

Employee Attrition in Pharmaceutical Sales: ASA Theory

By

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Work values shifted in the face of profits versus layoffs during the Covid 19 pandemic. Without learning opportunities to stay engaged, employees working from home were intellectually stunted and flailing to find inspiration. Business as usual now needed the new leader to emerge in a virtual environment.

With revenue goals to meet, and increased pressure to perform with newly approved FDA medications, management was unable to engage employees, leading to high levels of turnover. The results were a loss of talented individuals and an inability to market essential life-extending and

saving biopharmaceuticals to health care providers that treat rare diseases.

Management was faced with carrying operating costs for employees that were unable to reach customers. Yet, there was a lack of trans-

formation in leadership to engage the customer facing employees. This led to above average attrition, creating a need for new people to be hired. Training for newly hired employees was implemented, increasing costs, and creating gaps in sales cycles. Disruption amongst teams

was evident as management experienced a communication gap with front-line employees.

Post Covid 19, sales leadership must emerge out of its cocoon, and spread its four wings. Grounded in transformational leadership theory (Burns, 1978), idealized influence, inspirational motivation, intellectual stimulation, and individual-

ized consideration must be adapted in a hybrid virtual world. Leader management exchange theory may be practiced but the key emphasis should be on attraction selection attrition (ASA) theory.

The new virtual era of engagement in sales post Covid-19 may require practicing transformational leadership with a foundation of leader management exchange theory (LMX), but the core has to be attraction selection attrition theory (ASA) to motivate, engage, and retain the best customer facing employees to minimize disruption of business.

Keywords: Post Covid 19 leadership, Attraction selection attrition (ASA), Leader Member Exchange (LMX), Transformational leadership, Intrinsic motivation values, Autonomy, Ethical value

There is attrition in corporations. At face value obvious reasons for an employee to leave a company are for more money, better benefits, or to feel more appreciated. From the management perspective, there may be a business need to separate employees from the corporations, for below average performance, restructuring or other needs. When employee attrition occurs, it is a setback for a company at various levels. When employees leave there is a shock to the culture of the team, external customer disruption, loss of intellectual talent, and overall loss of productivity (Ghosh et al., 2013).

Reducing overall employee attrition while retaining top talent at pharmaceutical companies becomes paramount to continually penetrating the market, reducing costs, and fostering customer relationships. Deloitte Insights reported findings in August 2020 from a survey of middle-sized pharma companies, and a text analysis of investor statements from the largest pharma companies during the last quarter of 2019 and first quarter of 2020, both being sourced March-April of 2020. The survey asked which issues would have an impact on their companies within the next year. Eighty percent reported changes in consumer attitude, behaviors, and spending, and 35% reported competition and demand for talent would be important.

The main question the author chose to research stems from his experience launching pharmaceutical products before, during, and after Covid 19. As a business practitioner, he was inclined to find a solution to minimize attrition during subsequent pharmaceutical launches since the sales environment had become hybridized that included virtual engagements which were not as prominent before the Covid-19 pandemic.

Which theory is most relevant for pharmaceutical sales/marketing business leaders and practitioners that may reduce attrition when launching a new product in a post Covid-19 sales environment? There are a multitude of leadership theories that address the process that lead an organization into self-management units (Uhl-Bien, 1991). These theories may be reviewed and applied to prevent attrition in a post Covid-19 sales environment. To begin reviewing theories, a literature search was conducted using “employee attrition” as a keyword search in the EbscoHost Database via University of South Florida Library, filtered on 3 levels to uncover 40 articles, which revealed LMX theory, ASA theory, and authentic leadership theory. Google Scholar was utilized to further research common key words amongst the 3 leadership theories that were uncovered from the initial search via the EbscoHost Database which ultimately revealed core variables used to predict attrition.

Attrition may ensue when an employee chooses to leave, or management chooses to separate from an

employee. In both cases there is a subjective quality from an ontological perspective that causes attrition. There is a clear shared meaning between employees and management to perform a function. The author’s paradigm is interpretive as there must be sense making between the two groups which can be achieved by language and social constructs (Eriksson & Kovalainen, 2015). When that human experience comes to an imbalance attrition may ensue. The human experience is different post Covid-19 with virtual engagements, leading to different avenues and methods of communication. Managers and employees may interpret interactions differently as they are co-dependent on results of interactions with customers (Sipe & Constable, 1996). There is no exact science when there are multiple individuals with varying perspectives. From an epistemological perspective the truth is a shared one that must be uncovered between management, sales/marketing employees and customers when engaging in a virtual or real-world life situation. The interpretivist philosophical position uncovers or discovers the cooperative truth amongst the different groups (Sipe & Constable, 1996). The separative quality that divides these groups may lead to attrition causing disruption on all levels which needs to be minimized, especially in a biotech startup that is launching a newly approved product that may save lives. Conflicting goal clarity or competing priorities amongst sales and management groups (intra or inter) may lead to formation subgroups which may further derail reaching financial goals for the company (Harvey et al., 2017).

