

Leadership style, corporate social responsibility and corporate performance in pharmaceutical enterprise: Inputs to customer retention strategies

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Abstract

This paper describes the impact of leadership style on the performance of corporate social responsibility and determines whether corporate social responsibility has an impact on corporate performance. Specifically, this study identifies three leadership styles: transformational leadership, transactional leadership and laissez faire leadership. Evaluate the performance of CSR from economic responsibility, legal responsibility, ethical responsibility, philanthropic responsibility and environmental responsibility; Describes the economic, social and environmental performance of the firm; This paper examines the significant relationship between leadership style and corporate social responsibility performance, examines the moderating effect of corporate social responsibility on corporate performance, and analyzes the significant relationship between leadership style and corporate performance. Finally, on this basis, we develop a framework to improve the level of corporate performance. This paper analyzes the data collected by in-depth interviews and questionnaires of managers in Chinese pharmaceutical enterprises. Quantitative analysis method was used to conduct multivariate statistical analysis of the questionnaire feedback data based on SPSS software, including descriptive analysis and correlation analysis. The results of quantitative analysis were organically combined to form a comprehensive framework of pharmaceutical enterprise leadership style, corporate social responsibility, and corporate performance. The results show that there is an important relationship between leadership style and CSR fulfillment, and that leadership style has a positive impact on CSR fulfillment. There is a significant correlation between corporate social responsibility and corporate performance, indicating that the better corporate social responsibility is performed, the greater corporate performance. Then, it also shows that leadership style is significantly positively correlated with corporate performance.

Keywords: leadership style, corporate social responsibility, corporate performance

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1. Introduction

Transactional leaders focus on the completion of tasks and are willing to fulfill corporate social responsibility and achieve corporate economic performance goals in the long run. Laissez faire leadership is a type of passive leadership in which the leader usually does not intervene and manages only when the employee needs it. In China, lax leadership is sometimes seen as a leadership style that respects subordinates (Yang (2015). Laissez faire also contributes to corporate social responsibility in decision-making.

From SARS in 2003 to COVID-19 in 2020, with the progress of medical treatment, various new viruses have emerged one after another, and the medical and health industry is related to people's health. Among the many management factors affecting the development of enterprises, corporate social responsibility is an indispensable key link in the pharmaceutical industry. Corporate social responsibility has become an important symbol to measure the competitiveness and sustainable development ability of enterprises. Pharmaceutical manufacturing enterprises are a relatively special group of enterprises, whose research and development and production are closely related to people's health and social stability and bear the major responsibility of maintaining social development and protecting people's life and health.

Therefore, compared with other enterprises, the fulfillment of pharmaceutical manufacturing corporate social responsibility is particularly important. In recent years, medical safety accidents have occurred frequently due to the lack of social responsibility in pharmaceutical enterprises. How leaders can improve corporate performance by fulfilling corporate social responsibility is a common and realistic problem faced by many pharmaceutical enterprises (Li, 2010). In existing studies, leadership style is an important factor affecting corporate performance, and different leadership styles of corporate managers have different impacts on the performance of corporate social responsibility. Better performance of corporate social responsibility can bring various benefits to enterprises, customers, and employees, and further improve corporate performance (Aguinis & Glavas, 2012). There are a lot of literatures on the impact of different leadership styles on corporate performance, but there are few literatures on how different leadership styles affect corporate performance through the fulfillment of corporate social responsibility.

As pharmaceutical enterprises are closely related to people's livelihood issues, product safety has always been a concern of Chinese government departments and the public. How to choose an effective leadership style, improve corporate responsibility awareness, and then improve the performance level of the organization is a test that every leader must face. Therefore, it is of profound significance to explore whether leadership style influences corporate performance through fulfilling corporate social responsibility.

This study aimed to analyze the relationship between leadership style, corporate social responsibility, and corporate performance of Chinese pharmaceutical enterprises, help leaders improve their cognition of corporate social responsibility, and promote leaders to actively fulfill various social responsibilities, to improve corporate performance. Specifically, the thesis aimed to: Firstly, described the leadership style from three aspects: transformational leadership, transactional leadership and laissez faire leadership. Secondly, identified the performance of CSR from four aspects: economy, law, ethics, philanthropic and environment. Thirdly, the corporate performance was evaluated from three aspects: economy, society, and environment. Fourth, analyzed the important relationship between leadership style and corporate social responsibility, tested the significant relationship between leadership style and corporate performance, and analyzed the mediating role of corporate social responsibility in the influence of leadership style on corporate performance. Finally, the model of Chinese pharmaceutical enterprise performance was put forward.

