

CRITICAL REVIEW ON PHARMACEUTICAL INDUSTRY TALENT MANAGEMENT STRATEGIES THROUGH STRATEGIC QUALITY MANAGEMENT

SUBHAS ROY

Research Scholar
MG19BPHDMG004

MANAGEMENT

DR. PARAS JAIN

Supervisor:

SARDAR PATEL UNIVERSITY, BALAGHAT

DECLARATION: I AS AN AUTHOR OF THIS PAPER /ARTICLE, HERE BY DECLARE THAT THE PAPER SUBMITTED BY ME FOR PUBLICATION IN THE JOURNAL IS COMPLETELY MY OWN GENUINE PAPER. IF ANY ISSUE REGARDING COPYRIGHT/PATENT/OTHER REAL AUTHOR ARISES, THE PUBLISHER WILL NOT BE LEGALLY RESPONSIBLE. IF ANY OF SUCH MATTERS OCCUR PUBLISHER MAY REMOVE MY CONTENT FROM THE JOURNAL WEBSITE. FOR THE REASON OF CONTENT AMENDMENT/OR ANY TECHNICAL ISSUE WITH NO VISIBILITY ON WEBSITE/UPDATES, I HAVE RESUBMITTED THIS PAPER FOR THE PUBLICATION. FOR ANY PUBLICATION MATTERS OR ANY INFORMATION INTENTIONALLY HIDDEN BY ME OR OTHERWISE, I SHALL BE LEGALLY RESPONSIBLE.(COMPLETE DECLARATION OF THE AUTHOR AT THE LAST PAGE OF THIS PAPER/ARTICLE

Abstract:

The quality-by-design component is outwardly, or market-oriented, whereas the quality-of-conformance component is internally, or operations-oriented, according to the systematic examination of quality of design and quality of conformance. The goal of compliance quality is operational efficiency, or doing things correctly, and the efficacy of a design spreads when it is of high quality. The production department is directly accountable for the quality of conformity since it focuses on the elimination of variation through convergent thinking. Since quality of design is a by-product of divergent thinking, research and development, marketing, and engineering activities are jointly responsible for it. A decrease in design quality represents a shift in consumer wants and expectations, indicating product obsolescence, while a decrease in conformance quality is a symptom of product depreciation. Thus, communication between two parties proceeds in a circular manner, starting with the emergence of customer requirements and expectations. These expectations may result from a variety of factors, such as advancements in science and technology, increased environmental and safety awareness, new rival strategies, or the obsolescence of a product. In this article, critical review on pharmaceutical industry talent management strategies through strategic quality management has been discussed.

Keywords: Pharmaceutical, Industry, Strategic, Quality, Talent, Management

INTRODUCTION:

Since a few decades ago, neither legislators nor prescribers nor customers have given much thought to the quality of pharmaceuticals, yet in the modern world, drug manufacturers spend more money on the production of prescription products than on research and development. The essay on an endeavour to address existing Good production Practices in the 21st Century discusses the problem of defining pharmaceutical quality. Pharmaceutical production is one of the most strictly regulated industries. There is disagreement over the definition, as is seen from the quality literature. The most frequent component of a quality definition is, however, meeting or exceeding the demands or expectations of the client. Now, in the case of pharmaceutical products, customers are the individuals who use the products, their caregivers, and the medical professionals who prescribe, dispense, and administer the products. The main justification for a regulatory body's regulation of the quality of drug products and medicines is that none of these customers frequently have the chance to independently evaluate the quality of the products they use. Numerous catastrophes have occurred throughout the history of the pharmaceutical industry as a result of unknowing patients ingesting or administering tainted medications.

A high-quality drug is one that is produced in accordance with current good manufacturing practices (cGMP), although there are other definitions of drug quality that the pharmaceutical industry has proposed. "Fitness for use" is defined as the drug meeting its pre-specified quality attributes or regulatory specifications given in monographs (for example, the United States Pharmacopeia for the United States of America).