The author proceeded to uncover what theories may address the facets of attrition from both the leader and follower perspectives and which theory, when applied, would be most effective in reducing attrition.

Review of Research

To understand how attrition can be minimized by an organization, it was first found that organizations operated from two different perspectives. The foundational premise is that organizations can be situations or environments. Followers and leaders must interact before any attrition takes place. The field of interactional psychology was uncovered where there are two philosophical viewpoints. The first group believes peoples’ behavior create an environment, similar to Freud and Cattell, while the other group believes the environment creates peoples’ behavior, as supported by Watson and Skinner (Schneider, 1987). The key conclusion when choosing which theories are relevant to understand attrition is to accept that people have the freedom to stay or leave an environment and consequently if a theory was exercised in a closed environment, it would not be valid. The initial review of the research prominently re-

vealed leader member exchange theory (LMX), attraction selection theory (ASA), and authentic leadership. Subsequent searches of authentic leadership uncovered how leadership theories evolve (Uhl-Bien, 1991).

ASA theory grows from the premise that it is a façade that organizations can shape employee behavior, but it is rather that people were attracted to an organization that matched their own individual behaviors, selected by that company, and if consistent with expectations attrition stays low (Figure 1) (Schneider, 1987). This theory will be explored deeper in its foundations and chosen as the best fit it for organizations to mitigate attrition.

Other leadership theories focus on a relationship maturity continuum (Figure 2) (Uhl-Bien, 1991). Leader member exchange theory (LMX) (Graen & Uhl-Bien, 1995) states the quality of relationship between leader and employee can predict how safe the employee feels in his job leading him to be the most effective in his role. The LMX-7 item questionnaire (Scandura and Graen, 1984) evaluates this relationship by uncovering the depth of trust, helpfulness, and belief between a leader and employees. LMX will

measure the quality of the relationship as to being high or low. In a high LMX environment the dyadic relationship is balanced where there is an equal exchange of trust, communication, and collaboration towards the same goal. In a low LMX environment the trust is imbalanced, the relationship is unidirectional, and goals become transactional by being pushed down from the leader (Uhl-Bien, 1991).

Leadership models use leader effectiveness and engagement as parameters and assign weight to 5 types of required leadership styles to build an optimal profile as show in Figure 3 adapted from Bass & Riggio, 2006. Transformational leadership has a foundational emphasis on the ability of the leader to increase follower commitment, loyalty, engagement and performance when the leader can help address stress amongst the followers (Bass, 1999). The four basic parameters are idealized influence (charisma), inspirational motivation, intellectual stimulation, and individual consideration, which are also frequently referred to as the 4I's (Bass and Bass, 2009). Transactional leadership focuses solely on agreements between leader and follower as simple as completing task X and you will receive Y. The contingent reward