2. Methods

Research Design - In this study, a combination of normative analysis and empirical analysis is adopted, literature analysis is used to lay the theoretical foundation and research framework, and then questionnaire survey is adopted to collect data. Due to the COVID-19 pandemic, the questionnaire data was collected through the online questionnaire platform Wenjuan.com. In terms of research content, the first is the theoretical basis and the definition of variables, the second is the data collection, that is, the design and implementation of questionnaires, and the last is the descriptive analysis and correlation analysis. Through the empirical research, the influence of leadership style and corporate social responsibility on corporate performance is obtained, and relevant suggestions are put forward through the analysis of the specific impact results of each dimension.

Participants of the Study - This questionnaire survey was mainly distributed through the Internet, followed by the entrusted contact person to issue, and collect on behalf of the company, and finally issued 400 questionnaires, and recovered 362 valid questionnaires. The purpose of this study was to explore the relationship between leadership style, corporate social responsibility, and corporate performance in Chinese pharmaceutical enterprises. The survey objects of this study are mainly business managers in the top 10 provinces, municipalities, and autonomous regions in China with the highest concentration of pharmaceutical enterprises. Because corporate managers have a better understanding of their own leadership style, CSR fulfillment and corporate performance, the research data is more convincing. Therefore, this study is typical and representative.

Data Gathering Instrument - The study used a modified survey instrument to collect the information needed to meet the objectives of the study. The questionnaire consists of four parts. The first part is the statement of the questionnaire, including the basic information of the individual and the enterprise, including gender, age, position, education level, the number of employees, etc. Second, leadership style; Third, corporate social responsibility; Fourth, enterprise performance. This study adopts the method of empirical research and collects the required data through questionnaire survey. The second part of the questionnaire is leadership style. As a comprehensive questionnaire, the multi-factor leadership questionnaire developed by Bass and Avolio (1993) is currently the most widely used measurement tool for measuring transformational, transactional and laissez faire leadership. This study mainly refers to the scales developed by Bass (1995), and Li Chaoping (2005). On the basis of reference, combined with the research status and limitations of this study, the related items were improved to improve the scientific nature.

Finally, the leadership style is determined as three dimensions: transformational leadership, transactional leadership and laissez faire leadership, with a total of 18 projects. The third part of the questionnaire is corporate social responsibility. Based on the concept of corporate social responsibility, this study combined with more mature scales at home and abroad and referred to the research scales of Zheng Sihan (2015), divided the social responsibility of pharmaceutical enterprises into five dimensions of economy, law, ethics, charity, and environment, with a total of 25 measurement indicators. The questions used were merged and modified to suit the characteristics of the field of study. The fourth part of the questionnaire is enterprise performance. This study mainly refers to the research scales of Paulraj (2011), and divides enterprise performance into three dimensions: economic performance, social performance, and environmental performance, with a total of 16 items. The reliability and validity analysis of all the indicators were passed.

Data Gathering Procedure - The questionnaire was done through literature analysis and integrated expert opinions, and then distributed the questionnaire online through the questionnaire network research platform for pre-survey. After the questionnaire was revised and improved under the guidance of the adviser, the questionnaire was distributed online through WeChat and email. After the preliminary design of the questionnaire was completed, ten experts were invited to conduct a pretest of the questionnaire which further improved the questionnaire structure and language expression. The pre-test of the questionnaire shows that the Cronbach's α and CR values of each variable are both higher than 0.88, indicating that the scale has good reliability. After the questionnaire was confirmed, researcher prepared a letter of intent as a request by the

researcher to collect data from the respondents.