Although the UDFDA has not established a definition of drug quality for regulatory practices, one aspect of a quality definition that can be identified based on FDA practices is that it delivers clinical performance in accordance with label claims, or, in other words, does not introduce additional risks because of unexpected contaminants. Another way to consider drug quality is from the standpoint of cGMP enforcement or from the viewpoint that quality must be integrated. The drawback of both definitions is that neither one includes qualities that buyers may judge, such as price or beauty. They haven't talked about customer focus or product accessibility, either. Therefore, High-quality drug products may be those that consistently and

reliably deliver the clinical performance and other characteristics stated in the label, are not contaminated, and are available, which is a more operational definition of drug quality.

REVIEW OF LITERATURE:

Kaur, H., & Kaushik, S. (2021) study's goal is to see how much conventional planning methodologies are used by Indian pharmaceutical businesses instead of the new learning approach to strategic planning. In addition, the study will look at how pharmaceutical companies in India perceive their ability to integrate continuous improvement goals and product quality into overall strategic planning, as well as their success in implementing total quality management (TQM) programmes, using three different continuous improvement mindsets.

Al Aina, R., & Atan, T. (2020) explained that as a result of the constant emergence of new and unexpected challenges in today's marketplace, the role of management is becoming increasingly complex, and achieving corporate goals and objectives is becoming increasingly critical. Talent management strategies have recently been criticised by academics and practitioners for their failure to align operational and strategic goals with long-term organisational sustainability. However, this issue has yet to be thoroughly investigated. That's why we're investigating how people management practises in UAE real estate companies affect overall company performance over the long term. An empirical study in the United Arab Emirates will be conducted as a part of this research. To gather information, a structured questionnaire was distributed to 306 managers of real estate companies. Assumptions were tested through the use of structural equation modelling (SEM). Long-term organisational performance was not significantly impacted by talent acquisition and retention, but learning and development, as well as career management, had a significant positive effect. For long-term success in the workplace, management should prioritise training and development for employees, as well as career management through the use of coaching and training programmes and job rotation

Sharma, S., & Modgil, S. (2019) stated that the goal of this article is to look at the effects of total quality management (TQM) and supply chain management (SCM) methods on operational performance, the way they interact with each other. With the support of literature and industry professionals, important constructs for pharmaceutical quality and supply chain

have been discovered. TQM practises have been assessed in terms of their influence on supply chain procedures and operational performance. The effect of supply chain procedures on operational performance has also been studied. Structural equation modelling is also used to assess and evaluate alternative models. Findings During the testing of alternative models, it was discovered that TQM procedures had a direct influence on operational performance. TQM procedures, on the other hand, have a direct effect on supply chain components, which in turn affect total operational performance. When compared to other models, the model in which TQM practises influence supply chain practises, which in turn influence operational performance, is determined to be the most suitable. From the standpoint of industry, this research has several helpful implications. The pharmaceutical sector relies heavily on TQM techniques. TQM is at the heart of achieving a seamless supply chain, which will have a stronger influence on operational performance. TQM procedures foster strategic supplier partnerships, procurement management, information exchange, and quality and inventory control techniques. This three-way connection aids in achieving the required operational results. Only a small number of studies have looked at both areas together to improve operational performance. TQM and SCM are essential areas in the pharmaceutical sector for any firm to generate success.

Bahrami, n.d. (2018) stated that the goal of this research was to investigate the effect of TM strategies on climate innovation at the University of Medical Sciences Isfahan. Methods: An intersectional study. The target demographic had included all members of the faculty. 242 faculty members have been selected in this research by accidental sampling process. Data collection instruments were TM strategies questionnaires focused on the Luthans et al. model based model of Collings and Mellahi and the climate innovation questionnaire. The data analyzes were conducted using Pearson correlation, ANOVA one way, t-tests and model regression. Results: TM approaches and climate adaptation cores were 4.29 ± 1.17 , and 4.17 ± 1.17 , respectively, according to the tests. The findings showed that the relationship with TM strategies (open communication, employee growth, incentives and recognitions, performance management and open environment / culture) and the environment of innovation are statistically important. As a result, all hypotheses for the research were confirmed. Conclusion: TM approaches are a systematic, department-wide system designed to increase employee happiness, promote workforce learning and help workers navigate changes and

transitions more effectively. The study indicated that talent management approaches are a systematic, department-wide system designed to improve the satisfaction of faculty member, enhance organizational learning and help workers handle changes and transitions better.