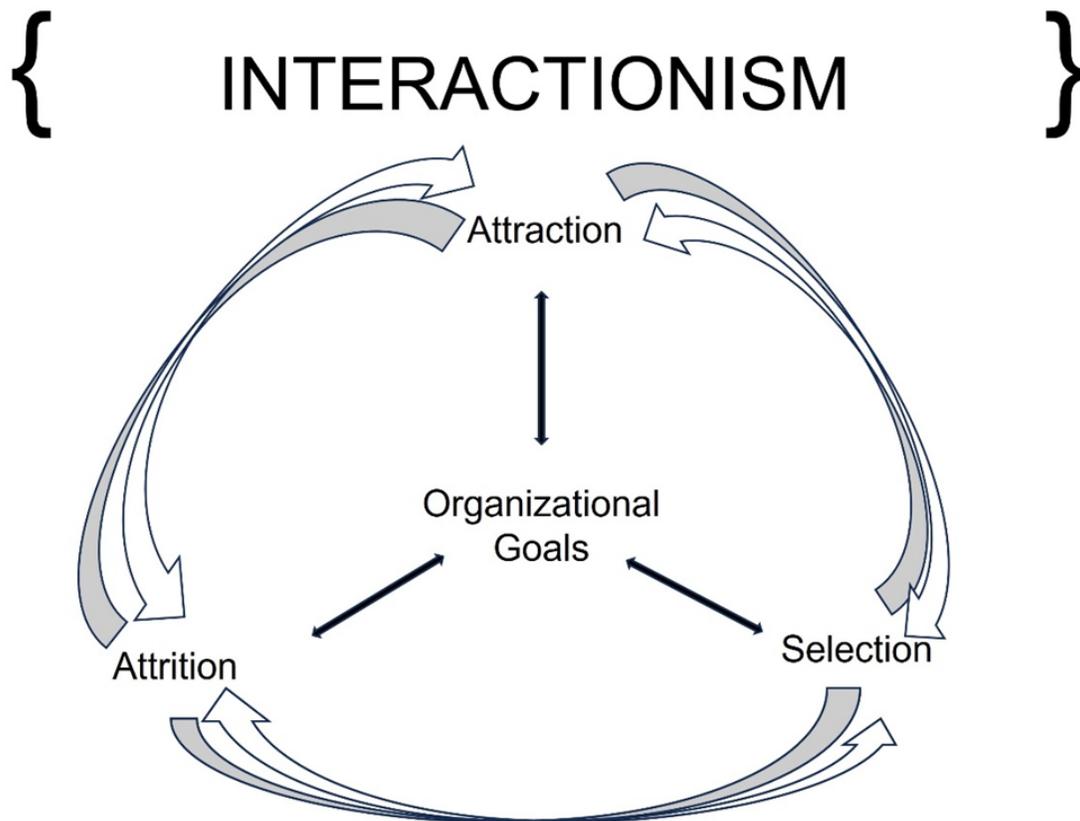


Figure 1. Attraction Selection Framework adapted by author from (Schneider, 1987, p. 445).

Stage:	Time →		
	Stranger	Acquaintance	Mature
Characteristic:			
A. Relationship Building Phase	Role Building	Role Making	Role Implementation
B. Type of Reciprocity	Cash and Carry	Mixed	In-Kind
C. Time Span of Reciprocity	Immediate	Some Delay	Indefinite
D. Leader Member Exchange	Low	Medium	High
E. Incremental Influence	None	Limited	Almost Unlimited
F. Type of Leadership:			
1. Transactional	Behavioral Management (Boss 1985)	→	Reciprocal Favors (Burns, 1978)
2. Transformational	Self-Interest	→	Team-Interest

Figure 2. Life of Leadership Making adapted by author from (Uhl-Bien, 1991, p. 33).

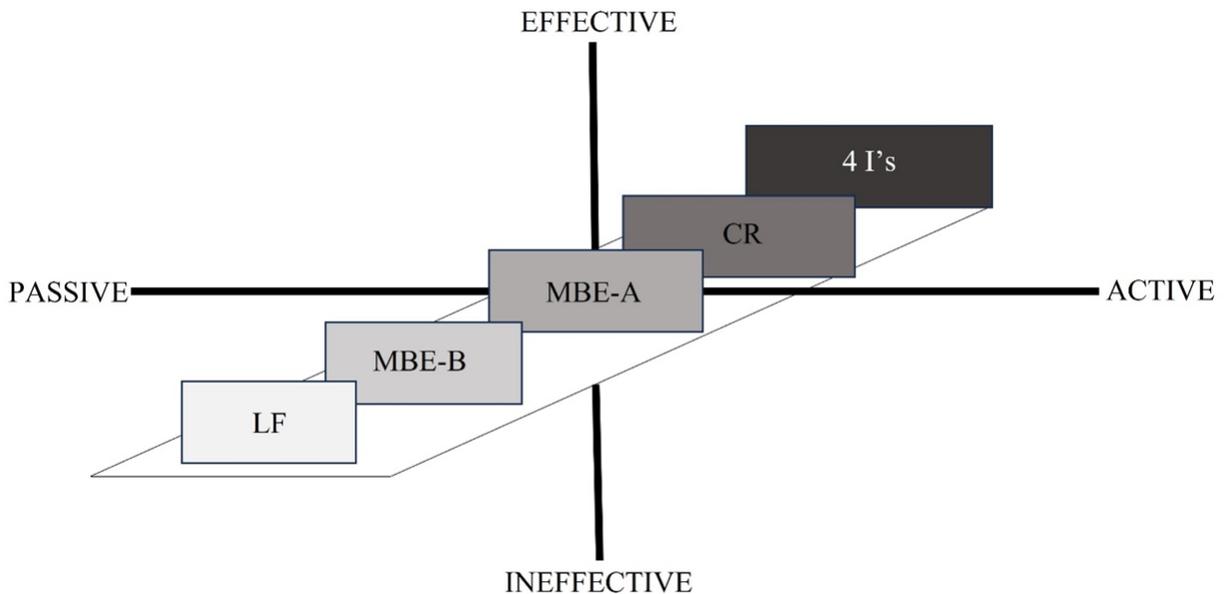


Figure 3. Full Range of Leadership Model: Optimal Profile. Adapted by author from (Bass & Riggio, 2006, p. 9).

model (CR) is supplying a reward (monetary reward is transactional leadership, emotional reward is transformational leadership) when the job is done and when a goal is achieved. The management by exception (MBE) model may be passive (MBE-P) whereby leaders correct behaviors after errors have been committed, or active (MBE-A), whereby leaders correct behaviors in real time by monitoring activities. Lastly, laissez-faire (LF) leadership is characterized by the absence of engagement or directive, with the employees finding the answers on their own. All leadership models may be said to comprise 3 main components that operate together.