Ethical Considerations - The research was based on academic ethics and is transparent to the research process and findings. The questionnaire used was researcher made based on the research of existing scholarly works and studies. In the course of the questionnaire survey, there have been questionnaire reminders to assure the surveyed that the data provided will be kept confidential. If it is shared with others without the respondents' consent, it is an unethical behavior. When designing the questionnaire, the name of the respondents was not involved, and the number 0 was assigned to the missing data or wrong input.

Data Analysis - The research made use of the different statistical tools to count code and interpret the data. These include the following: one is the frequency distribution and weighted mean for descriptive statistical analysis to quantitatively obtain the overview of the relevant variables. The second is the use of Pearson correlation test for all variables to verify the correlation between the variables. The use of the above tools was based on research goals. In addition, all data were processed using the statistical SPSS version to analyze the research results.

3. Results and Discussion

Table 1

Leadership Styles

Key Result Area	Composite Mean	VI	Rank
Transformational Leadership	3.27	Agree	2
Transactional Leadership	3.28	Agree	1
Laissez Faire Leadership	3.04	Agree	3
Grand Composite Mean	3.20	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table shows a summary assessment of leadership styles. The comprehensive average is 3.20, indicating that the various indicators are strongly consistent. This indicates that the three types of leadership styles are relatively important and are recommended in pharmaceutical enterprises, among which transactional leadership and transformational leadership are the most popular.

The evaluations of all projects are consistent, among which transactional leadership ranked first, with a weighted average score of 3.28. The survey shows the importance of transactional leadership in leadership style. The characteristics of transactional leadership are closely related to the role of role models in traditional Chinese culture. Especially in the current situation where the material living standards of the public have been significantly improved, more satisfaction is needed in spiritual rewards. At this time, the establishment of role models by leaders can promote the sentiment and motivation of employees.

Emphasize the team concept of organizational units in business activities to enhance the cohesion of organizational units (Liu Jianghua, 2016). The steady state of transactional leadership may make the enterprise lack an innovative atmosphere that dares to try new ideas and methods and put the organizational unit at a disadvantage in the case of fierce differentiation and competition (Zhang Jingwen, et al., 2018). Employees are willing to work hard for rewards or promotions. Therefore, in the face of transactional leadership, employees will voluntarily and actively adjust their inner emotions to achieve organizational performance and achieve a better state (Shi Baoling, 2020).

Followed by transformational leadership, the weighted average score is 3.27, just 0.01 less than transactional leadership. On the other hand, leaders also can pay attention to each subordinate, and can pay attention to individual needs, so that they can deeply feel the value and role of individuals in the organization, thus enhancing the centripetal force and cohesion of the organization (Wen Hongbo, 2012). In enterprise organizations, leadership is the main object for employees to learn and imitate, especially for transformational leadership. Leaders exert ethical influence on employees through role models, whose behavior results often

affect the values of observers (Sims,2002). Transformational leadership can motivate employees to go beyond their own interests by changing their morale, ideals, interests, and values, and attach importance to guiding employees to pay attention to the interests of the organization through demonstration and exemplary effects to improve corporate performance (Perryer, 2010).

Table 2 presents the summary assessment of corporate social responsibility. As reflected in the table, the respondents agreed on the above-mentioned indicators with a weighted mean of 3.34. It can be seen that the fulfillment of corporate social responsibility should fulfill the economic, legal, ethical, charitable and social responsibilities of enterprises, each of which can be lacking.

Table 2

Corporate Social Responsibility

Key Result Area	Composite Mean	VI	Rank
Economic Responsibility	3.39	Agree	2.5
Legal Responsibility	3.36	Agree	4
Ethical Responsibility	3.40	Agree	1
Philanthropic Responsibility	3.18	Agree	5
Environmental Responsibility	3.39	Agree	2.5
Grand Composite Mean	3.34	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

The evaluations of all projects are consistent, among which ethical responsibility ranked first, with a weighted average score of 3.28. The survey shows the importance of ethical responsibility in corporate social responsibility. Ethical responsibility is mainly reflected in the company's ability to fulfill its responsibilities to employees and the community, to operate in accordance with clear rules and regulations, and to be regarded as a trustworthy company.

