-life balance, inclusivity, and organisational culture that influenced their decision to remain in the organisation and contributed to their affective commitment. These additional factors could not be explored further during this research study.

Figure 6.1 below presents a model to illustrate this study's findings. The model aligns with the literature review in Chapter 2 in terms of the three constructs of structural empowerment, psychological empowerment, and affective organisational commitment.

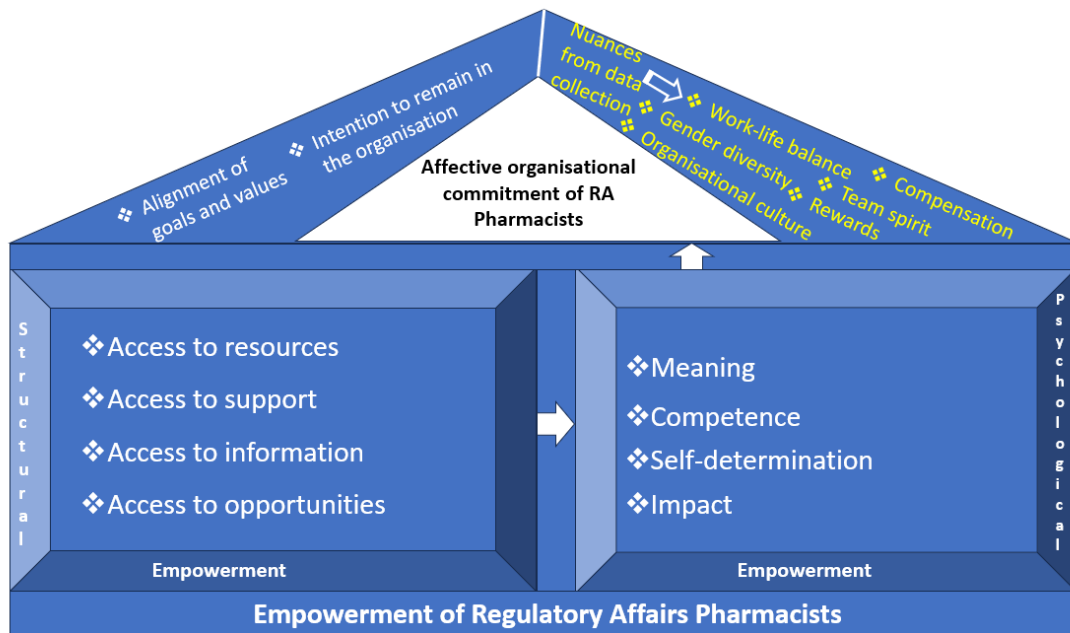


Figure 6.1: Model on empowerment of RA Pharmacists, which leads to affective organisational commitment

Source: Adapted from Seibert et al. (2011, p. 982).

The model summarises components of the structural empowerment factors, namely, access to resources, access to support, access to information and opportunities, which leads to the development of psychological empowerment. There are four main components of psychological empowerment, namely, meaning, competence, self-determination, and impact, which leads to affective organisational commitment which is composed of two key factors, namely, alignment of employee's values and goals with organisational values and goals, as well as factors influencing the intention to remain in the organisation.

Participants highlighted additional nuanced findings, namely work-life balance, inclusivity, which includes gender diversity, compensation and rewards, team spirit, and organisational culture, which influenced their decision to remain in the organisation and contributed to their affective commitment. These findings were not explored further due to the study's cross-sectional nature.

"Empowerment" is at the foundational level of the house in Figure 6.1, representing a solid foundation. Empowerment is a crucial enabler, which is the foundation of the whole study.

There are two ' windows ' on the left and right side of the house. These windows represent the perspectives on empowerment. From the structural perspective, the elements bringing about empowerment are access. RA pharmacists require empowerment in the form of being given access to these four factors, namely, resources, support, information, and opportunities. These structural factors are tangible, as they can be seen. When RA pharmacists have access to these four factors, they are empowered, as confirmed in the findings of the study.

In contrast, the psychological perspective is non-tangible and cannot be seen or measured. It included the RA pharmacists' internal motivations or intrinsic feelings regarding whether they feel empowered or not. The factors of psychological empowerment included meaning, competence, self-determination, and impact, which contribute to an affective organisational commitment representing the roof of the model's house.

Organisational commitment includes two elements: alignment of personal values and goals with organisational values and goals and intention to remain in an organisation. The study's findings revealed factors that cause the roof to leak, including misalignment of goals and values, lack of intention to remain, poor work-life balance, lack of gender diversity, lack of team spirit, inadequate compensation, lack of recognition and rewards, and toxic organisational culture. When there are too many leaks, the roof collapses, and empowerment is extinguished.

To conclude the model, pharmaceutical organisation' management and leadership must ensure that the structural and psychological enablers of empowerment are strong, which will lead to a strong affective commitment; however, if the affective organisational commitment (the roof) is not waterproof by addressing the leaks, then the roof will collapse, and empowerment will be extinguished, leading to a sense of helplessness for RA pharmacists.

6.4 Conclusion of the findings

Table 6.1 below presents the conclusion of the findings.

Table 6.1: Conclusion of the findings

Research question	Themes	Findings	Findings and literature
1	Structural empowerment	<p>Participants highlighted the importance of employee empowerment in terms of having access to resources, support, information, and opportunities that allow them to achieve their roles effectively.</p> <p>Participants highlighted that having access to resources, which included essential work tools and systems, empowered them to perform their tasks effectively and efficiently and how lack of access to resources demotivated them.</p> <p>Regarding access to support, participants mentioned that having access to support fostered a sense of empowerment, which enabled them to perform their tasks effectively.</p> <p>Participants mentioned how having access to information empowered them to make informed decisions and perform their roles optimally.</p>	Confirmed

Research question	Themes	Findings	Findings and literature
1	Structural empowerment	<p>Participants mentioned how lack of access to information led to bad quality or delayed submissions and bad decision-making, which impacted their ability to perform effectively. Participants mentioned that having access to opportunities, including growth and development, empowered them to function optimally in their role as they are able to keep abreast of new regulatory trends. Participants mentioned that lack of opportunities would lead them to seek new employment opportunities due to lack of empowerment.</p>	Confirmed
1	Psychological empowerment	<p>Psychological empowerment encompasses four factors, namely meaning, competence, self-determination, and impact. Meaning: All the participants mentioned that their job was important to them and that their job activities were meaningful, contributing to their empowerment to perform their role effectively. Furthermore, the interviewees stated that having the skills and knowledge in regulatory affairs enhanced their competence and empowered</p>	Confirmed

Research question	Themes	Findings	Findings and literature
1	Psychological empowerment	<p>them to function optimally in their roles.</p> <p>Competence: Participants mentioned that they are confident in their ability to do the regulatory affairs job and that having the skills and knowledge in regulatory affairs enhances their competence.</p> <p>Self-determination: Participants mentioned that they have independence and freedom to do the regulatory affairs job as they must prioritise and track their performance. Having the freedom to do their job enhances how they perform their job.</p> <p>Impact: Participants highlighted the influence that they have in the department and that having the impact empowered them to make informed decisions in the department</p>	Confirmed
2	Organisational commitment	<p>Participants mentioned how their values and goals align with the organisation's values and goals, contributing to their commitment to the organisation.</p> <p>Furthermore, participants highlighted that if their values and goals were not aligned with the organisation's values and</p>	Confirmed

Research question	Themes	Findings	Findings and literature
2	Organisational commitment	<p>goals, they would have left the organisation. This highlights that the alignment of values and goals is important in increasing the participants' intention to remain in the organisation, thereby contributing to the organisational commitment.</p> <p>The participants mentioned the multifaceted empowerment factors, which included support, knowledge, opportunity to learn, resources, meaning, competence, autonomy, and impact, which influenced them to decide to remain with the organisation and contribute to the organisational commitment.</p>	Confirmed
2	Organisational commitment	<p>The participants further highlighted factors such as work-life balance, inclusivity, which includes gender diversity, compensation and rewards, team spirit, and organisational culture, which influenced their decision to remain in the organisation and contributed to their affective commitment.</p>	Additional nuanced conceptual findings

Source: Authors own.