The resultant teamwork effectiveness of the Leadership-Making Model as shown in Figure 4, adapted from Uhl-Bien, 1991, is visualized by a wall of 3 pillars where the middle pillar is leadership motivated maturity which is fed reciprocally by 2 other pillars: leader and follower characteristics. The four characteristics that ultimately feed the maturity of the leadership relationship are growth, investment, focus, and integration (Uhl-Bien, 1991). The root premise is a leader must find the role for an employee and then navigate the employee until they progress to an advanced role with the underlying desire for the em-

ployee to advance beyond his role. To this end, the leader can give employees extra work, create awareness for advancement, target specific areas of opportunity, and engage members in more teamwork.

For the sales and marketing business leader launching a new product in the pharmaceutical industry, attrition post Covid-19 may be costly to the organization. Attrition may be managed by evaluating theories to navigate leadership responsibilities towards the customer facing employee.

The Theory

ASA theory is the theory that is most relevant to the reduction of attrition. ASA theory is built on 3 pillars: personality theory, vocational psychology and I/O psychology. ASA theory posits that people make a choice to work and based on their personality (personality theory) they pick a profession (vocational psychology) which eventually leads to a specific industry and an organization within that industry (Industrial/Organizational psychology).

According to interactional psychology, peoples' personalities interact differently. Interactional psychology has two perspectives. The first perspective posits that a company environment is an output of

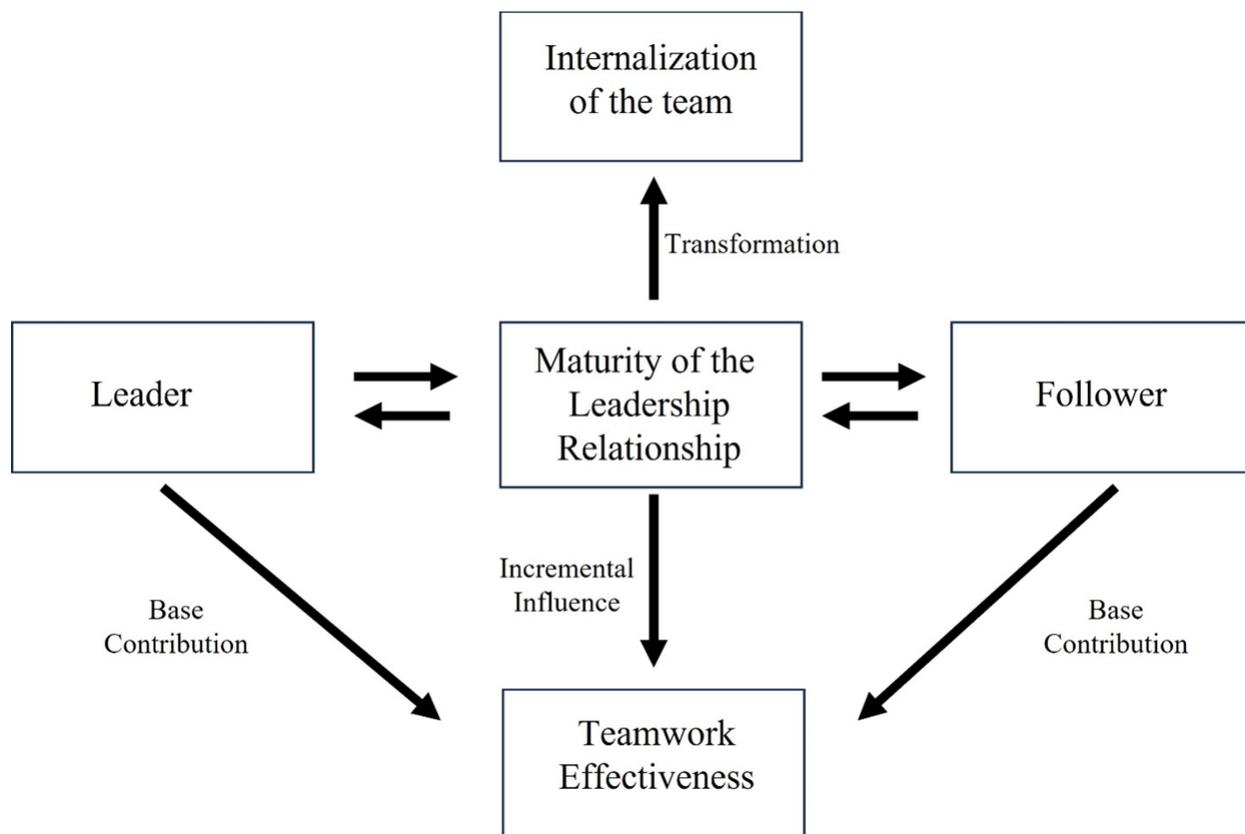


Figure 4. Three Component Model of Leadership. Adapted by author from (Uhl-Bien, 1991, p. 30).