The social responsibility of enterprises to employees is not only to pay legitimate salaries and benefits to employees in accordance with relevant laws and regulations. In addition, the enterprise provides regular training to employees, which is conducive to improving the work skill level of employees, enabling employees to contribute more to the development of the enterprise, improving the overall cohesion of the company, and increasing the financial performance of the enterprise (Li Danning, 2020). The performance of enterprises to fulfill the responsibility to the community will produce multiple dimensions of performance (Sun Chaoqun, Chen Junlong, 2022).

According to the respondents, economic responsibility and environmental responsibility ranked second, the weighted average score is 3.39. Economic responsibility is the foundation. With the increase of the number of enterprises and the enhancement of their strength, enterprises are closely related to the social environment in which they live. Therefore, they cannot talk about their mission and responsibility without their living environment. The relationship between business interests and social interests is not a simple one plus one - equals two. Enterprises must consider the relationship with various relevant interest groups, such as shareholders, employees, customers, governments, local communities, etc., to meet the needs and requirements of each other (Liu Jifeng, 2023). If biopharmaceutical enterprises do not deal with it in a reasonable and standardized way, in addition to bringing irreversible damage to the ecological environment, what's more, pathogenic microorganisms will increase the risk of social infection if they are leaked. Enterprises must attach great importance to the standardized treatment of biological products waste and actively promote the green and sustainable development of enterprises (Xiao Hengcan, 2020).

Followed by legal responsibility, the weighted average score is 3.36. Various industries are developing, but the height of development is different, and the right to health has always been in a prominent position, which belongs to the most basic interests of the people. Most of the products produced by pharmaceutical enterprises are used in curing diseases and saving lives, and the quality of the products will directly affect the public's health, life safety and social harmony. Only in accordance with the provisions of the law, to ensure the quality of drugs

as its primary social responsibility, to meet the most basic needs of social development, in response to the national call for the development of a harmonious society. In addition, pharmaceutical companies should ensure that the price of drugs is within a reasonable price range, so that the public can afford to buy drugs and use good drugs (Wu Fang, 2015).

In the mature stage, when the performance is relatively stable, to improve customer loyalty and brand awareness, we can actively fulfill charitable responsibilities. such as strategic charitable donations and the establishment of charitable foundations. In the period of recession, the operation of enterprises is not smooth, the capital flow is difficult, and it is difficult to have the energy to fulfill the charitable responsibility for self-protection (Liu Jialin, Zou Haigui, 2012). In addition, the implementation of charitable responsibility can also stimulate the enthusiasm of employees and improve work efficiency. In general, the fulfillment of charitable responsibilities by enterprises is conducive to the sustainable development of enterprises (Peng Miaoyun, 2020).

Table 3*Corporate Performance*

Key Result Area	Composite Mean	VI	Rank
Economic Performance	3.32	Agree	3
Social Performance	3.39	Agree	1.5
Environmental Performance	3.39	Agree	1.5
Grand Composite Mean	3.37	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table summarizes the comprehensive assessment of business performance in terms of economic, social, and environmental performance. The composite average was 3.37, indicating that the surveyors agreed on each item. Among them, the weighted average of social performance and environmental performance is the highest, both of which are 3.39, followed by economic performance, which is 3.32. This shows that enterprise performance should be evaluated from the three aspects of economy, society, and environment. With the proposal of green development concept, social performance and environmental performance have an increasingly important impact on enterprise performance.

Social performance includes corporate reputation, customer satisfaction, government, and community support, etc. Different scholars use different indicators to measure environmental performance. Zheng Jiliang and Liu Jian (2018) mainly measure environmental performance through environmental quality indicators and resource reduction indicators. According to Xie Kun et al. (2019), environmental performance is mainly reflected by whether an enterprise can solve the "three high" problem and effectively reduce emissions of waste gas, wastewater, and waste. The measurement indicators include pollutant discharge, energy consumption and comprehensive utilization rate of waste. The process of social response, and the allocation of policies, plans and observable results related to corporate social relations (Zhou, et al., 2022).

Environmental performance is also known as environmental performance and environmental behavior. With the development of society, people have put forward higher requirements for the living environment and have sufficient motivation to supervise and participate in the environmental governance behaviors of environmental protection enterprises (Chen Suqin, 2021). Empirical analysis shows that when enterprises are willing to invest in environmental protection or to develop technology and products for environmental protection projects, they can be promoted to enter the market more stably, thus reducing unnecessary consumption (Zhao Yunqing, 2023).