Rawashdeh, A. M. (2018) stated that this investigation will look at the influence of people management strategies on Jordanian business banks' performance. The research is structured in a quantitative manner. The main data was collected using questionnaires as a tool. Line managers and head admissions HR managers were polled in this survey. There were 120 people that responded to the survey. Random sampling was utilised in the study. This evaluated a final set of 101 completed questions. Three hypotheses were developed using writing audit and tested through unmistakable investigation, with SPSS doing independent t-test testing. The findings show a clear correlation between Bank success in acquiring, developing, and retaining people. The bank's management is encouraged to keep manufacturing and being serious about the enticing structure they've put in place to respond to market developments. It was also suggested that the incentive system be built in line with labour market circumstances and competition in order to retain talented individuals and prevent labour turnover. As the major key to keeping skills, it should concentrate on the mechanics of rewards. Larger sample numbers will be required in future studies. Furthermore, future research based on those characteristics will properly compare the performance of Jordanian banks with that of other Middle Eastern banks.

Devi, S. (2017) explored that the point of this examination is to investigate the connection between Talent Management and Organizational Performance in detail. Design / Methodology / Approach: It used a quantitative approach. Data for this study were collected via questionnaire from private banks. Participants were chosen by easy sampling process, and the questionnaire was completed by 150 respondents in total. Findings: The findings went in a favorable direction and met the present study's research aims. The model taken from literature review has confirmed the presence of a positive relationship between Talent Management(TM) and Organizational Efficiency. Therefore, TM's interaction with organizational success is moderated by employee involvement. That is, verify again by simulation of Structure equation. Contribution: Work makes a significant contribution to the banking sector by offering insight into how talent management enhances banks' organizational efficiency. Originality / Value: This is an attempt to analyze the effect of Talent Management on banking sector organizational

efficiency. Ramifications: The report offers insight into the practical and theoretical ramifications in the banking sector that will enable banking industry employees to succeed.

Agbaeze, K. E., et al., (2017) explained a report examined critically the effect of Talent Management Techniques on Organizational Quality in Selected Deposit Money Banks (DMB) in Lagos State, Nigeria. Specifically, the examination looked to: (i) determine how much succession planning identifies with sustainability; (ii) determine how much human capital improvement influences the innovative limits of workers; and (iii) investigate the effect of grade pay on employee engagement in selected DMBs under review. The research had followed the style of the survey. The study population was 3126, comprising management and junior workers from the selected DMBs in the state of Lagos, Nigeria. This includes Nigeria Plc's First Branch, United Branch for Africa Plc, Zenith Bank Plc, Access Bank Plc and Ecobank Plc. The sample size of 359 was derived from the population using the method of Bill Godden at 5 per cent margin of error and 90 per cent confidence point. Data were collected using the questionnaire research tool and interview guide built in a 5-point Likert Scale and administered manually to the respondents. The validity of the instrument was assessed using validity of material, and this was performed by three industry and academic management experts. Cronbach alpha was used to test the device's reliability, giving a coefficient of 0.83 suggesting the research instrument's high reliability. The hypotheses were evaluated using statistical methods for the correlation coefficient of Pearson's product moment and simple linear regression. The investigation suggested that: organizational management ought to guarantee that precise, proficient and consistent succession management is brought out through key interpretation, especially in store money banks; assessing and developing staff to ensure that they are capable of assuming / succeeding key roles as it ensures / leads to the industry's survival and viability of an organization. Deposit money banks must inculcate a high level human capital development programme, by undertaking trainings, Configuration plans and customary investigation and studies as they influence inventive aptitudes on laborers and empower organizations to design deliberately for new and uncertain government strategies and market atmosphere, individually. Compensation, appreciation and incentive frameworks, for example, bonus pay, income sharing, remittance for unworked hours, ought to have an unmistakable valence or interest for laborers and ought to be reasonable, objective and ideal

in deserving of top-performing laborers as it cultivates more noteworthy emotional connection and reinforces representative promise to depositing money banks