people and behaviors, $E = f(P,B)$; the second perspective posits that people's behavior is an output of people interacting within an environment, $B = f(P,E)$ (Schneider, 1987). From the situationist perspective, behaviors are shaped by the environment, thus laboratory studies that were conducted in the field of interactional psychology to understand people's behavior randomized people to different fabricated environments. The gap from the situationist perspective when conducting these experiments is that individual differences are not evaluated. In real life people aren't randomized to organizations, and people have the power to choose or leave environments, so conclusions in these types of lab settings may not be fully applicable. Since people have the power to choose or leave their environments, ASA theory builds on the premise that people and environments are not separate, because people make their own setting (Schneider, 1987). Vocational psychology addresses how people choose specific professions based on their interests and personalities. Holland, who grouped careers into six major types, also stated that career environments can be grouped, and those environments are created by the dominating personality types (Schneider, 1987). Personality types drawn to certain vocations create the environments which supports the attraction component of ASA theory.

ASA theory postulates that the collective output of all the personalities leads to creating overall culture, business operations, activities, and values within the organization (Schneider et al., 1995). The overarching personality that leads to creating and supporting the work environment is the CEO or the founder. The CEO's traits will attract a C-suite of individuals who share similar values. This process filters down through management channels down to the customer facing employee. It is important to note that the beginning of the ASA cycle begins with the willpower of the CEO and in some cases the board members that may have oversight over the CEO. Management is now in charge of setting organizational goals. Goals are different depending on industry type just as career goals are different for individuals. Ideally, each goal will be a good match with the individual who pursues it. After goals are set by management, processes of selecting individuals are put into place to reach those goals. To effectively complete the process, individuals must be identified with specific competencies to fulfill the varying tasks within different departments. It is at this point that management will select the appropriate individuals with the correct competencies that fulfill the job function.

People are attracted to organizational environments that support and share their individual values and management selects individuals with competencies that fulfill the job function, yet mistakes happen. After some time, people integrate into the perva-

sive culture. If that culture does not resonate with personal values and behaviors, the attrition process begins as the collective values become misaligned leading to employee turnover (Schneider et al., 1995). Attrition leaves behind a niche of personalities creating a homogenous environment. In essence the organization ends up housing collective, common individual behaviors, that will continue to become more and more niched. This leaves the possibility for the organization to fail, as the structure and processes may become outdated and cannot adapt with the changing external environment (Schneider, 1987). When ASA theory is used to deter attrition, it concludes that people at the highest leadership levels must adapt to the external needs. This adaptation will become reflective in creating new organizational processes and cascade into the collective environment. This is needed to adapt to the changing external environment. The situationist perspective on the other hand posits that an organization can change processes and structures without recognizing that management must shift values first. However, it is likely that turning a blind eye to values will cause people to leave the company, making the organization less adaptable than when it first began.

Applications of the Theory

Management created the concept of pivoting while failing to review new intrinsic and extrinsic motivators for employees. The Centers for Disease Control and Prevention timeline shows that on March 15, 2020, states began shutdowns to control the spread of the virus and biotech startups with new commercial products were at risk of reduced revenue, as hospitals, physician offices, and most avenues for market access to healthcare professionals were shut down. Pharma and biotech companies manufacturing medications had sales and marketing personnel that were now told that they were no longer permitted access to physicians to have promotional discussions. Management within the industry was at a standstill with a haphazard attempt to continue business and the phrase 'PIVOT' became the new business paradigm. The new environment made employees question their internal motivations for work as they moved home beyond just pay for performance since performance metrics needed to be redefined. Employees had to make new meaning as to how they would be valued how new business processes would match those values. ASA supports management direction to create new organizational practices and supervisory support after assessing new value structures encompassing employee motivators, ethical interactions, and teamwork principles.

The attraction portion of ASA theory is built on individual motivators (Verma & Sharma, 2017) that are key components of self-determination theory (SDT) in the workplace (Gagné & Deci, 2005)

which was built from Cognitive evaluation theory (CET). Autonomy, an intrinsic motivator, is a feeling from within, a precursory feeling during a work activity that enhances the quality of an external activity that evokes self-satisfaction. When the sales employee feels autonomous to be able to deliver the meaning of a marketing message in his/her personal style and is reinforced by management support and encouragement, it creates value alignment between the two groups avoiding the attrition phase of the ASA framework. Misalignment ensued in the virtual environment as one management process required reading scripts verbatim when delivering marketing messages. This misalignment of values created tension and as the ASA framework predicts, when values became misaligned, employees sought to leave, and management sought to replace the individual(s) without changing its values. Intrinsic motivation was stunted by engaging in a virtual external task that was not rewarding for both parties, which led to the attrition phase of ASA. Employees that would have experienced feelings of competence while providing the marketing message did not feel self-determined, viz., they did not feel an internal perceived locus of causality as explained by CET (Ryan & Deci, 2000). Without a sense of autonomy, while leaders were still engaged with employees expressing trust, and providing collaborative opportunities, indicative of a high quality LMX relationship, it still could not keep an employee intrinsically motivated, resulting in attrition.