The economic income of enterprises can provide financial support for enterprises to undertake social responsibilities. Good environmental performance will provide more and better resources for enterprises, while enterprises continue to consume resources, which may cause environmental pollution. The relationship between social performance and environmental performance may be indirect. According to relevant studies (Yan et al., 2022), the better the performance of corporate social responsibility, the more inclined it is to attract more investors' attention through high-quality social responsibility information disclosure, and then more capital will

be invested in the improvement of environmental performance after obtaining a large amount of financing. On the contrary, with the improvement of corporate environmental performance, the fulfillment of social responsibility will be better (Wen Hanrui & He Dayi, 2020).

Result shows the relationship between leadership style and corporate social responsibility. The results show that the calculated rho values are significantly correlated, and the obtained P-values are all less than 0.01α level. This means that the relationship between leadership style and CSR is statistically significant, and there is an important relationship before each other, and indicates that the better the leadership style practice level, the higher the CSR practice level. From the value of correlation coefficient, among the three leadership styles, transformational leadership style has a more obvious relationship with CSR in terms of economic, legal, ethical, charitable, and environmental responsibilities, followed by transactional leadership style, and finally, laissez faire leadership style. This indicates that the higher the level of transformational leadership, the higher the level of CSR practice in economic responsibility, legal responsibility, ethical responsibility, philanthropic responsibility, and environmental responsibility.

Relationship Between Leadership Style and Corporate Social Responsibility

The correlation between transformational leadership and the five dimensions of CSR is relatively high. Through the implementation of ethical and institutionalized management, enterprises can promote the implementation of social responsibility, and make it more stable and lasting, implement the level of moral awareness and ethical cognition into the daily management practice of organizations, and promote all employees to supervise and practice social responsibility independently (Ma Ling & Liu Shuo, 2022). Transformational leaders can grasp the development direction and strategic decisions of the organization, perceive the expectations of society and organizational stakeholders on the enterprise, and thus adopt socially responsible behaviors (Yang Xiaolei, 2021). At the same time, under the exemplary role of leaders to fulfill social responsibility, employees' social responsibility practices are more active (Xia Mengyao & Li Gang, By 2022).

The characteristics of transformational leadership style enable leaders to assume the responsibility of building a harmonious society in the process of corporate decision-making, and pay attention to the responsibility of environment, community, and stakeholders in addition to economic interests. The leader's social responsibility orientation influences the actions of every employee, with a focus on consumer awareness and environmental protection during the innovation process (Zhou Mengdi, 2020). In pharmaceutical enterprises, transformational leadership will encourage employees to carry out service innovation behavior; Managers with transformational leadership style will take the initiative to assume social responsibility; Qi Wenya takes different employees in different industries as research objects, and shows through empirical research that transformational leadership is conducive to corporate social responsibility; Organizational ethical climate plays an intermediary role in transformational leaders' perception of CSR among employees, which indicates that transformational leaders can not only directly influence employees' perception of CSR by using their role model effect, but also indirectly influence employees by creating organizational ethical climate (Qi Wenya, 2022).

Transactional leadership has the strongest correlation with economic responsibility in CSR practice, and the correlation coefficient is 0.658. Based on the view of social transaction, transactional leadership stimulates team members' work enthusiasm by stimulating them to pursue performance, which is an effective leadership way to improve the team's economic responsibility (Miao Honghui, 2019). Lin, et al., (2022) and Peng et al., (2012) found that transactional leadership style is conducive to the creation of learning and planning organizational atmosphere. Therefore, when employees feel that the performance of economic responsibility can be "exchanged" with the appreciation of leaders, It is more likely to generate the will to fulfill economic responsibility Tang, (2016); Chen, et al., (2019).