Kigo, S. K., & Gachunga, H. (2016) investigated that the procedures put in place to guarantee that skilled personnel are retained are critical to any organization's success. The difficulty for today's managers is to keep their employees engaged while also ensuring that talented employees are recruited and kept. The manager must be familiar with other organisations' existing acquisition and retention tactics. Most firms strive to capitalise on skilled activities and representative devotion in the workplace by establishing a win-win scenario for both the company and the employees. The goal of this research was to see how talent management practises affected employee retention in the insurance business. The study focused on the insurance industry, with five businesses being examined. The study was descriptive since only the anomalies were detected by the respondents, and no factors were manipulated. The intended workforce consists of 200 assistants and managers. A simple random sampling procedure was used to choose 70 employees as samples. A systematic questionnaire was used to collect primary data. The SPSS software, version 21.0, was used to analyse the data. Most firms aim to capitalise on skilled activities and employee devotion in the workplace by establishing a win-win scenario for both the company and the reps. Furthermore, the study used a 5% degree of significance correlation and regression analysis to determine the strength and direction of the association between the variables under consideration. Talent acquisition had the greatest beneficial influence on staff productivity (Pearson correlation coefficient =.877), according to the research. Employee retention is also linked to talent development, incentive strategies, and succession planning (respectively .588, .705, .0424). According to the investigation, the organization's management failed to appropriately plan and manage career routes. Their ability to stay in the firm has not been boosted by the company's succession plan policy. Employee retention will be aided by such systems, according to the report. The research might be conducted with a focus on Kenyan-owned businesses with a more diversified workforce. In addition, to generalise the outcomes of this research, numerous variables other than those utilised in this analysis may be used

Sharda, K. (2016) explored that using a case study technique, the researcher investigated the adoption of talent management processes in the pharmaceutical business in India in this work. Through 30 semi-structured interviews, data was gathered from top management and senior

managers in HR, marketing and sales, research and development, operations, and quality areas. The data was analysed using a conceptual framework developed from existing talent management literature. Talent management methods, talent management mechanisms, talent pool strategy, and the interaction with company strategy, organisational performance, and competitive advantage were among the factors examined. The dimensions were utilised to create a framework that stressed two key factors in efficient people management: degree of integration and organisational goal alignment. Contingency-based, results-oriented, activity-based, and vision-driven talent management were the different systems of talent management that developed from the confluence of these two elements. A collection of techniques has been presented based on the emerging framework and existing research that might improve the efficacy of talent management procedures in enterprises.

Sareen, P., And Mishra, S. (2016) explained that talent management is an organisational approach that companies hope will help them retain their best and brightest people while also improving the company's performance. This is a method for efficiently employing the right competitors, preparing them to assume top positions in the future, analysing and monitoring their success, and preventing them from leaving the company. The effectiveness of workers is critical to any company's success. Because the employees have unique abilities that the competitors cannot reproduce, the firm has an instant competitive edge over its competitors. In order to manage this specialised human resource, firms are focusing on building effective structures and procedures for talent management. Because the whole pool of knowledge is now out of the organization's control when they depart, organisations are now working hard to maintain its top / critical personnel. This is the method for successfully selecting the right candidates, preparing them to take top roles in the future, assessing and monitoring their success, and preventing them from leaving the company. The results indicate that talent management has a limited impact on performance. Companies may utilise this talent in captivity to boost their development and profitability if it is properly controlled and disseminated in the correct areas.

Madipelli, S., & Chinappa, Y. (2014) emphasized that organizations and individuals are mutually reliant on one another. Organizations provide employees with a source of income. The productivity and earnings of an organisation are derived from the services provided by its personnel. Organizations spend a lot of money on human resources in order to get the most out

of their workforce. Employees have a critical role in several organisational functional areas such as finance, production, marketing, people, research and development, and so on. Employees in the organisation must make decisions about planning policies, setting objectives, plant location, layout, nature and size of business, type of products/services, number of employees, raw material and machinery procurement, production policy, marketing strategies, attracting customers, and so on. Employees are participating in organisational activities based on their job and classification. Human resources are in charge of all activities in each department. Talent attrition is a concern in every industry, including banking, insurance, information technology, information technology enabled services, pharmaceutical, medical, and educational institutions. With the use of a chart, the study article attempts to identify the reasons and effects of inadequate talent management, as well as provide some corrective approaches for successful talent management

Research on employee training and organizational efficiency, Azara ,S.& Mohammed ,A.K.(2013) showed a strong and optimistic correlation between training and organizational efficiency. The analysis used both qualitative and quantitative research formats and questionnaires as the key instruments for data collection.