Ethics is another value which needs to be matched between employees and management. One type of ethics a manager may practice is self-interest vs. team interest. Employees exhibiting congruent values with their manager will stay at the organization and be valued reciprocally, while distress that is felt because of conflicting ethics between employees and management leads to attrition, leaving a culture of self-interest or team interest, dependent on the dominating leadership ethical values (Cialdini et al., 2021). The environment left behind by a self-serving (unethical) leader creates a dishonest culture and harms the organization thru overall malfeasance by all employees. This is translated into the virtual pharmaceutical sales environment during new product launches. When direction was given to sales employees to engage in virtual platform appointments, they were allowed to meet virtually with physicians during business hours, while providing modest meals with delivery of an educa-

tional component. Feedback from employees was that physicians were not showing up, but the meals were eaten. This begged the question: do we continue to provide free lunches with no return on investment? Management that valued extreme self-interest continued the process simply to reach metrics. Some managers put guidelines into place regarding cancelling appointments, while others stopped engaging in virtual appointments altogether. During this time of mismatching ethical values between employees and management guidelines, attrition took place. The mismatch of values amongst companies represented the attrition portion of the ASA theory. Transformation theory and LMX theory do not address the ethical value system. These theories relate to the dyadic relationship of leader and follower, which measure success by the varying degrees of maturity. The congruence of values in this continuum is one between a teacher and student, which is not necessarily always the case when launching new products in pharmaceuticals. Leaders may communicate and set goals with idealized influence, a component of transformational management, and still have differ-

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ing core values of ethics, not addressed by transformational management. ASA theory is more relatable during the case above when ethical values during a biotech virtual new product launch were in misalignment, and attrition gained momentum.

Depending on the size of the company, pharma and biotech companies adapted at different speeds and directions, to create engagement for employees to launch new products when access to healthcare professionals (HCPs) was restricted by Covid 19 guidelines. Employee engagement is another area which requires intrinsic motivation but may be supported by extrinsic motivation. When an employee intrinsically values belongingness to a company, the extrinsic motivational processes set by management are reinforced by providing the employee satisfactory feeling of team contribution (Ryan & Deci, 2000). Leadership in large revenue generating companies launching new cancer medications risked large revenue losses. The American Association for Cancer Research (aacr.org) states that cancer-attributable costs were highest at the end-of-life phase, estimated at \$105,000 per patient. Merck has an oncology division and receives revenues from their flagship product, Keytruda, from \$55 million to over \$11 billion between 2014 to 2019 (Appendix A). During this time frame, Merck expanded their sales force from 3 sleeves to 9 sleeves of 8 employees that were in 1 ge-

ography to match competitor share of voice metrics. Employee feedback from 27 geographies in the USA revealed access to a limited set of physicians was choked by too many representatives for one product before Covid 19 restrictions. Subsequently, Merck instituted reductions of their sales force at the end of 2019 and into 2020 during the Covid 19 pandemic. This attrition is a real example of a misalignment of collective management and employee values pre and peri Covid-19 where management did not align values with employee feedback which were intrinsic motivators to yield employee engagement. This process can be plugged into the ASA framework to predict attrition unlike leadership theories based on dyadic relationship maturity. Smaller startup companies were able to explore and engage other types of virtual presentations, networking, and avenues of engagement to match employee feedback. This reinforced employee engagement with management, as management was more adaptable, and addressed intrinsic alignment quickly, reducing weight to the attrition component of ASA. Other leadership theories focus on the maturity level of the connection between leader and follower for the follower to advance in their role which does not address attrition risk.

When examining the full range of leadership theories, attrition may ensue, but attrition is based on the relationship between leaders and followers. When these theories are staged in maturity levels (Figure 2), they begin with the core value that employees and their managers are strangers (Uhl-Bien, 1991). None of them focus on the shared core values of both individuals. If there is a misalignment of values and goals, there is no baseline to measure the initial common values and goals that attracted management to employee and vice versa. The value of the relationship between leaders and followers is important, but leadership theories are a secondary measure to understand attrition. The relationship is also prominently based on follower's desire to outgrow their jobs. These relationships begin with a hierarchy where the leader is a guru and accepts the follower that desires to be his disciple.