Conclusion

In this chapter, the research findings were presented and discussed by comparing the findings discussed in Chapter 5 with the theories detailed in the literature review in Chapter 2. The primary aim of this research study was to understand the employee empowerment factors that influenced organisational commitment within the pharmaceutical regulatory affairs sector. The theories outlined in the literature review in Chapter 2 corroborated both research questions listed in Table 6.1. Nuanced conceptual findings tied to the themes were identified in Table 6.1.

Conclusions and recommendations are presented in Chapter 7.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

This study aimed to explore the impact of employee empowerment on organisational commitment within the context of pharmaceutical regulatory affairs. By examining how structural and psychological empowerment affects employee commitment to the organisation, this research sought to enhance the understanding of the various empowerment factors that influence the commitment of RA pharmacists in the pharmaceutical industry and address the issue of turnover among these professionals.

The research explored the structural empowerment elements that contributed to the development of psychological empowerment. Additionally, the study explored the psychological empowerment aspects and how empowered RA pharmacists effectively fulfil their roles to reach organisational objectives and maintain their affective commitment to the organisation.

Furthermore, the research explored how the absence of structural and psychological empowerment reduced RA pharmacists' empowerment, influenced the attainment of organisational goals, and led to decreased organisational commitment. Managers and leaders of RA pharmacists can utilise the research findings within the pharmaceutical organisation to enhance RA pharmacists' commitment levels and create retention strategies. Additionally, this chapter outlines the study's limitations, theoretical insights and recommendations for RA managers and leaders in pharmaceutical companies.

7.2 Principal conclusions

The research findings discussed in Chapter 6 were compared with those from the literature review outlined in Chapter 2. As illustrated in Table 6.1, the main conclusions of the findings confirmed each research question's findings as presented in the literature review from Chapter 2. Additional nuanced conceptual insights emerged from the organisational commitment theme. These insights included work-

life balance, inclusivity, which includes gender diversity, compensation and rewards, team spirit, and organisational culture, which affected the participants' decisions to remain with the organisation. The additional nuanced conceptual insights revealed that the researcher gained a deeper understanding of the specific theme, resulting in a more thorough and rich comprehension of the research topic.

7.3 Theoretical contribution

The literature review, as presented in Chapter 2 and the research questions under Chapter 3, guided this research study; as such, this research has provided insight into the influence of employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment. The current studies have been focused on structural empowerment, primarily relevant to nursing (Goedhart et al., 2017; Lundin et al., 2022; Jooste & Roji, 2020). This research gained insights into employee empowerment and organisational commitment, focusing on RA pharmacists in pharmaceutical organisations in South Africa, adding to the body of knowledge.

Structural and psychological empowerment factors include access to resources, support, information, opportunities, meaning, competence, self-determination, and impact, which affect employee organisational commitment. This research has validated these findings in the context of registered RA pharmacists in South Africa based on previous studies.

Moreover, this study revealed that work-life balance, inclusivity including gender diversity, compensation and rewards, team spirit, and organisational culture, played a role in RA pharmacists' choices to remain with the organisation, enhancing their affective commitment. Consequently, managers and leaders within pharmaceutical organisations should focus on empowerment elements, which include access to resources, support, information, and opportunities which lead to the development of psychological aspects such as meaning, competence, self-determination, and impact, along with the additional elements of work-life balance, inclusivity which includes gender diversity, compensation and rewards, team spirit, and organisational culture, since these factors influence the affective organisational commitment of RA pharmacists.

This research contributed to the body of knowledge of the literature on structural empowerment, psychological empowerment, and affective organisational commitment, as this is one of the rare studies which has explored the influence of employee empowerment on organisational commitment in the context of the pharmaceutical regulatory affairs environment in South Africa.

7.4 Practical contribution and implications for management

Drawing from the knowledge and insights from the semi-structured interviews, the researcher wishes to suggest the following to departmental managers and leaders in pharmaceutical companies who may support their organisations as they manage their RA departments in a competitive, regulatory environment:

Pharmaceutical organisations' management and leaders must recognise the significance of both structural and psychological empowerment factors. In addition, management must ensure there is access to information which includes internal data integrity and accuracy, to enable RA pharmacists to make informed decisions. Management should create a retention strategy that includes these empowerment elements to ensure that RA pharmacists feel empowered, boosting their emotional commitment and improving their decision to stay with the organisation.

Managers and leaders in pharmaceutical RA organisations should focus on minimising factors and elements in the work environment that demotivate employees and create a feeling of helplessness. This contributes to a lack of employee empowerment and organisational commitment, which increases the intention of RA pharmacists to leave the organisation.

Pharmaceutical organisations' management should foster a work environment that empowers RA pharmacists to work autonomously and participate in decision-making. Daily, RA pharmacists should be systematically empowered through access to necessary resources, support, information, opportunities for skill enhancement and career growth, meaningful job roles, competence, autonomy to perform their duties, and the opportunity to influence departmental outcomes. Empowering RA

pharmacists will enhance affective commitment and contribute to the achievement of organisational objectives and lower turnover intentions.

7.5 Limitations of the study

This research aimed to explore the effects of employee empowerment on organisational commitment within the pharmaceutical regulatory affairs sector in South Africa. Participants in the study were regulatory affairs pharmacists occupying various roles within the pharmaceutical RA organisation, sharing their experiences regarding empowerment influences and organisational commitment. The following limitations were identified:

- One of the participants wanted further assurance that their identity would not be disclosed, as they feared they would be in trouble with their organisation. Again, the researcher assured the participants that their identity would not be divulged, as communicated at the beginning of the interview and on the consent form.
- Some interviews took place at night as the participants were unavailable during the day. One participant was exhausted during the interview and did not want to postpone it.
- Due to the unavailability of some of the participants, the interviews were postponed to a later date.
- During the interview, one participant requested to leave the meeting and attend to the delivery of her parcel. The interview was paused and continued afterwards, and some questions had to be repeated.
- Due to the study's cross-sectional nature, the nuanced conceptual findings, namely, work-life balance, inclusivity which included gender diversity, compensation and rewards, team spirit, and organisational culture, could not be explored in this research study.

7.6 Recommendations for future research

The current research interviewed participants who were RA pharmacists working in pharmaceutical regulatory affairs organisations based in one province of Gauteng, South Africa, an emerging market. Future research could extend to RA pharmacists working in all provinces of South Africa and other developed countries.

The current research focused on RA pharmacists working in regulatory affairs in pharmaceutical organisations. To gain further insights, future research could extend to pharmacists working in different sectors, such as hospitals, pharmaceutical production areas, and retail pharmacies.

Furthermore, future research could explore the influence of empowerment on other types of organisational commitment, such as normative commitment and continuance commitment, that are not covered in this research.

In addition, future research could explore the nuanced factors highlighted by participants, namely, work-life balance, inclusivity including gender diversity, compensation and rewards, team spirit, and organisational culture, which affects the organisational commitment of RA pharmacists. These factors could not be explored in this research due to the cross-sectional nature of the study.

Lastly, future research could explore the influence of employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment in a longitudinal research design to gain more insight.

7.7 Conclusion

This research study explored the influence of employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment in the context of RA pharmacists working in the pharmaceutical regulatory affairs environment in South Africa.

From the literature review, structural empowerment factors, namely access to resources, support, information, and opportunities, are provided by organisations to employees to enable them to perform their roles effectively. Structurally empowered employees develop psychological empowerment, where they feel that they have

meaningful jobs, competence, and self-determination to carry out their tasks and impact the department. This creates effective organisational commitment and reduces the intention to leave the organisation.

Furthermore, the literature review has shown that there is a shortage of RA pharmacists due to obstacles encountered by RA pharmacists, including lack of access to resources, lack of access to support, lack of access to information and inadequate professional training. These challenges created a barrier and demotivated RA pharmacists in the pharmaceutical organisation, subsequently affecting the affective commitment of these professionals in their organisations.