The correlation between environmental responsibility and the practice of corporate social responsibility is the strongest, and the correlation coefficient is 0.461. Modern enterprises absorb more employees with high ability and high IQ in order to improve the competitive strength of the organization. In the new era, employees

generally have a higher level of knowledge and culture, do not blindly believe in authority, and have a weak sense of hierarchy, which makes the traditional leadership relationship between "leader-led" quietly change. Dismissive leaders adopt a non-interference attitude towards subordinates, and lead managers fully trust and empower employees. Through delegating authority, leaders can awaken employees' sense of ownership and positive emotions, which can promote employees to complete various tasks of the organization by themselves. However, the undisciplined leader must prepare for the rainy day, anticipate the various risks and difficulties that may occur in the future, and then make the right organizational plan (Sun Haihang & Shao Fang, 2023). Chinese Laozi's idea of "ruling without doing anything" requires that we should "follow the way" and follow the law of development of things when dealing with things. It requires leaders not to hold power tightly in their own hands, but to enable employees to become empowered and have their own thinking space at work, so as to fully stimulate employees' enthusiasm for work (Li Jiahui, 2021).

Relationship Between Leadership Style and Corporate Performance

The result shows the relationship between leadership style and firm performance. The results show that the relationship between transformational leadership ($p=0.000$), transactional leadership ($p=0.000$) and liberal leadership style and enterprise economic performance, social performance and environmental performance is statistically significant, because the calculated p value is less than 0.01. The higher the practice level of transformational leadership, transactional leadership, and free leadership, the better the economic performance, social performance, and environmental performance of the enterprise.

From the value of correlation coefficient, among the three leadership styles, transactional leadership style has the most significant relationship with enterprise economic performance, enterprise social performance and enterprise environmental performance, and the correlation coefficient is 0.607, 0.652 and 0.692, respectively. This indicates that the higher the level of transactional leadership, the higher the level of corporate performance in economic, social, and environmental aspects. Transactional leadership is task-oriented and emphasizes whether the quality of work is up to standard, and usually applies a reward mechanism to fierce employees. Transactional leadership is most common in China. Through the empirical study of 314 Chinese enterprises' sample data, Chen Wenpei showed that both technology absorption ability and technology innovation ability can improve enterprise performance.

The context of transactional leadership style is more suitable for improving technology absorption ability, while the context of transformational leadership style is more suitable for improving technology innovation ability Liu (2022) and Lui, et al., (2019). The integration of transactional leadership and goal-oriented behavior can create a positive environment, drive relevant employees to participate in the enterprise's environmental protection and charity activities, and ultimately contribute to the construction of ecological civilization (Miao Honghui, 2019). Transformational leadership focuses on motivating employees' intrinsic motivation and promoting organizational change. Transformational leaders tend to reduce the management structure and increase the information exchange among employees, so as to achieve the organizational goal of all-employee learning and whole process learning, so as to promote the completion of enterprise economic performance goals (Dong Yuan & Li Jin, 2021).

Transformational leadership pays attention to intellectual stimulation, personalized care provides support for employees' innovative behavior, emphasizes the common development of individuals and enterprises, and provides a good change environment for enterprises' innovation, thus helping to improve enterprises' economic and social performance (Hao Junying, 2018). In terms of performance, Wang Xiaoqi studied teams in 14 provinces in China and found that transformational leadership has a significant positive effect on enterprise performance compared with transactional leadership (Wang Xiaoqi & Wang Ruiyong, 2017).

The environmental protection demonstration role of the type leadership is the direct "driving force" of employees' attention to environmental behavior, and the environmental transformational leadership can indirectly play a driving role by influencing employees' motivation or cognition through environmental protection vision

incentive and behavioral guidance, so as to stimulate employees' willingness to follow environmental protection standards and improve their level of environmental protection responsibility. To improve the environmental performance of enterprises (He Aizhong & Gao Ting, 2021)

Compared with the first two styles, the relationship between the dismissive leadership style and enterprise economic performance, social performance and environmental performance is relatively weak, and the correlation coefficient is 0.408, 0.462, 0.489. From the perspective of respondents, the level of lax leadership can also positively affect the level of enterprise performance. On the one hand, laissez faire leadership can implement personalized management for employees, make employees "take the enterprise as their home", enhance their sense of belonging, and promote the development of enterprises; On the other hand, dismissive leadership gives employees more power and requires them to be responsible for their own behaviors. Employees have the right to participate in corporate decision-making and management, which can improve their sense of responsibility and contribute to the improvement of corporate performance (Mu Xin, 2021).