Discussion

Post Covid-19, management and employees in the pharmaceutical industry launching new products must identify and 'match' up values to reduce attrition. Marketing programs and additional business processes need to adapt to a new external way to sell pharmaceutical products and that requires employee engagement. The ASA framework shows interactionism as the reciprocal process of common value alignment between organizational goals and followers, selection by the organization, and attrition when there is inequality between the two groups value systems.

ASA theory is most relatable to leaders who want to keep employees engaged and to reduce attrition in a hybrid virtual working environment when launching new products amongst customer facing employees. Values have shifted in the virtual sales environment for the front-line sales employee and the customer. Some health care organizations are allowing representatives to enter their facilities while others see no need. Leadership must identify how collective value systems have changed, which include the new face of autonomy, ethics during virtual engagement, and feelings of belongingness to a company from 'afar', that create intrinsic motivation for the workers. The speed and size of an organization may also be considered as a factor for differing value systems when attempting to implement alignment between leaders and followers. The alignment leads to business processes that reinforce employee engagement and growth while keeping attrition low. When personal values come into misalignment with managerial collective values that are reflective in outdated business processes, attrition ensues. In essence, the people make up the type of organization, the organization does not make the type of people (Schneider, 1987). Over time the homogeneity of the people left within a company can narrow the organizational direction to become extinct, leaving the business unable to adapt to change (Schneider, 1987).

The continuum of other leadership theories is grounded in the quality of the relationship between the leader and employee and rests in the leadership maturity (Uhl-Bien, 1991) not core values. This relationship does not address alignment of core values. For example, if a manager practices transformational management and practices the 4 I's (idealized influence, inspirationally challenging, intellectually stimulating, and individually considerate) (Bass & Bass, 2009), but also allows employees to be deceptive when submitting reports and the employee does not share that value, attrition will usually ensue which is indicative of ASA theory. Role clarity will identify what tasks are included on a day to day basis, indicated in the continuum of leadership theories, but without mirroring values as indicated by ASA theory the employee will seek to ultimately leave. This role clarity is paramount to incorporate new marketing platforms (Cappelli, 2000). Specifically, for the front line sales/marketing person, that interacts with customers, key competencies that address virtual platform engagement training must be identified for proficiency which is a basic component of transactional management, but categorizing those competencies into intrinsic motivations will result in an employee to feel rewarded beyond just dollars, specifically in the area of autonomy, keeping the employee within an organization which is part of ASA theory (Fang & Gerhart, 2012). Establishing competencies and proficiency may be a forte for

the leader and the employee may be able to fulfill them in a mature relationship between leader and follower to create understanding. These leadership theories will increase teamwork effectiveness not attrition. The effect of a misalignment of values will be the cause of attrition. Additionally, the root premise of a leader relationship to mature is the employee's desire to advance to another role. For employees who are content in their position the continuum of leadership maturity addressed in leadership models may not need to evolve but revisiting organizational values will retain the employee which is directly relatable to ASA theory.

People with different positions play on the same team to win a game, Coaches can be proficient and excel at communicating and engaging players to become better at their skills. Players leave the team when they don't feel valued, or the team management doesn't value the player.

When first beginning to hire and retain individuals for a small biotech startup, expectations stemming from needing immediate revenue will warrant values where leaders may not want to develop employees, as the short-term goal for both parties is to penetrate the market quickly. In this situation another goal for management during commercialization may be to get acquired by a larger company, and then move to another startup which is represented by a different core set of values. Even in this case ASA supports attraction of a similar value set, selection by the organization and attrition becomes time sensitive instead of active and passive leadership models (Figure 3).

For older well-established companies launching a new product division with entrenched and rigid values, employee development may be the mutual goal and can be supported by the maturation continuum of leadership models, but as the employee moves into a different role, the value system in the new role may not match their internal compass where attrition becomes an issue which is again addressed by ASA. No matter the size and direction of organizations, management should identify their level of adaptability for value diversity in a changing sales environment and use ASA theory that may to reduce attrition.

Future analysis needs to be completed to examine how ASA can be incorporated into the full range of leadership models as differing value systems may be suited for different types of leadership styles. Management values, in essence, are in alignment with the original founders' (board members, investors, CEO) goals and personalities which may not necessarily be the same for startup companies compared to well-established companies.

Conclusions

There is a clear need to retain top talent and minimize disruption for pharmaceutical companies to

maintain and grow business in an industry estimated to have \$1,136.23 billion (Pharmaceutical Drugs Global Market Report, 2022). Pharmaceutical companies realized employee attrition because of the shutdown to reduce the spread of Covid-19. This led to either hiring new employees, a hiring freeze, or changing employee responsibilities.