Venkateswaran, N. (2012) explored that people are a Computer Company's most important tool. Tech organizations particularly have consistently needed to go after the best and most splendid. In the face of rising competition for the talent they need, they are working harder and longer to retain their best, build skills internally and always on the lookout to attract the best and brightest. The aim of this paper is to provide an in-depth look at where retailers on the talent front thrive – and where they come up short. The research methodology used in this study is descriptive, and the conceptual structure of this analysis is focused on concepts of theory and methodology. This paper draws on a study of 112 organizations to analyze how talent management approaches in software companies influence organizational efficiency. The results from this study are talent management strategies that concentrate heavily on business strategy and comply with overall company objectives. Such activities have a statistically highly important effect on company profits; one that is broader than any other talent management strategies focus. This research paper indicated that the management and individuals need to set benchmarks and convey the effect of talent acquisition activities by the company.

Poorhosseinzadeh & Subramaniam, (2012) a quantitative research design analysis on Malaysian multinationals found a positive and important relationship between talent acquisition and performance in an enterprise with a correlation of 0.543 and 0.000 at 0.05 levels of significance. They also noted that a company's probability of attracting the right talent was also noted. Poorhosseinzadeh et al. (2012) study also found a strong and significant association between talent retention and performance with a correlation between 0.684 and 0.000 at 0.05 between value

CIPD (2010) report on the effects of learning and talent growth revealed that 56 per cent in-house development projects and 51 per cent coaching by line managers rated among the most successful learning and development activities. E-learning has also been recognized as a key element of learning and development. In addition, the study found that senior managers and the human resource department were charged with ensuring that the courses were implemented and that the learning process was efficiently organized overall. The research was done by means of a survey of various organisations. The study also showed that the skills the employer said they had to work on were primarily communication skills at 65%, frontline people management skills at 55% and market knowledge at 51%.

Van Dam, (2004) found that there's a higher employability tendency for people who receive more organizational support. Kraimer et al. investigated the relationship between organizational profession management and saw vocation support. They depicted apparent vocation support as the worker's conviction that the organization thinks about its profession needs and objectives. They found that recruiting openings and informal organizational profession management exercises, including informal occupation conversations with a supervisor, commitment in troublesome work tasks, and mentoring relationships with senior associates, contribute well to apparent vocation support. Organizational vocation management exercises include: performance evaluation as a reason for profession selection, vocation focuses, human asset profession counseling 41 division, formal mentoring, work seminars, retirement training administrations, succession planning, profession development formal education and horizontal strides to manufacture cross-functional aptitude.

CONCLUSION:

The review of quality literature shows that the pharmaceutical industry and health authorities adhere to the manufacturing-based definition of quality as well as the definition of quality propagated by Juran based on the division of quality into two components, namely "Quality of Design" and "Quality of Conformance." Various drug-regulating authorities like the FDA and ICH have been focusing on the concepts of Quality by Design and conformance to quality. However, they are also seeking ways to integrate quality throughout all organizational operations and business processes. However, the comparative emphasis on quality at each organizational level (strategic, business, and operational) changes to respond to changes depending on the stage or position of the product in the product lifecycle. This is because the concept of strategic quality encourages the management of quality at all the strategic levels, each with its own organizational and control relationships.