This research aimed to explore employee empowerment's influence on the organisational commitment of RA pharmacists in the pharmaceutical regulatory affairs environment. This research provided insights that the leadership of pharmaceutical organisations can use to ensure that they pay attention to the importance of empowerment (structural and psychological) factors and develop a retention strategy that incorporates empowerment factors to ensure that RA pharmacists are empowered to make decisions and perform optimally which will contribute to their affective organisational commitment and enhance RA pharmacists' decision to remain in the organisation.

Furthermore, pharmaceutical organisation's management should focus on minimising factors and elements in the work environment that demotivate and create a feeling of helplessness for RA pharmacists. This will contribute to a lack of employee empowerment and diminished organisational commitment.

In conclusion, this research study has provided insights demonstrating that empowering RA pharmacists structurally and psychologically will lead to committed employees with swift decision-making capabilities, enhanced performance, and competitiveness in delivering vital pharmaceutical healthcare services.

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LIST OF APPENDICES

APPENDIX A	Participant Email Inviting Them to Participate in the Study
APPENDIX B	Informed Consent Form
APPENDIX C	Instrument (Interview Guide)
APPENDIX D	Ethics Approval
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APPENDIX F	List of Codes

APPENDIX A: PARTICIPANT EMAIL INVITING THEM TO PARTICIPATE IN THE STUDY

Title of email: Research interview

Date of email: _____

Start time of interview: _____

End time of interview: _____

Location: Microsoft Teams Meeting

Dear Participant [Name]

Thank you for accepting my request to participate in the interview for my research. Please find the attached consent letter, which I will read through during the interview. Kindly sign it during or after the interview and return it to me.

Kind Regards

[Name and surname of Researcher]

APPENDIX B: INFORMED CONSENT FORM

Dear participant

I am currently a student at the University of Pretoria's Institute of Business Science and completing my research in partial fulfilment of an MBA.

I am conducting research on the influence of employee empowerment on organisational commitment and am trying to find out more information about employee empowerment on organisational commitment in the pharmaceutical regulatory affairs environment. The interview is expected to last about an hour, and it will help me understand the empowerment challenges faced by regulatory affairs pharmacists and the influence of organisational commitment on the pharmaceutical regulatory environment in South Africa. Your participation is voluntary, and you can withdraw at any time without penalty. All data will be reported without identifiers.

If you have any concerns, please contact my supervisor or myself. Our details are provided below.

Researcher name:

Research Supervisor name:

Signature of participant:

Date:

Signature of researcher:

Date:

APPENDIX C: INSTRUMENT (INTERVIEW GUIDE)

General questions	<p>How old are you?</p> <p>Gender: Male or female?</p> <p>What is your race?</p> <p>Which industry do you work in?</p> <p>In the pharmaceutical industry, is your organisation a generic or innovator company?</p> <p>Are you a pharmacist registered with the South African Pharmacy Council?</p> <p>What is your role in the company?</p> <p>How long have you been working in the organisation?</p>
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Interview schedule mapped to the corresponding knowledge gaps and research questions.

Knowledge Gap (KG)	Research questions (RQ)	Interview question
<p>Theme: Structural and Psychological empowerment</p> <p>KG1: Even though pharmacists play a crucial role in pharmacy practice, there is a shortage of pharmacists, primarily in Regulatory Affairs. RA pharmacists encounter a lack of information access by</p>	<p>RQ1: How does structural empowerment contribute to the development of psychological empowerment?</p> <p>Structural Empowerment</p>	<p>1. <u>Access to resources</u></p> <p>1.1 Do you have access to the necessary resources to function in your role?</p> <p>1.2 How would you describe the availability of resources such as time and material needed to accomplish your work in the organisation?</p>

Knowledge Gap (KG)	Research questions (RQ)	Interview question
<p>organisations, inadequate professional training and support, insufficient recognition and compensation, limited technology and training access, and a lack of training resources (Cruz & Ignacio, 2022)</p>	<p>Structural Empowerment continued.</p>	<p>1.3 How does the lack of access to resources impact your ability to function in your role?</p>
		<p>2. <u>Access to support</u> 2.1 Do you have the support, such as encouragement and feedback, that you need to perform your job? 2.2 The support you describe that you have, where does it come from, and how is it demonstrated? 2.3 How does having or lacking support impact your ability to perform in your role?</p>
		<p>3. <u>Access to information</u> 3.1 Do you have access to adequate information to perform optimally in your role? 3.2 How would you describe the availability of information regarding the organisation's vision and strategic objectives and how it impacts your job? 3.3 How does a lack of information impact your ability to function optimally in your role?</p>
		<p>4. <u>Access to opportunities</u> 4.1 Can you explain if you have access to opportunities such as</p>

Knowledge Gap (KG)	Research questions (RQ)	Interview question
<p>KG1 continued</p> <p>KG1: Even though pharmacists play a crucial role in pharmacy practice, there is a shortage of pharmacists, primarily in Regulatory Affairs. RA pharmacists encounter a lack of information access by organisations, inadequate professional training and support, insufficient recognition and compensation, limited technology and training access, and a lack of training resources (Cruz & Ignacio, 2022)</p>	<p>Structural Empowerment continued.</p>	<p>development and training in the organisation?</p> <p>4.2 How does the organisation help you in your learning journey?</p> <p>4.3 How does a lack of opportunities impact your ability to function in your role?</p>
	<p>Psychological empowerment.</p>	<p>5. <u>Meaning</u></p> <p>5.1 Would you say that your job is important to you and why?</p> <p>5.2 How meaningful are the job activities to you, and why?</p> <p>6. <u>Competence</u></p> <p>6.1 Do you have confidence in your ability to do your regulatory affairs job, and why?</p> <p>6.2 Would you say that having the skills and knowledge in regulatory affairs enhance or diminish your competence, and why?</p> <p>7. <u>Self-determination</u></p> <p>7.1 Do you have an opportunity for independence and freedom to do your job?</p> <p>7.2 Would you say the freedom to do your job enhances or diminishes how you perform your job?</p> <p>8. <u>Impact</u></p>

Knowledge Gap (KG)	Research questions (RQ)	Interview question
<p>KG1 continued.</p> <p>KG1: Even though pharmacists play a crucial role in pharmacy practice, there is a shortage of pharmacists, primarily in Regulatory Affairs. RA pharmacists encounter a lack of information access by organisations, inadequate professional training and support, insufficient recognition and compensation, limited technology and training access, and a lack of training resources (Cruz & Ignacio, 2022)</p>	<p>Psychological empowerment continued.</p>	<p>8.1 Would you say you have an influence on what happens in your department?</p> <p>8.2 Would you say that influencing what happens in your department enhances or diminishes how you perform your job and why?</p>

Knowledge Gap (KG)	Research questions (RQ)	Interview question
<p>Theme: Psychological empowerment and Organisational commitment</p> <p>KG 2: Empowerment challenges create a barrier and have a negative impact on the performance of RA pharmacists in pharmaceutical organisations, which subsequently affects the commitment of RA pharmacists to their organisations, leading to decreased intention to remain in the organisation (Goedhart et al., 2017; Lundin et al., 2022).</p>	<p>RQ 2: How does psychological empowerment contribute to organisational commitment?</p> <p>Organisational Commitment.</p>	<p>9. Do you personally accept the organisation's goals and values, and why?</p> <p>10. What factors influence your decision to remain in the organisation?</p> <p>11. Which factors will enhance or diminish your intention to remain in the organisation and why: support, knowledge, opportunity to learn, resources, meaning, competence, autonomy, and impact?</p>

APPENDIX D: ETHICS APPROVAL



Dear Moore Jane Themane,

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

[Ethical Clearance Form](#)