Management and employees responsible for launching new medications must be able to communicate in a hybridized communication environment that creates meaning and understanding for both groups defined as an interpretive paradigm (Eriksson & Kovalainen, 2015). Engagements with customers may be elucidated differentially by leaders and followers due to codependence upon measurable results (Sipe & Constable, 1996). Epistemologically, the truth becomes the intersection of leader and follower interpretation of customer interactions. If these two groups' varying perspectives and values become smaller and smaller intersections, attrition may become inevitable.

When engaging healthcare staff via hybridized virtual avenues, a deeper understanding of values supporting professionalism, ethics, and employee engagement, between pharmaceutical sales management and customer facing employees must transpire to understand attrition. In the Post Covid 19 pharmaceutical sales environment, access to customers has adapted where some healthcare facilities allow limited contact with physicians and healthcare staff while others only allow virtual engagement through online options. Tools and techniques need to be established by management, and proficiency levels need to be set for an employee to conduct the job function with emphasis on alignment of employee and company values. Levels of attrition will be in accordance with alignment of shifting value structures for both groups highly weighing relevance for ASA theory.

Other leadership models range from a laissez-faire (LF) leadership which is low on the engagement and effectiveness scale, across a spectrum to a high engagement and effectiveness rating which is categorized by transformational leadership (Bass & Riggio, 2006). Motivating and managing employees, specifically the customer facing employee, requires evaluating different leadership models to develop employees but not attrition. Measuring success through the leadership making model (Figure 2) focuses on leadership maturity quality levels whereby the employee is a stranger with a goal to advance the employee, without focus on attrition outcomes.

Top personalities (founders, board members and CEOs) in an organization ultimately shape policies and procedures that filter downward that create the organization to launch new products in pharmaceuticals. Mutually intrinsic motivators must be in alignment with sales employees, ultimately having

to align with customer values. The healthcare professionals' rules of engagement have become altered post Covid-19 due to a shift in values. Business practitioners in different size companies need to adopt ASA theory in combination with various leadership theories to maintain top talent and reduce overall attrition.

An employee who works hard and values autonomy, praise and belongingness to the team will be attracted to a manager who supports independence, fosters team cohesion, and reinforces hard work with praise. In contrast, a manager that assists in removing obstacles, does not support individuality, and does not provide praise may experience employee attrition.

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Review

This article was accepted under the *constructive peer review* option. For further details, see the descriptions at:

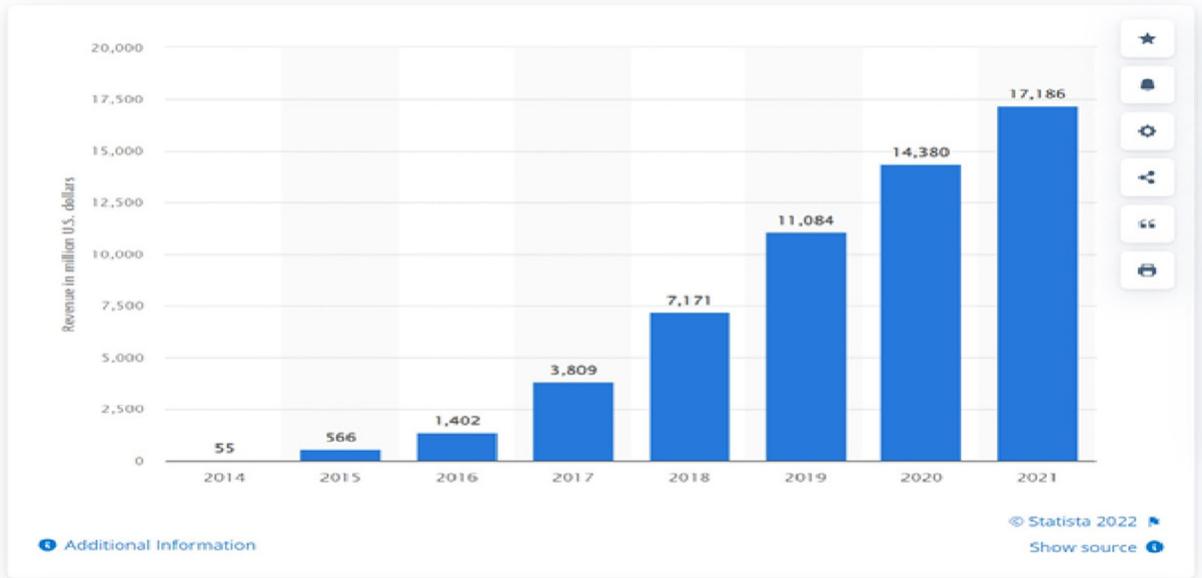
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Appendix A: Revenue of Keytruda from 2014 to 2021

Health, Pharma & Medtech > Pharmaceutical Products & Market

Revenue of Keytruda from 2014 to 2021

(in million U.S. dollars)



Source: [Keytruda revenue 2014-2021 | Statista](#)

Figure A1. Revenue of Keytruda from 2014 to 2021