Relationship Corporate Social Responsibility and Corporate Performance

The relationship between corporate social responsibility and corporate performance, and analyzes the relationship between economic responsibility, legal responsibility, ethical responsibility, charitable responsibility and environmental responsibility and corporate performance. The r value obtained by calculation shows that there is a strong direct correlation between corporate social responsibility and corporate performance, which has statistical significance. The better the performance of economic responsibility, legal responsibility, ethical responsibility, charitable responsibility, and environmental responsibility, the better the economic performance, social performance, and environmental performance of the enterprise.

First, the correlation between economic responsibility and corporate performance. He Lu (2019) proposed in his research that proactive CSR fulfillment can make it easier for a company to win the favor of customers and thus bring good goodwill to the company. In the long run, it will help the company form a good corporate image and establish a competitive advantage that other companies cannot match. Xu Tianshu (2020) proposed that by assuming social responsibility, a company can convey its ability of sustainable development to the society, thereby enhancing the confidence of various social stakeholders in the company, thereby bringing various resources conducive to the development of the enterprise, and ultimately improving the competitiveness of the enterprise. There is the impact of the fulfillment of social responsibility on market performance and financial performance and its impact path and proved the relationship between the fulfillment of social responsibility and corporate performance of pharmaceutical enterprises (Guo Huiling, 2020).

Second, the correlation between legal liability and corporate performance. The social responsibility of enterprises should be comprehensively measured based on importance and urgency, so that enterprises can bring more performance in the operation process. It will help pharmaceutical enterprises to build a social responsibility fulfillment mechanism in the process of stable long-term development (Zeng Ziyi, 2021). Third, the correlation between ethical responsibility and corporate performance. On the one hand, the implementation of ethical responsibility by enterprises is reflected in creating an environment within the organization that attaches importance to the development of employees and is responsible for employees, so that employees have a high sense of job security.

On the other hand, we provide humanitarian support, community education and cultural support, and community development investment to the community. Fu et al., (2017) mentioned in her research that an enterprise's unethical behavior will damage its reputation and negatively affect its production and operation. On the other hand, fulfilling ethical responsibilities can form a good corporate image, which is conducive to its production and operation. On the other hand, taking responsibility for investors and other stakeholders and building a good relationship is also one of the ways to maximize the interests of shareholders. Huang Lin and Zhu Fangyang (2018) explored the role of social responsibility of private technology enterprises on corporate performance, arguing that external corporate charitable responsibility has an inverted U-shaped influence on

corporate performance, while internal corporate ethical social responsibility can significantly and positively influence corporate performance.

Fourth, the correlation between charitable responsibility and corporate performance. Feng, et al. (2019) proved through an empirical study that state-owned enterprises fulfill their social responsibilities through charitable donations, and the amount of donations is positively correlated with corporate performance, which also proves that this influence has a certain lag. Similarly, it is assumed that consumers believe that corporate social responsibility is an altruistic purpose, such as charitable donation, which will help improve corporate image and thus corporate performance (Yang Bao & Ding Huan, 2022). Based on resource dependence theory and signal transmission theory, Zhang Xiaoying studies the relationship between charitable giving and corporate performance. Research finds that corporate charitable donation can improve corporate performance. Further research finds that charitable donation has a more significant effect on corporate performance in non-state-owned enterprises and companies with a low degree of regional marketization (Zhang, 2023). Finally, the correlation between environmental responsibility and corporate performance. From the dimension of environmental responsibility, corporate fulfillment of environmental responsibility has a positive impact on corporate brand reputation and corporate profitability. Some scholars believe that this positive effect is related to specific organizational context, and further study the mediating mechanism of corporate social responsibility on corporate performance (Ye Hongyu & Yang Jing, 2020).