Kind Regards

APPENDIX E: CONSISTENCY MATRIX

Research question	The section in the Literature Review	Data collection tool – INTERVIEW GUIDE	Data Analysis
Questions on access to resources	2.7 Structural empowerment	Questions 1.1 – 1.3	Inductive, thematic analysis
Questions on access to support	2.7 Structural empowerment	Questions 2.1 – 2.3	
Access to information	2.7 Structural empowerment	Questions 3.1 – 3.3	
Questions on access to opportunities	2.7 Structural empowerment	Questions 4.1 – 4.3	
Questions on meaning	2.8 Psychological Empowerment	Questions 5.1 – 5.2	
Questions on competence	2.8 Psychological Empowerment	Questions 6.1 – 6.2	
Questions on self-determination	2.8 Psychological Empowerment	Questions 7.1 – 7.2	
Questions on impact	2.8 Psychological Empowerment	Questions 8.2 – 8.2	
Questions on organisational commitment	2.9 Organisational commitment	Questions 9 – 11	

APPENDIX F: LIST OF CODES

Code		Grounded
1	○ Organisational Commitment	477
2	○ Commitment	155
3	○ Organisational Commitment	53
4	○ Psychological Empowerment	40
5	○ Engagement	35
6	○ Structural Empowerment	32
7	○ Motivation	30
8	○ Support	30
9	○ Ownership	28
10	○ Responsibility	26
11	○ Dedication	25
12	○ Autonomy	24
13	○ Loyalty	23
14	○ Confidence	20
15	○ Value	15
16	○ Organisation	14
17	○ Fulfilment	13
18	○ Growth	12
19	○ Increased Commitment	12
20	○ Competence	11
21	○ Control	10
22	○ Organisational Commitment	9
23	○ Purpose	9
24	○ Resources	9
25	○ Trust	9
26	○ Connection	8
27	○ Efficiency	8
28	○ Belonging	7
29	○ Collaboration	7
30	○ Investment	7

Code		Grounded
31	○ Performance	7
32	○ Supportive environment	7
33	○ Influence	6
34	○ Satisfaction	6
35	○ Strong Commitment	6
36	○ Teamwork	6
37	○ Commitment to organisation	5
38	○ Decision-making	5
39	○ Development	5
40	○ Expertise	5
41	○ Impact	5
42	○ Independence	5
43	○ Involvement	5
44	○ Job Satisfaction	5
45	○ Knowledge	5
46	○ Tools	5
47	○ Understanding	5
48	○ Valued	5
49	○ Alignment	4
50	○ Capability	4
51	○ Contribution	4
52	○ Decision Making	4
53	○ Employee Engagement	4
54	○ Information	4
55	○ Meaning	4
56	○ Opportunities	4
57	○ Personal Development	4
58	○ Recognition	4
59	○ Values	4
60	○ Values Alignment	4
61	○ Appreciation	3
62	○ Awareness	3
63	○ Challenges	3

Code		Grounded
64	○ Communication	3
65	○ Decreased Commitment	3
66	○ Encouragement	3
67	○ Enhanced Commitment	3
68	○ Enhancement	3
69	○ Experience	3
70	○ Impact on Commitment	3
71	○ Importance	3
72	○ Lack of Support	3
73	○ Organisational Goals	3
74	○ Positive Work Environment	3
75	○ Task Performance	3
76	○ Uncertainty	3
77	○ Work-Life Balance	3
78	○ Access to Information	2
79	○ Access to Tools	2
80	○ Accountability	2
81	○ Acknowledgement	2
82	○ Advising	2
83	○ Alignment of Values	2
84	○ Company Loyalty	2
85	○ Compensation	2
86	○ Compliance	2
87	○ Continuous Improvement	2
88	○ Decrease in Commitment	2
89	○ Effectiveness	2
90	○ Employee Satisfaction	2
91	○ Enjoyment	2
92	○ Feedback	2
93	○ Global Trends	2
94	○ Goal Achievement	2
95	○ Goals	2
96	○ Gratitude	2

Code		Grounded
97	○ Growth support	2
98	○ Happiness	2
99	○ Increased Engagement	2
100	○ Interest	2
101	○ Isolation	2
102	○ Job fulfilment	2
103	○ Job Performance	2
104	○ Lack of Commitment	2
105	○ Lack of Organisational Commitment	2
106	○ Leadership	2
107	○ Learning	2
108	○ Managerial Support	2
109	○ Meaningful work	2
110	○ Negative impact	2
111	○ Opportunities for Growth	2
112	○ Optimal Performance	2
113	○ Overwhelmed	2
114	○ Passion	2
115	○ Pride	2
116	○ Productivity	2
117	○ Quality Work	2
118	○ Regulatory management	2
119	○ Resource Access	2
120	○ Retention	2
121	○ Skill Development	2
122	○ Skills	2
123	○ Stronger Commitment	2
124	○ Team Support	2
125	○ Transparency	2
126	○ Undervalued	2
127	○ Unity	2
128	○ Vision	2

Code		Grounded
129	○ Access Resources	1
130	○ Accomplishment	1
131	○ Accurate information	1
132	○ Achievement	1
133	○ Achievement of Goals	1
134	○ Adaptability	1
135	○ Adaptation	1
136	○ Administrative Tasks	1
137	○ Advancement	1
138	○ Advice Seeking	1
139	○ Alignment of goals and values	1
140	○ Alignment with Goals	1
141	○ Alignment with organisation's culture	1
142	○ Alignment with Values	1
143	○ Appreciation for Support	1
144	○ Approval	1
145	○ Assistance	1
146	○ Attention to tasks	1
147	○ Avoid Complacency	1
148	○ Avoidance of Failure	1
149	○ Behaviours	1
150	○ Belief	1
151	○ Benefits	1
152	○ Bond	1
153	○ Boosting Morale	1
154	○ Brainstorming	1
155	○ Business Strategy	1
156	○ Business Success	1
157	○ Buy-in	1
158	○ Camaraderie	1
159	○ Cancer Treatment	1
160	○ Capable	1

Code		Grounded
161	○ Capacity	1
162	○ Career Commitment	1
163	○ Career Development	1
164	○ Caring	1
165	○ Caring Relationship	1
166	○ Central Role	1
167	○ Certification exam	1
168	○ Clarity	1
169	○ Clear Leadership	1
170	○ Clinical and Safety Information	1
171	○ Closing Skills Gaps	1
172	○ Coaching	1
173	○ Comfort	1
174	○ Commercial Perspective	1
175	○ Commercial strategies	1
176	○ Commitment to Goals	1
177	○ Common Goal	1
178	○ Company	1
179	○ Company Culture	1
180	○ Company Dedication	1
181	○ Company Expectations	1
182	○ Company Goals	1
183	○ Company Relationship	1
184	○ Company Success	1
185	○ Company Support	1
186	○ Competence Enhancement	1
187	○ Competing priorities	1
188	○ Compliance Activities	1
189	○ Compromise	1
190	○ Conflicted	1
191	○ Connection to organisation	1
192	○ Connectivity	1
193	○ Consumer Education	1

Code		Grounded
194	○ Contentment	1
195	○ Continuous Evaluation	1
196	○ Contributing to Goals	1
197	○ Contribution to a greater cause	1
198	○ Coordination Issues	1
199	○ Correct Advice	1
200	○ Correct Information	1
201	○ Corrective Actions	1
202	○ Cross-functional	1
203	○ Culture	1
204	○ Culture Impact	1
205	○ Current Development	1
206	○ Decision-Making Empowerment	1
207	○ Decreased morale	1
208	○ Delays	1
209	○ Demoralisation	1
210	○ Desire	1
211	○ Desire for Growth	1
212	○ Determining Factors	1
213	○ Development Goals	1
214	○ Development Opportunities	1
215	○ Deviation	1
216	○ Diligence	1
217	○ Disconnect	1
218	○ Disconnection	1
219	○ Diverse Work Experiences	1
220	○ Easy	1
221	○ Effective Performance	1
222	○ Effective Response	1
223	○ Effective Support	1
224	○ Eight Years	1
225	○ Employee Commitment	1
226	○ Employee expectations	1