REFERENCES:

- Agbaeze, K. E., Monyei, E. F., &Agu, O. A. (2017). Impact of talent management strategies on organizational performance in selected deposit money banks in Lagos State, Nigeria. *International research journal of management, IT and social sciences*, 4(2), pp. 135-151.
- Al Aina, R., &Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability*, 12(20), pp. 8372.
- Azara,S.& Mohammed ,A.K.(2013) Employee Ttraining and Organizational Performance : Mediation by employee Performance. *Interdisciplinary Journal of Contemporary Research in Business*.5 (4) pp. 490-503.
- Bahrami, S. (2018). Talent management strategies and innovation climate in Isfahan University of Medical Sciences. *Journal of Health Management & Informatics*, 5(2), pp. 65-71.
- CIPD (2010). Annual survey report: learning and talent development.
- Devi, S. (2017). Impact of talent management on organisational performance: Role of employee engagement. *International Journal of Management Studies*, 4(1), pp. 17-27.
- Kaur, H., & Kaushik, S. (2021). Examining the integration of continuous improvement and

strategic planning in select pharmaceutical companies in India: a case study. *The TQM Journal*.

Kigo, S. K., & Gachunga, H. (2016). Effect of talent management strategies on employee retention in the insurance industry. *Strategic Journal of Business and Change Management*, 3(2), pp. 977-1004.

Madipelli, S., & Chinappa, Y. (2014). Exploring the Causes and Consequences of Poor Talent Management: Remedial Measures. *Asian Journal of Management*, 5(2), 188-191.

Poorhosseinzadeh, M. & Subramaniam, I.D. (2012). 'Determinants of successful talent management in MNCs in Malaysia', *Journal of Basic Applied Science Research*, 2: pp. 12

Rawashdeh, A. M. (2018). The Impact of Talent Management Strategies on Bank Performance in Jordanian Commercial Banks. *Modern Applied Science*, 12(12), pp. 49-56.

Sareen, P., & Mishra, S. (2016). A study of talent management and its impact on performance of organizations. *Journal of Business and Management*, 18(12), pp. 66-73.

Sharda, K. (2016). Talent management systems in Indian pharmaceutical firms: exploring an emerging typology.

Sharma, S., & Modgil, S. (2019). TQM, SCM and operational performance: an empirical study of Indian pharmaceutical industry. *Business Process Management Journal*.

Van Dam, K. (2004). 'Antecedents and consequences of employability orientation', *European Journal of Work and Organizational Psychology*. 13 (1), pp. 29-52.

Venkateswaran, N. (2012). Strategies for adopting talent management issues in software companies. *International Journal of Management, Economics and Social Sciences*, 1(2), pp. 33-41.

Author's Declaration

I as an author of the above research paper/article, hereby, declare that the content of this paper is prepared by me and if any person having copyright issue or patent or anything otherwise related to the content, I shall always be legally responsible for any issue. For the reason of invisibility of my research paper on the website/amendments/updates, I have resubmitted my paper for publication on

the same date. If any data or information given by me is not correct, I shall always be legally responsible. With my whole responsibility legally and formally I have intimated the publisher (Publisher) that my paper has been checked by my guide (if any) or expert to make it sure that paper is technically right and there is no unaccepted plagiarism and hentriacontane is genuinely mine. If any issue arises related to Plagiarism /Guide Name /Educational Qualification/Designation/Address of my university/college/institution/Structure or Formatting/ Resubmission / Submission /Copyright /Patent/Submission for any higher degree or Job/Primary Data/Secondary Data Issues. I will be solely/entirely responsible for any legal issues. I have been informed that the most of the data from the website is invisible or shuffled or vanished from the data base due to some technical fault or hacking and therefore the process of resubmission is there for the scholars/students who finds trouble in getting their paper on the website. At the time of resubmission of my paper I take all the legal and formal responsibilities, If Ihide or do not submit the copy of my original documents (Aadhar/Driving License/Any Identity Proof and Photo) in spite of demand from the publisher then my paper may be rejected or removed from the website anytime and may not be consider for verification. I accept the fact that as the content of this paper and the resubmission legal responsibilities and reasons are only mine then the Publisher (Airo International Journal/Airo National Research Journal) is never responsible. I also declare that if publisher finds any complication or error or anything hidden or implemented otherwise, my paper maybe removed from the website or the watermark of remark/actuality maybe mentioned on my paper. Even if anything is found illegal publisher may also take legal action against me

SUBHAS ROY
DR. PARAS JAIN