Table 4

Proposed Customer Retention Strategies

Key Results Area	Findings	Strategies	Objectives	Persons Involved	Expected Outcome	Frequency/Timeline
Burnout Level Impact on the cognitive and emotional aspect of teachers	Teachers seldom experience burnout	The school must consider regular assessment of the level of burnout experienced by teachers. Utilize the Maslach Burnout Inventory Education Survey Instrument to measure the level of burnout of teachers.	To prevent the long-term effect of burnout on teachers	Teachers, Human Resource Department, Guidance Counseling Office	Better and energized faculty members, and also an improved social connection. Based on literature review, it is important to have a frequent conversation about job-related challenges and problems.	At the end of every semester
The same findings as above	The same findings as above	The school must provide regular monitoring on teachers to determine those experiencing mental health. Asking questions like "how are you feeling this whole semester", "what do you think are your biggest challenges" or "how can we help" creates a feeling of concerns from the Human resource Department and the Administration, as a whole.	To detect the early signs of mental health issues among teachers	Teachers, Human Resource Department	Positive mood and engaged faculty members. It has been discussed in the literature review that it helps when the administration have a conversation with teachers and offering assistance in times of needs.	At the end of every semester
The same findings as above	The same findings as above	The school must promote orientation on self-care including creating small social group	To promote the importance of exchanging ideas through small social group	Teachers, Human Resource Department	Creation of small social group. Based on literature review, it lowers teacher's anxiety and also a burnout coping strategy.	Once every month

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<i>Work Engagement</i> High level of work engagement among teachers	Teachers sometimes experience work engagement	The school must offer opportunities for teachers to converse or reflect about their work, especially on emotionally draining tasks	To always ensure engagement of teachers	Teachers, Department Chair or Program Chair, Human Resource Department	Increased teacher satisfaction. This is because, engaged faculty members often experience positive emotions, including happiness, joy, and enthusiasm.	At the end of every semester
The same findings as above	The same findings as above	The school must promote diverse team building activity during midterm break	To recover from emotional and mental draining task after the end of the school year	Teachers, Human Resource Department	Better work life balance among teachers. This was explained by the social exchange theory.	Every midterm breaks
The same findings as above	The same findings as above	The school must regularly provide mental health break	To create balance between work and life of the teachers.	Teachers, Human Resource Department, School Administrator	Positive emotions of faculty members towards work. When faculty members believed that their university or school is concerned about them and cares about their wellbeing, they are likely to respond to fulfill their obligations by becoming more engaged, and that is according to the literature review.	At the middle of the semester or week 10 of the semestral calendar.
<i>Work Life Balance</i> Increased level of satisfaction	Teachers agree that work and personal life support each other	The school must consider flexible work schedule and work from home arrangement.	To promote balance between work and life among teachers	Teachers, Deans, Human Resource Department	Increased level of motivation towards work and increased productivity in delivering instruction and performing other teacher's functions.	All throughout the school year
The same findings as above	The same findings as above	The school must promote programs that will consider the welfare of the families of the teachers	To develop a program that will involve the families of the teachers	Teachers, Human Resource Department	Self-motivated teachers. According to the literature review a person who devotes considerable time on his family, and not only on his work, can feel the satisfaction on both.	Once a year, during midterm break

4. Conclusions and Recommendations

Respondents strongly agree that leadership styles include transformational leadership, transactional leadership and laissez faire leadership. Respondents strongly agree to evaluate the social responsibility performance of pharmaceutical companies from economic responsibility, legal responsibility, moral responsibility, charitable responsibility, and environmental responsibility. Respondents agree that economic performance, social performance, and environmental performance are important components of corporate performance. Based on the result leadership style, corporate social responsibility and corporate performance are positively related as can be observed on the quality of work and performance of the employees. The researcher able to propose customer retention strategies. This study recommended that Senior management is an important factor affecting the performance of CSR behavior. Pharmaceutical companies may promote the fulfillment of CSR by introducing high-level management talents with transformational and transactional characteristics and establish a positive corporate culture of CSR from top to bottom.

The pharmaceutical industry is highly related to the life and health of the public. Therefore, training may be provided to managers of pharmaceutical enterprises to enhance their awareness of CSR, so as to promote the practice of CSR. Pharmaceutical companies may always take the community, employees, natural environment, and socially vulnerable groups as the target of responsibility, and regard corporate social responsibility as an effective investment that can obtain economic returns, improve corporate competitiveness, and promote the growth of corporate performance. The research output may be adopted as to improve the customer retention. For future researchers may conduct similar studies using different variables as such customer repurchase intention and loyalty while on the corporate side may examine the corporate performance through employees' motivational factors.

5. References

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