Code		Grounded
227	○ Employee investment	1
228	○ Employee involvement	1
229	○ Employee Perception	1
230	○ Employee Performance	1
231	○ Employee Wellness	1
232	○ Employee-Organisation Bond	1
233	○ Empowerment Impact	1
234	○ Empowerment Tools	1
235	○ Enhance commitment	1
236	○ Enhance well-being	1
237	○ Enhanced Competence	1
238	○ Enhancement of Commitment	1
239	○ Environment	1
240	○ Excellence	1
241	○ Expansion	1
242	○ Expectations	1
243	○ Exploration	1
244	○ Exposure	1
245	○ External Validation	1
246	○ Fairness	1
247	○ Family Commitment	1
248	○ Family responsibilities	1
249	○ Family-like Environment	1
250	○ Fatigue	1
251	○ Feeling ahead	1
252	○ Feeling Useful	1
253	○ Financial Goals	1
254	○ Financial goals alignment	1
255	○ Financial Rewards	1
256	○ Fixation	1
257	○ Focus on Better Health	1
258	○ Focus on Team Development	1
259	○ Freedom	1

Code		Grounded
260	○ Frustration	1
261	○ Functioning	1
262	○ Gaining Information	1
263	○ Global Access	1
264	○ Global Company	1
265	○ Global Impact	1
266	○ Goal Accomplishment	1
267	○ Goal Alignment	1
268	○ Good Management	1
269	○ Good pay	1
270	○ Growth and Development	1
271	○ Growth Culture	1
272	○ Growth Desire	1
273	○ Growth Opportunities	1
274	○ Guidelines	1
275	○ Handling issues	1
276	○ Hard Work	1
277	○ Health	1
278	○ Healthy Environment	1
279	○ High Performance	1
280	○ HR personnel	1
281	○ Ideation	1
282	○ Ignored	1
283	○ Immediate managers	1
284	○ Impact Analysis	1
285	○ Impact on Team Members	1
286	○ Impactful	1
287	○ Impactful Work	1
288	○ Improved performance	1
289	○ Improved Skills	1
290	○ Incentives	1
291	○ Incomplete tasks	1
292	○ Increased confidence	1

Code		Grounded
293	○ Increased Motivation	1
294	○ Increased Sales	1
295	○ Independent Work	1
296	○ Individualised Discussions	1
297	○ Industry	1
298	○ Industry Experience	1
299	○ Information Management	1
300	○ Information Sharing	1
301	○ Informed Decision Making	1
302	○ Informed Decision-making	1
303	○ Informed Decisions	1
304	○ Initiative	1
305	○ Innovation	1
306	○ Integrity	1
307	○ Internal Opportunities	1
308	○ Interruptions	1
309	○ Job Knowledge	1
310	○ Job Productivity	1
311	○ Job Responsibilities	1
312	○ Job Satisfaction Impact	1
313	○ Knowledge Sharing	1
314	○ Knowledgeable	1
315	○ Lack of access to information	1
316	○ Lack of Agency	1
317	○ Lack of Alignment	1
318	○ Lack of Autonomy	1
319	○ Lack of Clarity	1
320	○ Lack of Empowerment	1
321	○ Lack of Growth Opportunities	1
322	○ Lack of Information	1
323	○ Lack of Leadership	1
324	○ Lack of Passion	1
325	○ Lack of Products	1

Code		Grounded
326	○ Lack of Unity	1
327	○ Leadership Collaboration	1
328	○ Learning from Mistakes	1
329	○ Learning opportunities	1
330	○ Legislation	1
331	○ Limited Resources	1
332	○ Local structure	1
333	○ Long Tenure	1
334	○ Making a Difference	1
335	○ Management	1
336	○ Manager Support	1
337	○ Managerial Influence	1
338	○ Market Impact	1
339	○ Market Impacts	1
340	○ Mastery	1
341	○ Meaningful Role	1
342	○ Meet Deadlines	1
343	○ Meeting Deadlines	1
344	○ Meeting halfway	1
345	○ Mentorship	1
346	○ Merged Company	1
347	○ Micromanagement	1
348	○ Morale	1
349	○ Motivation Influence	1
350	○ Necessary Elements	1
351	○ Negotiation	1
352	○ Objective Alignment	1
353	○ Objectives	1
354	○ Objectivity	1
355	○ Open Communication	1
356	○ Opportunities for Advancement	1
357	○ Opportunities for Development	1
358	○ Opportunities to learn	1

Code		Grounded
359	○ Organisation Alignment	1
360	○ Organisation commitment	1
361	○ Organisation Strategy	1
362	○ Organisational Policies	1
363	○ Organisational values	1
364	○ Outcome-oriented	1
365	○ Outcomes	1
366	○ Overworked Employees	1
367	○ Ownership Encouragement	1
368	○ Participation	1
369	○ Passion for Quality of Life	1
370	○ Patient Care	1
371	○ Pediatrics Medication	1
372	○ People Development	1
373	○ Perceived Contribution	1
374	○ Perceived Culture	1
375	○ Perception of Capabilities	1
376	○ Performance enhancement	1
377	○ Performance-based Remuneration	1
378	○ Performing at Highest Level	1
379	○ Personal Goals	1
380	○ Personal growth	1
381	○ Personal Investment	1
382	○ Personal responsibility	1
383	○ Physical illness	1
384	○ Planning	1
385	○ Positive connection	1
386	○ Positive Contribution	1
387	○ Positive Relationship	1
388	○ Powerful Attribute	1
389	○ Prevention of Demotivation	1
390	○ Prioritisation	1
391	○ Priority Alignment	1

Code		Grounded
392	○ Product Approvals	1
393	○ Product Development	1
394	○ Productivity Impact	1
395	○ Professional development	1
396	○ Professional Growth	1
397	○ Progress	1
398	○ Prompt Response	1
399	○ Pursuit of Interests	1
400	○ Quality	1
401	○ Quality Impact	1
402	○ Quality Improvement	1
403	○ Quick decision-making	1
404	○ Readiness	1
405	○ Reduced Commitment	1
406	○ Registered Pharmacist	1
407	○ Regulating Affairs	1
408	○ Regulations Compliance	1
409	○ Regulatory Compliance	1
410	○ Regulatory Skills	1
411	○ Relationship Benefits	1
412	○ Relationship with Boss	1
413	○ Relevance	1
414	○ Relevance in Changing Environment	1
415	○ Remote controlled	1
416	○ Remuneration	1
417	○ Resource Availability	1
418	○ Resource utilisation	1
419	○ Respect for perspectives	1
420	○ Responsibilities	1
421	○ Right Advice	1
422	○ Role commitment	1
423	○ Role Fulfillment	1

Code		Grounded
424	○ Role Management	1
425	○ Role Performance	1
426	○ Role Progression	1
427	○ Safety	1
428	○ Salary	1
429	○ Schedule Flexibility	1
430	○ Seeking Other Opportunities	1
431	○ Self-determination	1
432	○ Self-efficacy	1
433	○ Self-learning	1
434	○ Self-motivation	1
435	○ Self-study	1
436	○ Senior Level	1
437	○ Senior Management	1
438	○ Senior Regulatory Affairs Manager	1
439	○ Sense of belonging	1
440	○ Sense of commitment	1
441	○ Sense of Empowerment	1
442	○ Sense of Importance	1
443	○ Shared Goals	1
444	○ Shared Impact	1
445	○ Shared Vision	1
446	○ Sharing suggestions	1
447	○ Skills Development	1
448	○ Solution-focused	1
449	○ Stability	1
450	○ Stagnation	1
451	○ Stakeholder Support	1
452	○ Stimulation	1
453	○ Strategic Decisions	1
454	○ Strategic Thinking	1
455	○ Stress	1
456	○ Study Leave	1

Code		Grounded
457	○ Success	1
458	○ Success Oriented	1
459	○ Supply Chain	1
460	○ Support System	1
461	○ Support Systems	1
462	○ Supported	1
463	○ Supportive Development	1
464	○ Supportive Leadership	1
465	○ Supportive Management	1
466	○ Talent Cards	1
467	○ Talent Development	1
468	○ Task completion	1
469	○ Task Coordination	1
470	○ Task Discernment	1
471	○ Task Efficiency	1
472	○ Task Focus	1
473	○ Task Fulfilment	1
474	○ Teaching	1
475	○ Team Commitment	1
476	○ Team Empowerment	1
477	○ Team Guidance	1
478	○ Team Meetings	1
479	○ Team Spirit	1
480	○ Technical Assistance	1
481	○ Technology	1
482	○ Tenure	1
483	○ Time Off	1
484	○ Training	1
485	○ Training Resources	1
486	○ Truth	1
487	○ Turnover Reduction	1
488	○ Unappreciated	1
489	○ Understanding Impact	1

Code		Grounded
490	○ Understanding organisation	1
491	○ Unhappiness	1
492	○ Unsupported	1
493	○ Value in Contributions	1
494	○ Value recognition	1
495	○ Viewpoints Considered	1
496	○ Vision Alignment	1
497	○ Voice concerns	1
498	○ Voice Heard	1
499	○ Well-being	1
500	○ Whirlwind effect	1
501	○ Withdrawal	1
502	○ Work	1
503	○ Work Challenges	1
504	○ Work Dedication	1
505	○ Work Environment	1
506	○ Work Ethic	1
507	○ Work-Life Balance	1
508	○ Work management	1
509	○ Work Performance	1
510	○ Work Quality	1
511	○ Work responsibilities	1
512	○ Workplace Support	1
513	○ Psychological Empowerment	465
514	○ Support	41
515	○ Autonomy	31
516	○ Resources	29
517	○ Psychological Empowerment	26
518	○ Empowerment	24
519	○ Structural Employment	21
520	○ Confidence	20
521	○ Control	16
522	○ Influence	14

Code		Grounded
523	○ Access to Information	13
524	○ Decision-making	13
525	○ Motivation	12
526	○ Efficiency	11
527	○ Responsibility	11
528	○ Competence	10
529	○ Growth Opportunities	10
530	○ Independence	10
531	○ Purpose	9
532	○ Trust	9
533	○ Alignment	8
534	○ Challenges	8
535	○ Encouragement	8
536	○ Feedback	8
537	○ Impact	8
538	○ Making a Difference	8
539	○ Skill development	8
540	○ Opportunities	7
541	○ Experience	6
542	○ Expertise	6
543	○ Freedom	6
544	○ Fulfillment	6
545	○ Information	6
546	○ Knowledge	6
547	○ Supportive Environment	6
548	○ Access to Resources	5
549	○ Decision Making	5
550	○ Development	5
551	○ Knowledge Sharing	5
552	○ Lack of Support	5
553	○ Mastery	5
554	○ Performance	5
555	○ Training	5

Code		Grounded
556	○ Training Opportunities	5
557	○ Accomplishment	4
558	○ Collaboration	4
559	○ Demotivation	4
560	○ Development Opportunities	4
561	○ Growth	4
562	○ Guidance	4
563	○ Involvement	4
564	○ Job Satisfaction	4
565	○ Recognition	4
566	○ Task Completion	4
567	○ Teamwork	4
568	○ Uncertainty	4
569	○ Understanding	4
570	○ Alignment of Values	3
571	○ Belonging	3
572	○ Career Advancement	3
573	○ Clarity	3
574	○ Communication	3
575	○ Disempowerment	3
576	○ Enhancement	3
577	○ Exposure	3
578	○ Frustration	3
579	○ Information Access	3
580	○ Job Performance	3
581	○ Knowledge Acquisition	3
582	○ Lack of Information	3
583	○ Leadership	3
584	○ Learning	3
585	○ Learning Opportunities	3
586	○ Manager Support	3
587	○ Productivity	3
588	○ Self-efficacy	3

Code		Grounded
589	○ Stability	3
590	○ Structural Support	3
591	○ Technology	3
592	○ Value	3
593	○ Values	3
594	○ Work-life Balance	3
595	○ Accountability	2
596	○ Accurate Information	2
597	○ Acknowledgement	2
598	○ Acknowledgment	2
599	○ Alignment with Values	2
600	○ Appreciation	2
601	○ Attention to Detail	2
602	○ Career growth	2
603	○ Certifications	2
604	○ Clear Expectations	2
605	○ Company Impact	2
606	○ Company Policies	2
607	○ Competence Enhancement	2
608	○ Compliance	2
609	○ Confidence Boost	2
610	○ Confusion	2
611	○ Contribution	2
612	○ Contribution to Health	2
613	○ Culture	2
614	○ Deadlines	2
615	○ Decreased morale	2
616	○ Demoralisation	2
617	○ Diverse experiences	2
618	○ Employee Well-being	2
619	○ Feeling Stuck	2
620	○ Flexibility	2
621	○ Goal Achievement	2

Code		Grounded
622	○ Guidelines	2
623	○ Happiness	2
624	○ Incentives	2
625	○ Inclusive Environment	2
626	○ Incomplete Information	2
627	○ Informed Decisions	2
628	○ Interactions	2
629	○ Isolation	2
630	○ Lack of Alignment	2
631	○ Lack of Autonomy	2
632	○ Lack of Empowerment	2
633	○ Lack of Growth Opportunities	2
634	○ Lack of Opportunities	2
635	○ Lack of resources	2
636	○ Lack of Value	2
637	○ Leadership Support	2
638	○ Limiting Opportunities	2
639	○ Meaningful work	2
640	○ Meetings	2
641	○ New Challenges	2
642	○ Opportunities for Development	2
643	○ Opportunities for Growth	2
644	○ Organisation	2
645	○ Ownership	2
646	○ Personal Development	2
647	○ Personal Goals	2
648	○ Planning	2
649	○ Positive Influence	2
650	○ Pride	2
651	○ Prioritisation	2
652	○ Problem-Solving	2
653	○ Productivity Impact	2
654	○ Quality	2

Code		Grounded
655	○ Quality Work	2
656	○ Regulations	2
657	○ Responsibilities	2
658	○ Roles and Responsibilities	2
659	○ Safety	2
660	○ Satisfaction	2
661	○ Security	2
662	○ Self-development	2
663	○ Self-Improvement	2
664	○ Skills Acquisition	2
665	○ Skills development	2
666	○ Software Tools	2
667	○ Supportive Manager	2
668	○ Team	2
669	○ Team Spirit	2
670	○ Transparency	2
671	○ Values Alignment	2
672	○ Voice Heard	2
673	○ Work Performance	2
674	○ Ability	1
675	○ Access to Support	1
676	○ Access to Tools	1
677	○ Access to Work	1
678	○ Achievement	1
679	○ Active Listening	1
680	○ Adaptability	1
681	○ Administrative Burden	1
682	○ Advancement	1
683	○ Advancement Opportunities	1
684	○ Advancement pathways	1
685	○ Advice	1
686	○ Advice Giving	1
687	○ Advisory Role	1

Code		Grounded
688	○ Affordable Healthcare	1
689	○ Agency	1
690	○ Alignment to Goals	1
691	○ Alignment with beliefs and values	1
692	○ Alignment with Goals	1
693	○ Alignment with orgaorganisation'spose	1
694	○ Anxiety	1
695	○ Application	1
696	○ Approval Process	1
697	○ Approvals	1
698	○ Assistance	1
699	○ Assuming different roles	1
700	○ Attributes	1
701	○ Authority	1
702	○ Autonomy Discouragement	1
703	○ Awareness	1
704	○ Background Information	1
705	○ Backing decisions	1
706	○ Barriers to access	1
707	○ Barriers to Resources	1
708	○ Basic Functions	1
709	○ Basic Requirements	1
710	○ Behaviors	1
711	○ Belief	1
712	○ Boldness	1
713	○ Boundaries	1
714	○ Brainstorming	1
715	○ Business Goals	1
716	○ Buy-in	1
717	○ Calling	1
718	○ Cancer Treatment	1
719	○ Capability	1

Code		Grounded
720	○ Capability Beyond Traditional Roles	1
721	○ Capacity Allocation	1
722	○ Career Development Opportunities	1
723	○ Caring	1
724	○ Caring Attitude	1
725	○ Certification exam	1
726	○ Challenge	1
727	○ Challenge and Interest	1
728	○ Challenged	1
729	○ Change of Mindset	1
730	○ Changes	1
731	○ Clear Communication	1
732	○ Clear Framework	1
733	○ Clear Goals	1
734	○ Clear Guidance	1
735	○ Clear Objectives	1
736	○ Clear Processes	1
737	○ Clear roles	1
738	○ Clinical and Safety Information	1
739	○ Clinical Information	1
740	○ Closeness	1
741	○ Collaborative	1
742	○ Colleague Support	1
743	○ Collective Responsibility	1
744	○ Collegiality	1
745	○ Commitment	1
746	○ Commitment to employees	1
747	○ Common Goals	1
748	○ Company Culture	1
749	○ Company Goals	1
750	○ Company Objectives	1

Code		Grounded
751	○ Company Performance	1
752	○ Company Rules	1
753	○ Company Strategy	1
754	○ Company Structure	1
755	○ Company Support	1
756	○ Compensation	1
757	○ Competency	1
758	○ Complex situations	1
759	○ Complexity	1
760	○ Compliance Activities	1
761	○ Comprehensive Understanding	1
762	○ Conducive work environment	1
763	○ Confidence Development	1
764	○ Constraints	1
765	○ Consulting Role	1
766	○ Consumer Education	1
767	○ Context and Background	1
768	○ Continual Review Process	1
769	○ Continuous Learning	1
770	○ Continuous Professional Development	1
771	○ Contribution to Company Growth	1
772	○ Contribution to something greater	1
773	○ Coordination Issues	1
774	○ Correction	1
775	○ Corrective Actions	1
776	○ Counterproductivity	1
777	○ Creativity	1
778	○ Cross-Collaboration	1
779	○ Cross-functional	1
780	○ Data	1
781	○ Decentralisation	1
782	○ Decisions	1

Code		Grounded
783	○ Delays	1
784	○ Democratic	1
785	○ Demotivating Environment	1
786	○ Department	1
787	○ Development Objectives	1
788	○ Development Sessions	1
789	○ Different Perspective	1
790	○ Difficulty in Management	1
791	○ Direct Experience	1
792	○ Discipline	1
793	○ Disconnection	1
794	○ Discouraging	1
795	○ Disenfranchisement	1
796	○ Documented Procedures	1
797	○ Dynamic Environment	1
798	○ Eagerness	1
799	○ Education Assistance	1
800	○ Effective communication	1
801	○ Effective Performance	1
802	○ Effective Work Execution	1
803	○ Effectiveness	1
804	○ Efficacy	1
805	○ Emotional Distress	1
806	○ Employee input	1
807	○ Employment Structure	1
808	○ Empowered	1
809	○ Empowering	1
810	○ Empowering Consumers	1
811	○ Empowerment Development	1
812	○ Empowerment Opportunities	1
813	○ End-to-end thinking	1
814	○ Engagement with Others	1
815	○ Enhance commitment	1

Code		Grounded
816	○ Enhances Productivity	1
817	○ Environment	1
818	○ Erosion of self-confidence	1
819	○ Escalated issues	1
820	○ Ethical Environment	1
821	○ Execution	1
822	○ Experience Accumulation	1
823	○ Expertise Development	1
824	○ Expertise recognition	1
825	○ Exploration	1
826	○ Exploration of Fields	1
827	○ Exposure to markets	1
828	○ Exposure to various aspects	1
829	○ Extensions	1
830	○ External Support	1
831	○ Fair Compensation	1
832	○ Fear of Manager	1
833	○ Feedback Mechanisms	1
834	○ Feelings of Stagnation	1
835	○ Financial Goals	1
836	○ Financial Rewards	1
837	○ Forgetfulness	1
838	○ Forums	1
839	○ Free Thinking	1
840	○ Freedom to make decisions	1
841	○ Funding Studies	1
842	○ Gaining Information	1
843	○ Generic Company	1
844	○ Geographical expansion	1
845	○ Giving Back	1
846	○ Global Company	1
847	○ Global orientation	1
848	○ Global Structure	1

Code		Grounded
849	○ Global Support	1
850	○ Global Trends	1
851	○ Goal Alignment	1
852	○ Goal hindrance	1
853	○ Goal Setting	1
854	○ Good Management	1
855	○ Good pay	1
856	○ Government Policies	1
857	○ Growth Assignments	1
858	○ Growth Potential	1
859	○ Growth Prospects	1
860	○ Healthy Environment	1
861	○ Help	1
862	○ Helping Others	1
863	○ Hierarchies	1
864	○ Hierarchy	1
865	○ Hinder development	1
866	○ Hindered Performance	1
867	○ Hindering Growth	1
868	○ Ideas	1
869	○ Ideation	1
870	○ Identity	1
871	○ Identity Connection	1
872	○ Ignored	1
873	○ Impact Analysis	1
874	○ Impact on Health	1
875	○ Impact on Others	1
876	○ Impact on Patients	1
877	○ Impact on registration	1
878	○ Impactful	1
879	○ Impactful organisation	1
880	○ Importance	1
881	○ Improvement	1

Code		Grounded
882	○ Inclusive	1
883	○ Incomplete tasks	1
884	○ Increased Responsibilities	1
885	○ Indirect Impact	1
886	○ Individual Development	1
887	○ Individual Work Quality	1
888	○ Individual-driven development	1
889	○ Individualistic	1
890	○ Individualised Attention	1
891	○ Individualised Thinking	1
892	○ Industry Experience	1
893	○ Ineffective Use of Skills	1
894	○ Influence in Decision-Making	1
895	○ Information Availability	1
896	○ Information Management	1
897	○ Informed Decision-making	1
898	○ Initial Challenges	1
899	○ Initiative	1
900	○ Innovation	1
901	○ Innovator	1
902	○ Input	1
903	○ Insightful Head of RA	1
904	○ Insignificance	1
905	○ Integrity	1
906	○ Interest Development	1
907	○ Internal Training	1
908	○ Introduction to new concepts	1
909	○ Investment in individuals	1
910	○ IR issues	1
911	○ IT Expertise	1
912	○ Job Impact	1
913	○ Job performance improvement	1
914	○ Job tasks	1

Code		Grounded
915	○ Key Information Source	1
916	○ Knowledge development	1
917	○ Knowledge Expansion	1
918	○ KPIs	1
919	○ Lack of Access	1
920	○ Lack of Agency	1
921	○ Lack of Appreciation	1
922	○ Lack of Clarity	1
923	○ Lack of Confidence	1
924	○ Lack of Growth	1
925	○ Lack of Information Access	1
926	○ Lack of Initiative	1
927	○ Lack of Investment	1
928	○ Lack of Motivation	1
929	○ Lack of Passion	1
930	○ Lack of Unity	1
931	○ Late Submissions	1
932	○ Leadership Alignment	1
933	○ Leadership Influence	1
934	○ Leadership involvement	1
935	○ Leadership Structure	1
936	○ Learning Channels	1
937	○ Learning from Mistakes	1
938	○ Learning Programs	1
939	○ Legislation	1
940	○ Limited Opportunities	1
941	○ Limited Resources	1
942	○ Limiting Change	1
943	○ Limiting Growth Opportunities	1
944	○ Listened to	1
945	○ Local structure	1
946	○ Location Discrepancies	1
947	○ Manager Availability	1

Code		Grounded
948	○ Manager Communication	1
949	○ Managerial Influence	1
950	○ Managerial Support	1
951	○ Managers	1
952	○ Manpower	1
953	○ Meaningful Impact	1
954	○ Meaningful job	1
955	○ Meaningful Responsibilities	1
956	○ Meaningful Role	1
957	○ Meaningful tasks	1
958	○ Meeting health needs	1
959	○ Mental Health	1
960	○ Mental Stability	1
961	○ Merger	1
962	○ Micromanagement	1
963	○ Mindset	1
964	○ Minimal Hierarchy	1
965	○ Misalignment	1
966	○ Misalignments	1
967	○ Motivating Leadership	1
968	○ Movement Between Departments	1
969	○ Moving Positions	1
970	○ Multinational Organisation	1
971	○ Natural	1
972	○ Negative Impact	1
973	○ Negative Influence	1
974	○ Negotiation	1
975	○ Network	1
976	○ New Opportunities	1
977	○ New Roles	1
978	○ Objective Alignment	1
979	○ Objectives	1
980	○ Objectivity	1

Code		Grounded
981	○ Obstacles	1
982	○ On-the-job Training	1
983	○ Oncology Portfolio	1
984	○ Oneness	1
985	○ Open Structure	1
986	○ Opinions	1
987	○ Opportunities Exist	1
988	○ Opportunity	1
989	○ Opportunity to learn	1
990	○ Organisation Alignment	1
991	○ Organisation Conduct	1
992	○ Organisation Culture	1
993	○ Organisation Perception	1
994	○ OrgaOrganisation'sls	1
995	○ Organisational Culture	1
996	○ Organisational Improvement	1
997	○ Organisational Policies	1
998	○ Organisational Support	1
999	○ Organising Hikes	1
1000	○ Overlooked	1
1001	○ Overworked Employees	1
1002	○ Ownership Hindrance	1
1003	○ Passion for Quality of Life	1
1004	○ Past Experiences	1
1005	○ Peer Support	1
1006	○ People Development	1
1007	○ People Management	1
1008	○ Performance Expectations	1
1009	○ Performance hindrance	1
1010	○ Performance Improvement	1
1011	○ Performance-based Remuneration	1
1012	○ Performing at Highest Level	1
1013	○ Personal and Professional Growth	1

Code		Grounded
1014	○ Personal Issues Addressed	1
1015	○ Personal Satisfaction	1
1016	○ Pharmaceutical Industry	1
1017	○ Policies	1
1018	○ Positive Relationship	1
1019	○ Practical Experience	1
1020	○ Praise	1
1021	○ Preparation	1
1022	○ Pressure	1
1023	○ Previous Merger	1
1024	○ Priorities	1
1025	○ Problem Solving	1
1026	○ Product Development	1
1027	○ Product Life Cycles	1
1028	○ Product Ownership	1
1029	○ Product Portfolio Manager	1
1030	○ Productivity Obstacles	1
1031	○ Productivity Outside Premises	1
1032	○ Professional Development	1
1033	○ Profit Motive	1
1034	○ Profitability	1
1035	○ Programs	1
1036	○ Progress	1
1037	○ Psychological Impact	1
1038	○ Public Health Care	1
1039	○ Purpose and vision	1
1040	○ Purpose Questioning	1
1041	○ Qualifications	1
1042	○ Quality Assurance	1
1043	○ Quality Focus	1
1044	○ Quality Impact	1
1045	○ Quality Improvement	1
1046	○ Questioning	1

Code		Grounded
1047	○ Quick decision-making	1
1048	○ Quick Response	1
1049	○ Rapid Changes	1
1050	○ Receptive	1
1051	○ Recognition Awards	1
1052	○ Reduced Stress	1
1053	○ Reflection	1
1054	○ Registered Pharmacist	1
1055	○ Regular Check-ins	1
1056	○ Regular Meetings	1
1057	○ Regular Updates	1
1058	○ Regulatory information	1
1059	○ Regulatory Knowledge	1
1060	○ Regulatory Management	1
1061	○ Regulatory Manager	1
1062	○ Regulatory Skills	1
1063	○ Regulatory Standards	1
1064	○ Relationship Building	1
1065	○ Relationships	1
1066	○ Relevance	1
1067	○ Remote controlled	1
1068	○ Remote Work	1
1069	○ Remote Work Opportunities	1
1070	○ Remuneration	1
1071	○ Resignations	1
1072	○ Resource Access	1
1073	○ Resources Availability	1
1074	○ Resources for employees	1
1075	○ Respect	1
1076	○ Respect for perspectives	1
1077	○ Responsible Medication Use	1
1078	○ Reward	1
1079	○ Rewards	1

Code		Grounded
1080	○ Risk Monitoring	1
1081	○ Role	1
1082	○ Role Fulfillment	1
1083	○ Role Growth	1
1084	○ Role in Industry	1
1085	○ Salary Impact	1
1086	○ Secondment Role	1
1087	○ Seeking Other Opportunities	1
1088	○ Self-determination	1
1089	○ Self-learning	1
1090	○ Self-management	1
1091	○ Self-reflection	1
1092	○ Self-reliance	1
1093	○ Self-study	1
1094	○ Self-tracking	1
1095	○ Self-worth	1
1096	○ Senior Management	1
1097	○ Senior Regulatory Affairs Manager	1
1098	○ Sense of Belonging	1
1099	○ Sense of Competence	1
1100	○ Shakes	1
1101	○ Silos	1
1102	○ Skill Application	1
1103	○ Skill enhancement	1
1104	○ Skills	1
1105	○ Skills Enhancement	1
1106	○ Skills improvement	1
1107	○ Slow	1
1108	○ Software Licenses	1
1109	○ Software Programs	1
1110	○ Software Systems	1
1111	○ SOPs	1
1112	○ South Africa	1

Code		Grounded
1113	o South African Pharmacy Council	1
1114	o Special Study Leave	1
1115	o Specialisation	1
1116	o Specific Skills	1
1117	o Stagnation	1
1118	o Stimulation	1
1119	o Stipulated Policies	1
1120	o Strategic Focus	1
1121	o Stress	1
1122	o Stress Reduction	1
1123	o Structural Constraints	1
1124	o Structural Elements	1
1125	o Structural Limitations	1
1126	o Structural Reporting	1
1127	o Structure	1
1128	o Structured Employment	1
1129	o Succession Planning	1
1130	o Support from Colleagues	1
1131	o Support from Company	1
1132	o Support Hindrance	1
1133	o Support Platforms	1
1134	o Support System	1
1135	o Support Systems	1
1136	o Support Timelines	1
1137	o Supported	1
1138	o Supporting projects	1
1139	o Supportive Culture	1
1140	o Supportive Department	1
1141	o Supportive Feedback	1
1142	o Supportive Management	1
1143	o Supportive Role	1
1144	o System Improvement	1
1145	o Systems	1

Code		Grounded
1146	○ Systems for Document Control	1
1147	○ Systems in place	1
1148	○ Talent Review	1
1149	○ Task Assignment	1
1150	○ Task Coordination	1
1151	○ Task Efficiency	1
1152	○ Task Focus	1
1153	○ Task Performance	1
1154	○ Tasks	1
1155	○ Team Development	1
1156	○ Team Empowerment	1
1157	○ Team Meetings	1
1158	○ Team Mentality	1
1159	○ Team Performance	1
1160	○ Team Structure	1
1161	○ Team-building Activities	1
1162	○ Technical Assistance	1
1163	○ Technology Support	1
1164	○ Thought-provoking questions	1
1165	○ Time Management	1
1166	○ Time Wastage	1
1167	○ Timely Responses	1
1168	○ Tools and Resources	1
1169	○ Tools for Connectivity	1
1170	○ Tools for Empowerment	1
1171	○ Toxic Environment	1
1172	○ Training access	1
1173	○ Training Availability	1
1174	○ Training Platforms	1
1175	○ Training Sessions	1
1176	○ Trainings	1
1177	○ Transactional	1
1178	○ Transparent opportunities	1

Code		Grounded
1179	○ Undermining Decisions	1
1180	○ Understanding decision-making	1
1181	○ Understanding of Pharmacology	1
1182	○ Unreasonable Expectations	1
1183	○ Updated Platforms	1
1184	○ Upscaling skills	1
1185	○ Uselessness	1
1186	○ Validation	1
1187	○ Value Perception	1
1188	○ Valued	1
1189	○ Variety	1
1190	○ Vision Communication	1
1191	○ Voice concerns	1
1192	○ Voice Recognition	1
1193	○ Well-being	1
1194	○ Wellness programs	1
1195	○ Work Efficiency	1
1196	○ Work Empowerment	1
1197	○ Work environment	1
1198	○ Work Environment Impact	1
1199	○ Work Ethic	1
1200	○ Work Facilities	1
1201	○ Work Overload	1
1202	○ Working Environment	1
1203	○ Workload Influence	1
1204	○ Workload Management	1